OPENING THE FLOW OF CITIZEN ENGAGEMENT; AN EXPLORATORY STUDY OF SOCIAL NETWORKING SERVICES AS A POTENTIAL VEHICLE FOR E-PARTICIPATION IN THE CITY AND COUNTY OF HONOLULU, HAWAI‘I.

A THESIS SUBMITTED TO THE GRADUATE DIVISION OF THE UNIVERSITY OF HAWAI‘I AT MĀNOA IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF

MASTER OF ARTS IN COMMUNICATIONS
DECEMBER 2010

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Abstract

This study explored the current use of Social Networking Services (SNS), namely Facebook and Twitter, by City and County of Honolulu government stakeholders, policymakers and their constituents. Specifically, it sought to provide a better understanding of stakeholders’ perceptions of local e-participation through government-operated SNS. This study consisted of three phases, which investigated and evaluated unique, as well as common, opportunities and barriers to implementing SNS as potential platforms for e-participation in the City and County. The City and County initiated use of SNS in 2008, and use remained at an early stage of integration into business processes and operations. Data revealed no evidence that the policymakers were using SNS to directly promote e-participation initiatives, although potential future uses were noted. At the time of the study, government-operated SNS was primarily used by policymakers and citizens as a one-way-information-based government service.
Acknowledgments

I would like to express my appreciation and gratitude to my committee chair Dr. Jenifer Winter and my committee members Dr. Ann Auman and Dr. Gary Fontaine whose guidance and support were essential to my academic journey. I would like to acknowledge the assistance of all my interview participants, members of the City and County of Honolulu government and my focus group participants, citizens of the City and County of Honolulu, for their generosity in making time in their busy schedules to provide the appropriate stakeholder voice and insights essential for this study.
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CHAPTER 1: INTRODUCTION

Information and communication technologies (ICTs), as potential catalysts for increased political participation and democratic enhancement, have long been a subject of academic debate (Macintosh, 2004; Coleman, & Schneeberger, 2009; Macintosh & Whyte, 2006). Advancements in modern online media and further analysis of ICTs’ influence on public participation are shifting such research from theoretical context to pragmatic understanding, investigation, application, and empirical research (Boyd, 2008). In particular, Social Networking Services (SNS), like Facebook and Twitter, provide valuable insight into the practices and theories of citizen engagement (Sæbø, Rose, Nyvang, 2009; Taylor-Smith & Lindner, 2009).

The United Nations Department of Economic and Social Affairs Division for Public Administration and Development Management (2008) suggests that modern e-government systems should assess the potential application and associated benefits of moving towards connected governance, which offers a systematic approach to the collection, reuse and sharing of data and information. As governments further examine providing greater interactive participatory quality to the modern online public sphere, e-government systems will inevitably need to be designed to help mold patterns of communication, influence social values, and ultimately benefit the public (Brewer, Neubauer, & Giselhart, 2006).

Moon (2002) suggests that as a result of e-government maturation efforts, ICT development is expanding into democratic contexts, including the enhancement of citizen participation through policy-making (as cited by Phang & Kankanhalli, 2008). When
leveraged effectively as tools to promote active citizen participation, information
technologies such as ICTs hold the potential to profoundly affect democracy and civil
discourse (Kumar & Vragov, 2009). Broadly defined, electronic democracy (e-
democracy) is the use of ICTs to support the democratic decision-making process
(Macintosh, 2004). Macintosh elaborates that this process can be divided into two main
categories: e-voting and e-participation by citizens. This study focuses on e-participation.

According to the United Nations Department of Economic and Social Affairs
Division for Public Administration and Development Management (2008), e-
participation can be understood as “…one tool that enables governments to dialogue with
their citizens. By enhancing government’s ability to request, receive and incorporate
feedback from constituents, policy measures can be better tailored to meet the needs and
priorities of citizens” (p.58). In the act of supporting dialogue, e-participation activities
are carried out by a variety of stakeholder groups (e.g., citizens and politicians) (Sæbø,
facilitating citizen participation, or e-participation initiatives, refers to governments’
effort in employing ICT for disseminating policy planning information and soliciting
citizens’ inputs in planning” (p.128). With e-participation tools, citizens are no longer
bound to a specific location and time, as opposed to traditional participatory tools
(Koekoek, Lammeren, & Vonk, 2009). Readily available forms of ICTs with the potential
to support participation include: chat technologies, discussion forums, electronic voting
systems, group decision support systems, and web logs (Sæbø et al., 2009). Considering
the wide array of different available forms, it becomes a critical challenge, when
providing participation mechanisms, that the government offers appropriate channels for
the user (Harris & Vincent, 2008). To overcome these and other challenges, greater efforts are needed by both government and citizens toward raising awareness and capacity of ICTs (Organization for Economic Co-Operation and Development, 2003).

The director for United States Services Intergovernmental Solutions General Services Administration (GSA) Office of Citizen Services and Communications, Darlene Masekell (2007), explains, “Recognizing the sophistication of the public and the ways people now make their presence known online, government entities have increasingly begun to harness the potential of the Internet to meet their constituents online, because that’s where people are making their voices heard and where decisions are being made” (p.2). However, government’s harnessing of the Internet’s potential is not always successful. A primary problem with existing forms of e-participation is their ability to engage citizens (Sæbø et al., 2009). A specific type of on-line platform that the public is currently using includes Social Networking Services (SNS). As an integral part of Web 2.0 technologies, SNS tools are characterized by user-generated content, multi-way communication, and various other new-media based capabilities (Robertson, Vatrapu, & Medina, 2009). The ability of SNS to attract and sustain interaction, support content-generation, provide forums of discussion and attract large numbers of users appears to solve some of the problems of engaging users that other e-participation services struggle with (Sæbø et al., 2009).

In democracies, municipalities support state institutions through implementing national government policies as well as by responding to the needs of local residents (Nachmias & Rotem, 2007). The paradigm shift to, and potential for, public sector use of ICTs to enhance citizen participation has observed continual and extensive development
through the deployment of public-involvement programs at national, regional, and local levels (Scott, 2006). Specifically, citizen growth and involvement of SNS as a widely accessible two-way communication vehicle for facilitating informational exchange is being recognized as a modern potential leveraging tool by practitioners as a subset of “e-government” emerging as “e-participation” (Sæbø et al., 2009). However, the potential for SNS as a government tool for e-participation has received relatively little attention in research, and even less focus has been placed on the potentials for local governments. In order to further understand SNS as portals for e-participation, it will be important to understand the barriers of implementation and use by practitioners and citizens at all government levels: international, national, and local.

Specifically, the implementation of modern e-government practices produces unique challenges to local authorities who need to consider balancing attention to residents’ needs and opinions with maintaining strong governance without slowing down the local policy process (Nachmias & Rotem, 2009). While local governments share some of the e-government requirements with those at the national level, they also maintain specific requirements that are either unique to their contexts, or due to characteristics, stipulate greater examination (Löfstedt, 2005).

To enhance understanding of SNS use by local government, this research provided an exploration into how stakeholders perceived local e-participation through the use of SNS forums by the citizens and government of the City and County of Honolulu. In the context of SNS, this study’s focus included Facebook and Twitter, as they were the most predominately used types within the City and County. Thus this study did not include great exploration into other emergent or future forms of SNS. This research
investigated and evaluated unique, as well as common, opportunities and barriers to implementing SNS as potential platforms for e-participation in the City and County of Honolulu. The study analyzed local social and institutional interaction with SNS-based e-participation through the theoretical concept of social informatics, and sought to contribute to the City and County of Honolulu’s understanding of the modern online public sphere.

The remainder of this paper is structured as follows; the balance of this introductory chapter introduces the research objectives. A literature review in Chapter 2 will shape the theoretical foundation and basis for this study. The research questions and key concepts are defined in Chapter 3. Chapter 4 describes the research methods to be employed by this study. Chapter 5 reports and discusses the study’s findings. A conclusion, recommendation for future study and practice, and limitations of study are found in Chapter 6.

**Research Objectives**

Due to the broad scope of this study, research was divided into three phases: Policymaker Phase, SNS Participant Citizen Phase, and SNS Nonparticipant Citizen Phase.

**Phase I: Policymaker Phase**

1. To identify the main issues faced by policymakers in the City and County of Honolulu when using SNS for policymaking.
2. To examine how the City and County of Honolulu policymakers have integrated SNS in policymaking.
3. To identify City and County of Honolulu policymakers’ main reasons for using SNS to promote participation in the City and County of Honolulu.

4. To identify City and County of Honolulu policymakers’ future plans of SNS integration in policymaking.

Phase II: SNS Participant Citizen Phase

1. To examine the extent to which citizens are informed and communicate about relevant policy issues related to the City and County of Honolulu government.

2. To identify the main issues faced by citizens in the City and County of Honolulu when using SNS for participating.

3. To examine how City and County of Honolulu citizens use SNS to participate in policymaking.

4. To identify citizens’ main reasons for using SNS to participate in the City and County of Honolulu policy.

Phase III: SNS Nonparticipant Citizen Phase

1. To examine the extent to which citizens informed and communicate about relevant policy issues related to the City and County of Honolulu government.

2. To identify the main reasons that citizens do not use SNS to engage with the City and County of Honolulu.
Definition of Location: City and County of Honolulu, Hawaii

The City and County of Honolulu refers to the governing body of the city and county of Honolulu in accordance with the geographical limits set by the 1959 Charter. Specifically the City and County of Honolulu is a consolidated city-county (Honolulu County, Hawaii, n.d., para. 1). The City and County consists of the county of Honolulu and the Island of Oahu, which embraces it, as well as all other islands in the Territory of Hawaii and the water, that are not included in any other county (City and County of Honolulu Charter, 1959). In addition to the 1959 Charter’s characteristics, the City and County of Honolulu is a multi-ethnic municipality, as shown by the most current 2009 population statistics by the United State’s Census Bureau. Additional demographic characteristics provided by the U.S. Census Bureau include 19.2% of citizens are considered foreign-born (2000), 28.9% of citizens speak languages other than English at home (2000), 84.8% of citizens are considered high school graduates (2000), and 27.9% of citizens have a Bachelor’s degree or higher.
CHAPTER 2: LITERATURE REVIEW

In this chapter, relevant academic and practitioner literature are reviewed to provide both theoretical and methodological foundation for this research. Specifically, the primary goal of this literature review is to present a concise review of literature in the areas of social networking services (SNS) in e-participation. A snapshot of the evolutions of e-government in study and in practice (Section 1) is meant to provide context regarding the development of e-government in relation to the field of e-participation. The study’s goal is to enhance the current understanding of e-participation and the emergence of SNS in academia and in practice. The following section provides a working definition of e-participation (Section 2.1), introduces SNS as current tools for citizen engagement (Section 2.2), and reviews literature that addresses the promises and barriers to e-participation (Section 2.3 and 2.4). Section 3 examines e-participation from a socio-technical approach through investigating literature in the areas of the Internet and the public sphere (Section 3.1), emerging differences in the social understanding of SNS, specifically Facebook and Twitter (Section 3.2) and contexts of social informatics and social change (Section 3.3). Specifically, the next section provides an evaluation model for e-participation as the methodological foundation of this study (Section 3.4). Section 4 can be viewed as an extension of Section 3 in that it provides the primary dimensions of evaluation characterized by principal literature in the field of e-participation. Lastly, Section 5 provides a conclusion of the literature review as it relates the research objectives.
Electronic government, referred to as e-government, electronically delivers government services to citizens, businesses and, other government agencies. In its early form, e-government was generally understood as a provision of government services by means of information communication technologies (ICTs), allowing public administrators to provide traditional public services in a new and more efficient way, while at the same time offering new forms and types of services (Arjuna, Pradovani, & Nesti, 2007, p.33). The primary role of the e-government system is to simplify citizen access to government services (De Meo, Quattrone, & Urino, 2008). E-government systems deliver services electronically to focus on citizens’ and other stakeholders’ needs by offering sufficient information and enhanced services that afford stakeholders the capability of supporting how government can best run (Lappas, 2008). However, more recently, the promise of e-government has expanded to not only include the provision of quality government services and delivery systems, but also to the engagement of citizens in government (Bertot, Jaeger & McClure, 2008). Contemporary ICTs facilitate new forms of e-government, offering increasingly broader views, which go beyond internal services and administrations to include the democratic process as well as the relationship among citizens, civil society, the private sector, and the state (Dawes, 2008). Collectively, these aspects constitute what is emerging as e-governance (Dawes, 2008).
Löfstedt (2005) suggests that interest in the field of e-government is increasingly focusing on the demand side (i.e., the individual citizen). As illustrated in figure 1, the research field is shifting from a government focus at the national level to a citizen focus (Löfstedt, 2005). However as the figure shows, there remains little citizen-based focus at the local level (Löfstedt, 2005). Gaps in e-government advancements at the local level may be related to what Nachmias and Rotem (2007) suggest as the unique challenges to local authorities who need to consider balancing attending to residents’ needs and opinions while still maintaining strong governance without slowing down the local policy process. This need to balance citizens’ needs and opinions is mirrored in the concept of e-governance.
E-governance refers to a broader set of navigation practices in society that embraces both e-government and e-democracy (Arjuna et al., 2007). It is the application of electronic means in the interaction between government and citizens and government and businesses, as well as internal government operations (Backus, 2001). E-democracy goes beyond traditional e-government to encompass all forms of electronic interactions between government and citizens (Backus, 2001). “The term ‘eDemocracy’ captures both the intent to support democracy and studies of the outcomes and context” (Macintosh & Whyte, 2006, p.1).

In current research, the terms e-government, e-governance, and e-democracy seem to be merging into an overall holistic understanding of e-government. In Figure 2, Löfstedt (2005) provides an approximate illustration of the current research in the field of e-government and how the different aspects and some researchers in the field overlap and

Figure 2. Map Of Current Research In The Field Of E-Government

(Löfstedt ,2005, p.42)
connect to one another. Provided this understanding, a modern definition of e-government might also be understood as being more hybrid in nature. Consequently, this study refers to e-government, as defined by the European Union (EU) (2004) as, “…the use of Information and Communication Technologies in public administrations combined with [organizational] change and new skills in order to improve public services and democratic processes and strengthen support to public policies” (n.p.).

As success of government leaders is increasingly being measured by the benefits of their clients, namely businesses, citizens, and communities, assessments of the role of government and the vision of e-government is focusing on greater interactivity and connectedness, or what the United Nation (UN) Department of Economic and Social Affairs Division for Public Administration and Development Management (2008) defines as “connected governance”. Connected governance, or networked governance, takes a holistic approach to e-government. “ICT based connected governance efforts are aimed at an improved cooperation between governmental agencies allowing of an enhanced, active and effective consolation and engagement with citizens, and a greater involvement with multi-stakeholders regionally and internationally” (UN Department of Economic and Social Affairs Division for Public Administration and Development Management, 2008, p.6). The concept behind ICT based connected governance is to provide greater public services both internally and externally as explained in Figure 3.
Figure 3. ICT-Enabled Connected Governance

(UN Social Affairs Division for Public Administration and Development Management, 2008, p.7)

In Figure 4, the UN Social Affairs Division for Public Administration and Development Management (2008) provides an e-government model, showing the needs and challenges facing government interoperability of external and internal government functions.

Figure 4. E-Government Model

(UN Social Affairs Division for Public Administration and Development Management, 2008, p.14)
Moon (2002) suggests that as a result of e-government maturation efforts, ICT development is expanding into democracy contexts including the enhancement of citizen participation through policy-making (as cited by Phang & Kankanhalli, 2008). When leveraged effectively as tools to promote active citizen participation, information technologies such as ICTs hold the potential to profoundly affect democracy and civic discourse (Kumar & Vragov, 2009, p.118). Broadly defined, electronic democracy (or e-democracy) is the use of ICTs to support the democratic decision-making process (Macintosh, 2004). Macintosh (2004) elaborates that this process can be divided into two main categories: e-voting and citizen e-participation. As the aim of this research is citizen engagement through direct participation in policymaking, this study focuses on the e-participation aspect of the democratic process. According to the UN Social Affairs Division for Public Administration and Development (2008) report, e-participation has the potential to establish a more transparent government system through allowing citizens to use new channels of influence, consequently reducing barriers to public participation in policy making.

2. E-Participation Promises and Barriers

In this section a definition of e-participation is sought. This section also looks at e-participation initiatives’ roles in citizen engagement with Social Networking Services (SNS), as well as examines suggested promises and barriers to its implementation in study and practice.

2.1. A Working Definition

The United Nations Social Affairs Division for Public Administration and Development’s eGovernment Survey (2008) defines e-participation as “…one tool that
enables governments to dialogue with their citizens” (p.58). A more specific working definition of e-participation can be explained, “…as the use of ICTs to support information provision and “top-down” engagement, i.e. government-led initiatives, or “ground-up” efforts to empower citizens, civil society [organizations] and other democratically constituted groups to gain the support of their elected representatives” (Macintosh & Whyte, 2006, p.2).

2.2. The Paradigm of Social Networking Services in the area of E-Participation

As an integral part of Web 2.0 technologies, SNS tools are characterized by user-generated content, multi-way communication, and various other new media based capabilities (Robertson, Vatrapu, & Medina, 2009). Specifically, Ahn, Han, Kwak, Eom, Moon, and Jeong (2007) state that, “SNSs provide an online private space for individuals and tools for interacting with the people on the Internet” (p.835). Considering that comments can be made public via SNS, this study extends the Ahn, et al. (2007) concept of SNS to include an online private and public space where individuals and groups communicate with others. SNS’ ability to attract and sustain interaction, support content-generation, provide forums of discussion and attract large numbers of users appear to solve some of the problems of engaging users that other e-participation services struggle with (Sæbø et al., 2009). In this sense SNS are often viewed as a social software platform for virtual communities that provide extensions to the communities in the real world, sharing a union of common interest, without the direct constraint of time and space (Maciel, Roque, & Garcia, 2009).

A specific social driver to SNS growth can be illustrated in the changing habits of Internet users, especially among the youth (Sæbø et al., 2009). Trends in internet user
activity on the World Wide Web provide insight into how citizens, with internet access, are leveraging internet and SNS tools to engage themselves in political policy initiatives. According to Smith (2009), the Pew Internet and American Life Project found that 74% of internet users, or 55% of the entire adult population, went online during the 2008 United States presidential election to get involved in and or informed about the campaign (Smith, 2009, p.22). Smith (2009) defined these citizens as “online political users” (p.3). The Project identified three categories from which “online political users” used the internet as a tool for political engagement. These categories consisted of the following: going online for news about politics or the campaign, communicating with others about politics using the internet, and sharing or receiving campaign information using specific tools, such as email, instant messaging, text messages or Twitter (Smith, 2009, p.3).

Findings from this study suggest that 60% of the online population, who are being defined as the “online political users”, went online for news and information about politics or the campaign, 38% of internet users talked about politics online with others over the course of the campaign, and 59% of users used one or more sharing or receiving tools to send or receive political messages (Smith, 2009, p.3).

Sæbø et al. (2009) argues that growth in SNS is driven by technical, social, economic and institutional forces. Consequently, SNS can be understood from a socio-technical approach. SNS form many Internet users’ main online destination and communication method and are largely “free” to use (Taylor-Smith & Linder, 2009). In particular, “SNS provide ways for people to locate each other, to provide information about themselves (and various other forms of content), to interact in various ways for various (often un-specified) purposes, to overcome networking barriers such as
geography, different time zones and language, and to maintain contact over time” (Sæbø et al., p.50). Together these services can be regarded as a contemporary form of public sphere, in a framework that promotes civic discourse and debate (Robertson et al., 2009).

Sæbø et al. (2009) suggests that the services’ dependencies on active participation and provision of discussion forums indicates SNS could contribute to answer some of the problems of engaging citizens that past e-participation services grappled with. Concretely, Taylor-Smith and Lindner (2009) posit that the main drivers for using SNS tools to promote e-participation initiatives include:

- To reach more people in the target group to encourage them to get involved,
- To facilitate viral marketing of the project,
- And to keep people interested, through regular updates and the chance to establish comparatively sustainable computer-mediated relationships. (p.117)

2.3. Promises of E-Participation

According to the Administrative Procedure Act of 1946, the public can play a role in the rules that affect them (United States General Accounting, 2003). In terms of government leveraging of information communication technologies (ICTs) as an aid to citizen engagement, Macintosh and Whyte (2006) explain the following:

[A]s the use of ICTs to support information provision and “top-down” engagement, i.e. government-led initiatives, or “ground-up” efforts to empower citizens, civil society organizations and other democratically constituted groups to gain the support of their elected representatives. Effective information provision is often seen as a corollary of effective engagement and empowerment. (p.2)
The international Organization for Economic Co-operation and Development (OECD) (2001) report, Citizens as Partners, identifies three levels of citizens’ engagement that can be supported by ICTs: the informational level, the consultation level, and the active participation level. At the informational level, citizens receive one-way access to relevant information via electronic means, such as: websites, search engines and electronic newsletters, video letters, voice, allowing for the option of meaningful personal and organizational choices and decisions (OECD, 2001; OECD, 2003; Arjuna et al., 2007). At the consultation level, governments interact with citizens through electronic mechanisms that provide for a two-way feedback (OECD, 2001; OECD, 2003; Arjuna et al., 2007). Mechanisms that provide for such feedback include but are not limited to online forums, web-based platforms, chat rooms, and e-mail newsgroups (Arjuna et al., 2007). This level provides an open forum from which individuals and companies can hold public debates and deliberations that can enlighten the government’s decision-making process (Arjuna et al., 2007). The third level, active participation is based on a partnership with the government and citizens. At this level, citizens actively engage in the policy-making process and are acknowledged in the dialogue (OECD, 2003).

The OECD (2003) stated objective of technology-enabled information dissemination, consultation, and participation is to improve the policy making process through:

- Reaching and engaging with a wider audience;
- Providing relevant information;
- Enabling more in-depth consultation;
Facilitating the analysis of contributions;
Providing relevant and appropriate feedback;
Monitoring and evaluating; and
The possibility of building a seamless e-government platform from which to facilitate information storage and retrieval and enhance the attractiveness of a debate for certain audiences. (p.33)

Further, according to the OECD (2003), ICTs provide effective tools to support information that is held by the public administrations and to provide results for individual citizen’s needs through offering readily available engines for searching, selecting, and other integrating systems. Hinnant and Welch (2003) introduce two possible constructs for government websites: transparency and accountability. Hinnant and Welch (2003) explain that fiduciary trust provides for an asymmetric relationship between government and citizen. Thus, citizen trust in government is optimal if citizens feel that their best interests are being served. Through using technologies to disclose information, government agents may be establishing more trust from their citizens (Hinnant & Welch, 2003). ICTs’ interactive quality further opens the potential for the expansion of the scope, breadth, and depth of current government based consultation with stakeholders during policy-making (OECD, 2003).

The OECD (2003), states that “reasons for better engagement of citizen in the policy-making process include, but are not limited to: to produce better quality policy, to build trust and regain acceptance of policy, to share responsibility for policy-making, the ability to visualize policy implementation, balance power of lobby organizations, avoid corruption, foster active citizenship, strengthen representative democracy” (p.33). It
claims that information technology used to engage citizens can improve the policy-making process through enabling the following: reaching and engaging with a wider audience, providing relevant information, enabling more in-depth consultation, facilitating the analysis of contributions, providing relevant and appropriate feedback, monitoring and evaluating, and possibly building seamless government that will facilitate information storage and retrieval, and enhance the attractiveness of a debate for certain audiences (OECD, 2003, p.30).

2.4. Barriers of E-Participation

In their article, Kumar and Vragov (2009) classify ICT tools along a continuum according to the level of citizen participation they support and their level of possible cost-reduction. They state that, “any initiative that encourages meaningful and active participation from its citizens online has the potential to impact the civic discourse” (p.118). The authors place new ICTs into three broad categories along a participation continuum based on government-citizen interaction: Communication Component (CC) offering a one-way communication, Deliberation Component (DC) offering a two-way communication, and the Voting Component (VC) offering collective decisions (Kumar & Vragov, 2009). These three interactive components mirror the levels suggested by the OECD (2001) informational level, the consultation level, and the active participation level.
Kumar and Vragov (2009) suggest that, “when the government makes a decision to provide a certain public good or service, there are two important costs incurred in the process: external cost, and decision-making cost” (p.120). The external cost is one that is acquired by an individual or group that is negatively impacted by a government decision (Kumar & Vragov, 2009, p.120). Conversely, the decision-making cost relates to providing information to people so that they can make an informed decision and involves the interaction between citizens and the decision mechanism being used (Kumar & Vragov, 2009, p.120). The graph above explains the concept of public choice, which Kumar and Vragove (2009) describe as arguing that there is trade-off between external and decision-making costs in every mechanism. The trade-off in costs provides that government must look at the holistic model of e-participation when searching for the appropriate mechanism.

The OECD (2003) proclaims that barriers to providing greater online citizen engagement are not technological, but instead are primarily cultural, organizational and
constitutional. Consequently, when providing participation mechanisms, it is a critical challenge that the government offers appropriate channels for the user (Harris & Vincent, 2008). To overcome all challenges, there will need to be greater efforts both within government and citizens towards raising awareness and capacity of ICTs (OECD, 2003).

Society’s previous use and shaping of technology is a challenge to ICTs as a tool for leveraging e-participation. As Harris and Vincent (2008) explain, “social shaping of technology often occurs in a gradual and almost imperceptible way when the social practices involved in the use of the technology begin to influence the ways that the technology is appropriated and developed” (p.402). Gustavo, Carlos, and Susana (2005) explain that, “citizen political participation vis-à-vis democratic institutions… can be empowered by the Internet so long as representation and politicians’ attitudes toward the public, and of the latter towards the former, change” (p.454). Part of social shaping and attitude development comes from legacy assumptions made by previous and current policy experts. An example of legacy assumptions and experts hindering citizen participation can be perceived through Bucchi and Neresini’s (2007) explanation of the deficit model occurring in public participation in science. The researchers suggest that the deficit model derives the assumption that expert knowledge is more important than lay knowledge (Bucchi & Neresini, 2007). An example given to support the importance of lay knowledge was a farmer’s knowledge of the water intake of the particular soil on his/her farm. Knowledge of problems or advantages occurring in a particular society may be most effective coming from lay knowledge of people in that society (Bucchi & Neresini, 2007). In such cases, experts’ decision to dismiss lay knowledge reinforces the concept of
the public ignorance and thereby hinders public participation in the policy-making process (Bucchi & Neresini, 2007).

While ICTs have the potential to offer opportunities for greater citizen engagement in the policy-making process, they also have potential to raise new questions for the government (OECD, 2003). The OECD suggested three questions ICTs raise in regards to citizen engagement and the government. These questions include: (1) how are citizens’ rights of access to information to be ensured in the online era?, (2) what aspects of government’s current structure, organization, resource allocations and available skills need to be changed to respond to new standards in their interactions with citizens?, and (3) what is the status of civil servants’ online responses to citizens’ queries or their submissions to an electronic discussion forum? (OECD, 2003, p.13).

The OECD (2003) suggests that there are five major challenges to online enhancement of citizen engagement. The five major challenges include: scale, capacity, coherence, evaluation, and commitment. With regard to scale, the OECD (2003) suggests dual problems: for the government, the problem becomes how to listen to the vast communications made by the citizens and other stakeholders, and for citizens, it is how to be heard. Accordingly, the challenge is to develop tools for online engagement that provide stakeholders an opportunity to participate in and understand collective decision-making, while at the same time developing skills for active citizenship (OECD, 2003). In other words, how does the government provide stakeholders with the information, education, and opportunities needed to enhance their capacity to listen to, engage in, and participate in molding public policy? Another challenge the OECD (2003) suggests that needs consideration is coherence in the holistic view of policy-making cycle and the
design of technology. Policy, action, and technology support of the processing of information, consulting, participation, analyzing, providing feedback, and evaluating must be made available at each appropriate stage of the policy making process and dealt with as such (OECD, 2003). Evaluation is also a challenge that the OECD (2003) suggests will need attention, whether or not ICTs are being appropriately acknowledged and implemented.

In Evaluating the development and use of ICTs, the OECD (2003) explains, “As governments increasingly support the development of ICTs to enable citizen engagement on policy-related matters, there is a corresponding need to know whether online engagement meets both citizens’ and governments’ objective” (p.18). Lastly, commitment to government adaption of structures and processes to ensure the best results of online engagement and information provision to citizens is a challenge for the continuation and validity of online engagement (OECD, 2003).

3. A Socio-Technical Approach

This section explores emerging issues of ICTs in the institutional and cultural contexts of e-participation in literature, and determines specific analysis of transformations of the public sphere and research context of social informatics. This section will also look at a socio-technical based model for evaluating e-participation.

3.1. Transforming the Public Sphere

Somers (1993) modified Habermas’ (1989) definition of the public sphere to read as follows, “…a contested participatory site in which actors with overlapping identities as legal subjects, citizens, economic actors, and family and community members, form a
public body and engage in negotiations and contestations over political and social life” (p.589). The increase of possible channels for citizen engagement via modern mass media infrastructure, such as the Internet, suggests a modern paradigm in the public sphere. Specifically, Benkler (2006) suggests that shifts in network architecture and the cost of becoming a speaker are primary elements of the difference between the mass media and the networked information economy. These elements are altering how individuals participate in the public sphere. Benkler (2006) calls the new platform of public sphere, the networked public sphere. The author defines the networked public sphere as one that “…is not made of tools, but of social production practices that these tools enable” (Benkler, 2006, p.219). In the networked sphere, citizens’ role shifts from solely listening, reading and viewing to one where they can participate in public conversations and the public agenda setting process (Benkler, 2006). Thus allowing for agenda to “…be rooted in the life and experience of individual participants in society- in their observation, experience, and obsessions” (Benkler, 2006, p.272).

Benkler (2006) explains that, “in the networked information environment, everyone is free to observe, report, question, and debate, not only in principle, but in actual capability” (p.272). Benkler (2006) suggests that to analyze a theory of networked information economy as a new public sphere, one needs to catalog, “…what is, while trying to abstract from what is being used to what relationship of information and communication are emerging and from these to transpose to a theory…” (p.215). Primary platforms of information and communication reviewed by Benkler (2006) include E-mails and the World Wide Web, both static and dynamic.
He illustrates two critiques of the Internet as holding democratizing effects: (1) Information overload and (2) Centralization of the Internet. The first, information overload, occurs when everyone’s spoken words create too many statements, as well as when there is too much information to take-in (Benkler, 2006, p.233). This criticism ignites three more specific argumentative scenarios that the author describes as: money will end up dominating anyway, fragmentation of attention and discourse, and polarization. The second criticism, centralization of the Internet, is concerned that the Internet will replicate the mass media model and therefore will not genuinely change any structural communication within the public sphere (Benkler, 2006, p.235). The centralization of the Internet adds to the three specific scenarios formed from the information overload criticism and includes: centrality of commercial mass media to the Fourth Estate function, authoritarian countries can use filtering and monitoring to squelch Internet, and the Digital Divide (Benkler, 2006, p.236).

Benkler (2006) states, “the Internet and the networked public sphere offer a different set of potential benefits and suffer a different set of threats for liberation of authoritarian countries” (p.266). The benefits and difficulties the Internet causes authoritarian government revolves around control issues. While the advent of the Internet makes it harder and more costly for governments to assert control of the public sphere, the same problems also can be exploited conversely by the government and used for further control (Benkler, 2006, p.270). Thus, leveraging of the Internet can be both a tool for citizens seeking to push for freedom, as well as tool for governments seeking control over the public sphere.
3.2. Emerging Differences in Social Understandings of SNS

Specifically, this study provides analysis of the City and County of Honolulu’s use of Facebook and Twitter. These two SNS are still subject to change of use and development, and currently hold both similarities and differences.

Facebook in particular has received growing attention and use. It claims a current user population reaching more than 500 million active users, 50% of which log on to Facebook on any given day (Facebook, n.d.). Facebook, “…allows users to create their profile, display a picture, accumulate and connect to friends met both online and offline and view each other’s profile…” (Papacharissi, 2009, p.200). According to Facebook (n.d.), aside from personal profiles, “there are over 900 million objects that people interact with (pages, groups, events and community pages” (n.p.). Such applications provide platforms for users to “connect and share in rich and engaging ways” (Facebook, n.d., n.p.). New information regarding one’s connections on Facebook (i.e. friends, pages, and etc.) is shared through status-updates which appear on one’s personal News-Feed.

Similar to Facebook, Twitter, is an “…online social network used by millions of people around the world to stay connected to their friends, family members, and coworkers…” (Huberman, Romerao, & Wu, 2008, pp.2-3). Twitter has 160 million registered users and 90 million tweets written daily, as of September 14, 2010 (Twitter, n.d.). Specifically, Twitter is referred to as a microblogging-service, which allows users to submit short (140) character status-updates, known as tweets, while following the status updates of others (Phelan, McCarthy, & Smyth, 2009).
While Twitter and Facebook provide similar services for users, differences have emerged in their purpose and function by designers and users alike. (Parr, 2010, October 11). Parr (2010, October 11) explains that the stream of information differs in both services. Specifically, Parr (2010, October 11) suggests,

Facebook, with its mutual friend connections and college-exclusive beginnings, is better suited for keeping in touch with friends. For most people, it is indeed a network of your social graph, all in one place. Twitter, on the other hand, is all about the stream of information coming from people and organizations all across the world. That’s why there’s room for both: they simply provide different functions. (para. 7)

While this statement, does not consider Facebook pages, which can also be used by users to receive information about people, news, organizations alike, it does provide possible insight into the key social understandings of each SNS primary function.

This understanding may impact the current expectations of users (whether they be friends, consumers, or constituents, etc.) with regard to organizational use of the two SNS. In terms of organization branding, Adamson (2009, May 06) explains, Twitter can be seen as an “early warning system” (para. 8) for markets, through the ability to monitor consumer tweets and re-tweets as well to providing timely updates and alerts to the consumer. Whereas, Adamson (2009, May 06) suggests, Facebook pages provide for deeper engagement with consumers, through the two-way sharing that emerges. Specifically, “a brand's Facebook page is a public profile that's likely to get more thoughtful conversations going between company and consumer, and consumer and
consumer, yielding enhanced insight” (Adamson, 2009, May 06, para. 15). Although, there is little literature concerning governments’ use of SNS, government might benefit from considering constituents’ use and social understanding of the purpose of Twitter and Facebook as vehicles of communication.

3.3. Social Informatics and Social Change

Kling (1999) formally defines Social Informatics (SI) as, “the interdisciplinary study of the design, uses and consequences of information technologies that takes into account their interaction with institutional and cultural contexts” (p.205). Specifically SI is concerned with the use of ICTs and the occurrence of social change in all forms of social settings (Kling, 1999). Empirically driven, SI work strives to understand the emerging issues people face when working and living within systems immersed in advanced ICT incorporation (Sawyer & Rosenbaum, 2000).

Particularly, in reviewing American local governments’ interaction with ICTs, Kling (2000) found that the combination of equipment, people, governance structures, ICT polices (referred to as the local computing package) differed from one city to the next. Providing for this socio-technical interaction, Kling (2000) argues that the conceptualization of ICTs is thus socially formed.

With regard to e-democracy, there are a variety of alternative democratic mechanisms with multiple ways of being organized that can support citizen influence in the decision-making process (Anttiroiko, 2003). However, “…technology alone is not sufficient to create social or economic value” (Kling, 1999, p.207). Anttiroiko (2003)
suggests that examining the relevance of technology in e-democracy and its added value should be assessed questions in relation to:

• **Institutions.** To what extent are the ICT-based citizen-centered solutions and applications integrated in the practices of existing political institutions and how do they affect actual decision-making processes?

• **Influence.** Are the e-democracy experiments or practices such that people involved may truly influence the issues of interest?

• **Integration.** Is the potential of technology used optimally in integrating the basic elements of the entire e-democratic process, including agenda-setting, planning, preparation, decision-making, implementation, evaluation, and control?

• **Interaction.** Is the potential of technology in disseminating information, facilitating interaction, and conducting political transactions used so as to increase the transparency, efficiency, flexibility, cost-effectiveness, and inclusiveness of a democratic system? (pp.125-126)

  The integration of both technical elements and social relationships as an indivisible body can be analyzed through the socio-technical approach (Kling, 1999). Accordingly, when using technological means for democratic gains, institutional redesign and understanding of citizen’s preferences must be addressed (Anttiroiko, 2003).

Anttiroiko (2003) argues that increased interdependency, technological multi-mediation, partnership governance, and individualism provide for the development of a modern hybrid model of democracy. The following figure illustrates the mutual relational growth of ICTs with societal and governmental structures (Anttiroiko, 2003).
3.4. Evaluation Model for E-Participation

Macintosh and Whyte (2008) argue that in order to evaluate the effectiveness of e-participation in the policy process, it is important to develop an analytical framework that takes into account the following three dimensions: the evaluation criteria, the analysis methods available, and the actors involved. The authors suggest that the evaluation criteria, as seen in the following figure, must consider three overlapping perspectives, namely democratic, project and socio-technical (Macintosh & Whyte, 2008).

- The **democratic perspective** considers the overarching democratic criteria that the eParticipation initiative is addressing.
- The **project perspective** looks in detail at the specific aims and objectives of the eParticipation initiative set by the project stakeholders.
• The **socio-technical perspective** considers to what extent the design of the ICTs directly affects the outcomes. (Macintosh & Whyte, 2008, p.19)

![Layered eParticipation Evaluation Perspectives](image)

**Figure 7. Layered eParticipation Evaluation Perspectives**

(Macintosh & Whyte, 2008, p.20)

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4. **Principle Dimensions: Setting the foundation for ICTs in Policy-Making**

This section identifies principal dimensions pertinent to discussing where ICTs fit into public participation in policy-making as adopted from Macintosh’s (2004) 10 key dimensions of e-participation. Through this discussion it provides a framework for assessing e-participation initiatives.

**4.1. Macintosh’s Key Dimensions**

Macintosh (2004) summarizes the OECD (2003) overarching objectives of e-participation as:
1. Reach a wider audience to enable broader participation

2. Support participation through a range of technologies to cater for the diverse technical and communicative skills of citizens

3. Provide relevant information in a format that is both more accessible and more understandable to the target audience to enable more informed contribution

4. Engage with a wider audience to enable deeper contribution and support deliberative debate. (p.2)

Based on these objectives, Macintosh (2004) argues that there are ten key dimensions needed to characterize e-participation initiatives. These key dimensions include: level of participation, stage in decision-making, actors, technologies used, rules of engagement, duration & sustainability, accessibility, resources and promotions, evaluation and outcomes, and critical factors for success. Although all of the 10 key dimensions are equally important, Macintosh’s (2004) dimensions one and two are more encompassing and complex in nature. Thus, further elaboration is necessary.

4.2 Level of Participation

With regard to the level of participation, Macintosh (2004) uses the OECD (2001) levels of engagement as foundation. The OECD (2001) suggests that there are three levels of engagement: (1) Information, (2) Consultation, and (3) Active participation (p.23). The OECD (2003) usefully defines these terms as being essential to the understanding of their argument that, “…democratic political participation must involve the means to be informed, the mechanisms to take part of the decision-making and the ability to contribute and influence the policy agenda” (p.32). Using these terms as a foundation, Macintosh (2004) proposes three different levels of participation e-enabling,
e-engaging, and e-empowering. Macintosh defines the levels as:

- **E-enabling** is about supporting those who would not typically access the internet and take advantage of the large amount of information available.

- **E-engaging** with citizens is concerned with consulting a wider audience to enable deeper contributions and support deliberative debate on policy issues. The use of the term ‘to engage’ in this context refers to the top-down consultation of citizens by government or parliament.

- **E-empowering** citizens is concerned with supporting active participation and facilitating bottom-up ideas to influence the political agenda. (p.3)

Participation levels are analyzed in relation to their stages in the policy-making. This leads to Macintosh’s (2004) second dimension: Stages in Policy-Making Process.

4.3 Stages in the Policy-Making Process

In the field of e-participation, researchers record in the stage in the policy life cycle that the particular ICT tool is associated with (Tambouris, Liotas, & Tarabanis, 2007). The OECD (2003) explains these stages as follows:

1. **Agenda Setting**: establishing the need for a policy or a change in policy to define problems to be addressed.

2. **Analysis**: defining the challenge and opportunities associated with an agenda item more clearly in order to produce a draft policy.

3. **Creating the Policy**: ensuring a good workable policy document.

4. **Implementation the Policy**: developing legislation, regulations, guidance, and a delivery plan.

5. **Monitoring the Policy**: evaluating and reviewing the policy in action, research evidence, views of the users and horizon scanning. (p.35)

These stages are represented in the policy-making life cycle in the figure beneath.
Figure 8. Policy-Making Life Cycle

Macintosh (2004) summarizes the above key dimensions as follows:

Table 1. Summary of Key Dimensions

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Level of Participation</td>
<td>What level of detail, or how far to engage citizens</td>
</tr>
<tr>
<td>2. Stage in Decision-Making</td>
<td>When to engage</td>
</tr>
<tr>
<td>3. Actors</td>
<td>Who should be engaged and by whom</td>
</tr>
<tr>
<td>4. Technologies used</td>
<td>How and with what to engage citizens</td>
</tr>
<tr>
<td>5. Rules of engagement</td>
<td>What personal information will be needed/collected</td>
</tr>
<tr>
<td>6. Duration &amp; sustainability</td>
<td>For what period of time</td>
</tr>
<tr>
<td>7. Accessibility</td>
<td>How many citizens participated and from where</td>
</tr>
<tr>
<td>8. Resources and Promotion</td>
<td>How much did it cost and how wide was it advertised</td>
</tr>
<tr>
<td>9. Evaluation and Outcomes</td>
<td>Methodological approach and results</td>
</tr>
<tr>
<td>10. Critical factors for success</td>
<td>Political, legal, cultural, economic, technological factors</td>
</tr>
</tbody>
</table>

(OECD, p.34)
5. Conclusion of Literature Review

The literature reviewed draws support for research questions pertaining to SNS potentials as platforms of e-participation within the City and County of Honolulu. Specifically, the review of literature provides a socio-technical framework from which this research was studied. SNS will be explored in terms of relevance to institutions, influence, integration and interaction as suggested by Anttiroiko (2003).

In tandem with providing the theoretical approach, the literature reviewed also establishes a primary framework of study. For the purpose of this study, e-participation defines the use of ICTs as providing different levels of engagement from the “top-down”, government-led initiatives, and the “ground-up”, citizen empowered initiatives, as described by Macintosh and Whyte (2006). Using this definition, the primary framework of study is derived from the 10 key dimensions of e-participation proposed by Macintosh (2004): level of participation, stage in decision-making, actors, technology used, rules of engagement, duration and sustainability, accessibility, resources and promotions, evaluation and outcomes, and critical factors of success.

The research questions addressed in this study provide query into SNS as they relate to e-participation in the City and County of Honolulu and are divided into the following:

Phase I- Policymaker Phase

Phase II- SNS Participant Phase

Phase III-SNS Nonparticipant Phase.
The next chapter provides an in-depth review of the relative research questions and key concepts constituting the research questions, including guides for interview questions and focus group discussions.
CHAPTER 3: RESEARCH QUESTIONS AND KEY CONCEPTS

The research questions guiding this study provided query into SNS, as they related to e-participation in the City and County of Honolulu during the study period. Phase I examined policymakers, defined in the study’s context to be public administrators who were managing, intending to manage, or were creators of the particular Facebook or Twitter SNS. Further, policymakers in this study refer to those who both might make policy and those who have a direct influence. Phase II examined SNS participant citizens, defined as citizens who were members of City and County of Honolulu SNS networks. Phase III examined SNS nonparticipant citizens, namely citizens who were users of SNS, but who were not current members of the City and County of Honolulu SNS networks.

This research explored the stated research questions through (1) semi-structured interviews with policymaker stakeholders and (2) focus group discussions among citizen stakeholders, participants and nonparticipants. It was determined early in the research that some policymaker departments were operating with Facebook and others were not. Accordingly, two sets of interview questions were prepared for policymakers. This chapter establishes relevant research questions and key concepts constituting the research questions, including the guides for interview questions and focus group discussions. Refer to complete list of interview guides in the Appendices: Phase I: Policymakers Phase interview guides for policymakers with Facebook and without Facebook (Appendix A and Appendix B), Phase II: SNS Participant Citizens Phase focus group discussion guide (Appendix C), and Phase III: SNS Nonparticipant Citizens Phase focus group discussion Guide (Appendix D).
Phase I: Policymaker Phase

At the time of this study, employment of Facebook and Twitter was found to vary by department across the government organization, such that while many departments (and all those interviewed) utilized Twitter, only one department interviewed utilized Facebook. Thus, two sets of questions were developed for the policymakers: interview questions for policymakers utilizing Facebook (Appendix A) and interview questions for policymakers not utilizing Facebook (Appendix B). These questions are noted in this section.

As discussed in the literature review, past research explains three overlapping perspectives to consider when evaluating e-participation in the policy process: democratic, project, and socio-technical (Macintosh & Whyte, 2008). Focusing on these perspectives, this study identified policymakers’ main reasons for using SNS in the City and County of Honolulu through the following research question:

RQ 1: What are policymakers’ main reasons for using SNS to promote citizens’ participation in the City and County of Honolulu?

a. What are the main objectives of SNS use by policymakers?

b. What are the criteria for making the decision to use SNS?

Main Reasons for Using SNS to Promote Participation

“Main reasons for using SNS to promote participation” refers to the overall agreed upon justification for the utilization of SNS by City and County of Honolulu policymakers to engage citizens. Main reasons for using SNS to promote participation were explored
through semi-structured interviews with policymakers who had a direct relationship with the particular SNS used. Specifically, the interviews aimed to understand why policymakers were using SNS. This was explored through semi-structured interview questions, which considered Macintosh and Whyte’s (2008) three perspectives: democratic, project and socio-technical. In the case of the citizens, the *democratic perspective* considers the democratic criteria that the policymakers understand a particular SNS is addressing (Macintosh & Whyte, 2008). The *project perspective* considers the policymakers’ specific aims and objectives of using SNS (Macintosh & Whyte, 2008). Whereas, the *socio-technical perspective* considers to what extent the design of the ICT directly affects the above (Macintosh & Whyte, 2008). These perspectives were addressed through the following interview questions:

**Interview Questions:**

**Policymakers Utilizing Facebook:**

1. Do you have a Facebook account for your City and County of Honolulu Department?
2. When did you start using the account/s?
   a. What are the main uses of Facebook?
   b. How have you currently integrated Facebook into your organization?
3. Do you have a Twitter account for your City and County Department?
4. When did you decide to create a Twitter account?
   a. What are the main uses of Twitter?
   b. How have you currently Integrated Twitter into your organization?
5. Do you have any other type of Social Networking Service account for your City and County Department?
   a. If yes, please note the name of the service/s.
      
      i. What are the main uses for this service/s?

Policymakers Not Utilizing Facebook:

1. Do you have a Facebook account for your City and County of Honolulu Department?

2. Have you considered creating a Facebook account?
   a. Why/ or Why not?

3. Do you have a Twitter account for your City and County Department?

4. When did you decide to create a Twitter account?
   a. What are the main uses of Twitter?
   b. How have you currently Integrated Twitter into your organization?

5. Do you have any other type of Social Networking Service account for your City and County Department?
   a. If yes, please note the name of the service/s.
   b. What are the main uses for this service/s?

Although policymakers may have particular reasons for using SNS to promote participation, their reasons for using SNS may or may not be strengthened by the actual integration of SNS in policymaking. Specifically, past research suggests that in examining the relevance of technology and its added value to e-democracy, questions should be addressed in relation to institutions, influence, integration, and interaction.
There is a lack of research regarding the value of SNS as it relates to policymakers' decision-making process in policy making. This leads to the next research question:

**RQ 2:** How have City and County of Honolulu policymakers integrated SNS in policymaking?

   a. How have SNS been integrated at each stage of the policymaking process?

   b. What level of citizen participation does the particular SNS promote?

**SNS Integration at each Stage of the Policymaking Process**

“Stage of the policymaking process” refers to the recorded stages in the policy life cycle with which the particular ICT tool is associated (Tambouris et al., 2007). In the case of this study, the particular ICT tool refers to SNS used. The stages in the policy life cycle include (1) *Agenda Setting*, (2) *Analysis*, (3) *Creating*, (4) *Implementing*, and (5) *Monitoring* (OECD, 2003). The stage of policymaking was explored through semi-structured interviews with policymakers. The interview questions were concerned with the policy life cycle. The *Agenda Setting* stage concerns establishing the need for a policy or a change in policy and defining the problem to be addressed (OECD, 2003). The *Analysis* stage concerns defining the challenges and opportunities associated with an agenda item more clearly so as to produce a policy draft (OECD, 2003). The *Creating stage* concerns the creating of the policy and ensuring a good workable policy document (OECD, 2003). The *Implementation stage* concerns policy implementation and involves the development of legislation, regulation, guidance, and a delivery plan (OECD, 2003). The *Monitoring stage* concerns the monitoring of the policy and involves the evaluation and review of the policy in action, research evidence, views of the users and horizon
scanning (OECD, 2003). The stages of policymaking process were addressed through the following interview questions:

**Interview Questions:**

*Policymakers Utilizing Facebook:*

5. How do you use the information received from Facebook?
   
   a. Does the information vary according to a particular issue or topic? If so how?

6. How do you use the information received from Twitter?

   a. Does the information vary according to a particular issue or topic? If so how?

*Policymakers Not Utilizing Facebook:*

6. How do you use the information received from Twitter?

   a. Does the information vary according to a particular issue or topic? If so how?

**Level of Participation Promoted**

“Level of participation promoted” refers to the degree of citizen engagement sought by the policymaker. This study recognizes the three levels of participation as developed by Macintosh (2004) and include (1) e-enabling, (2) e-engaging, and (3) e-empowering. The level of participation promoted was explored through semi-structured interview questions regarding Macintosh’s (2004) three levels of participation. The first level, e-enabling, is
concerned with the use of technology to enable participation (Macintosh, 2004). The second level, e-engaging, is concerned with the use of technology to engage with citizens (Macintosh, 2004). The third and last level, e-empowering, is concerned with supporting active participation and facilitating bottom-up ideas to influence the political agenda (Macintosh, 2004). Level of participation promoted was assessed through the following interview questions:

**Interview Questions:**

*Policymakers Utilizing Facebook:*

7. What types of information do you receive from Facebook?

8. What important differences, if any, are there between information received through Facebook and information received through other methods?

9. What types of information do you receive from Twitter?

10. What important differences, if any, are there between information received through Twitter and information received through other methods?

*Policymakers Not Utilizing Facebook:*

7. What types of information do you receive from Twitter?

8. What important differences, if any, are there between information received through Twitter and information received through other methods?

The next research question relates to the issues faced by policymakers when using SNS. Expressly, previous literature identified some real and potential problems and benefits faced by policymakers in their use of ICTs for policymaking. Sæbø et al. (2009)
suggests that SNS dependencies on active participation and provision of discussion forums indicate that they could contribute to answer some of the problems of engaging citizens that past e-participation services grapple with. In order to best provide insights to future research as well as local government like the City and County of Honolulu, it is important to analyze both the common and unique issues policymakers encounter with SNS as platforms for e-participation. This leads to the following research question:

**RQ 3: What are the main problems and benefits faced by policymakers in the City and County of Honolulu when using SNS for policymaking?**

a. What are the problems that policymakers face in using SNS?

b. What are the perceived benefits of using SNS to facilitating citizen participation?

**Main Problems and Benefits Faced**

“Main problems and benefits faced” refers to the problems and benefits policymakers have when using SNS. The main issues faced by policymakers were explored through semi-structured interviews with the policymakers. The aim of both processes was to better understand the problems and benefits of SNS in policymaking as described by the City and County of Honolulu policymakers. The main problems and benefits were explored through the following interview questions:

**Interview Questions:**

**Policymakers Utilizing Facebook:**

11. What are the main problems that you face currently using Facebook?
12. What would you describe as the benefits of using Facebook?

13. What are the main problems that you face currently using Twitter?

14. What would you describe as the benefits of using Twitter?

_Policymakers Not Utilizing Facebook:_

9. What problems would you foresee using Facebook?

10. What benefits would you foresee in using Facebook?

11. What are the main problems that you face currently using Twitter?

12. What would you describe as the benefits of using Twitter?

Lastly, the following research question is an extension of RQ 2 and aimed to identify the policymakers’ future vision of SNS. Specifically, Macintosh (2004) highlights the need to understand if the e-participation initiative is a one-of pilot, part of a series of experimental studies, or an on-going initiative - a regular participation exercise. This leads to the last policymaker based research questions:

**RQ 4:** How do City and County of Honolulu policymakers plan to integrate SNS in the future?

**Future Plans to Integrate SNS**

“Future plans to integrate SNS” refers to the policymakers’ visions and forecasts of SNS potential uses in the future of the City and County of Honolulu. This leads to the following interview question:
**Interview Questions:**

*Policymakers Utilizing Facebook:*

15. Do you have plans to further integrate Facebook in the future of your organization?

16. Do you have plans to further integrate Twitter in the future of your organization?

17. Do you have any other type of Social Networking Service account for your City and County Department?
   
   a. If yes, please note the name of the service/s.

   i. What are the main uses for this service/s?

18. Do you plan to integrate other Social Networking Services in the future?

   a. If so how do you plan on integrating other Social Networking Services in the Future?

   b. If not, why?

19. How do you think that the City and County of Honolulu will integrate Social Networking Services in the future?

   a. Specifically, how do you think that the City and County of Honolulu will integrate Facebook in the future?

   b. Specifically, how do you think the City and County of Honolulu will integrate Twitter in the future?

*Policymakers Not Utilizing Facebook:*

13. Do you plan to integrate Facebook in the future of your organization? If so, how?

14. Do you have plans to further integrate Twitter in the future of your organization?
15. Do you plan to integrate other Social Networking Services in the future?
   a. If so how do you plan on integrating other Social Networking Services in the Future?
   b. If not, why?

16. How do you think that the City and County of Honolulu will integrate Social Networking Services in the future?
   a. Specifically, how do you think that the City and County of Honolulu will integrate Facebook in the future?
   b. Specifically, how do you think the City and County of Honolulu will integrate Twitter in the future?

**Phase II: SNS Participant Citizen Phase**

The first research question was presented to determine the extent of citizens’ understanding and communication regarding relevant policy issues related to the City and County of Honolulu government. For the SNS participants, this question also provided information as to how citizens used SNS to gather information and communicate about City and County of Honolulu government policy issues. This study examined the extent to which citizens’ understood and communicated relevant policy issues related to the City and County of Honolulu government through the following research question:

**RQ 1**: To what extent are citizens informed and communicate about relevant policy issues related to the City and County of Honolulu Government?

   a. How do citizens use SNS to stay informed about relevant policy issues related to the City and County of Honolulu?
b. How do citizens use SNS to communicate about relevant policy issues related to the City and County of Honolulu?

**Extent Informed About Relevant Policy Issues**

“Extent citizens are informed about relevant policy issues” refers to the overall information that citizens possess regarding news and activities as they relate to the City and County of Honolulu government. This concept was explored through qualitative focus group discussions with citizen stakeholders using the following guided discussion questions:

1. How, if at all, do you currently receive information about the City and County of Honolulu government news and activities?
2. What are the main issues related to the City and County of Honolulu government about which you receive information?

**Extent Communicated About Relative Policy Issues**

“Extent communicated about relevant policy issues” is related to extent informed through following-up on how citizens communicate understandings and feelings about policy issues. Specifically, “extent communicated about relative policy issues” refers to the sharing of opinions and views with others regarding relevant policy issues related to the City and County of Honolulu. This concept was explored through qualitative focus group discussions with citizen stakeholders using the following guided discussion questions:

3. Do you generally communicate your views about these issues to anyone?
   a. If so, with whom do you communicate your views?
b. Do you communicate your views on Facebook?
   i. How do you communicate your views on Facebook?
   ii. Have you communicated your views on an Official City and County of Honolulu government-operated Facebook page?
      1. What Facebook features have you used to communicate your views on an official City and County of Honolulu government-operated Facebook page?

c. Do you communicate your views on Twitter?
   i. How do you communicate your views on Twitter?
   ii. Have you communicated your views on an Official City and County of Honolulu government-operated Twitter account?
      1. What Twitter features have you used to communicate your views on an Official City and County of Honolulu government-operated Twitter account?

d. Do you communicate your views in any manner other than Facebook and Twitter?
   i. If so, how?

The following research question identifies the main reasons citizens used SNS to participate in City and County of Honolulu’s policies. As discussed in the review of literature, past research explains three overlapping perspectives to consider when evaluating e-participation in the policy process: democratic, project, and socio-technical (Macintosh & Whyte, 2008). Focusing on these perspectives, this study identified
citizens’ main reasons for using SNS to engage with the City and County of Honolulu, through the following research question:

**RQ 2:** What are the citizens’ main reasons for using SNS for participation in the City and County of Honolulu policy?

a. What are the main objectives of SNS use by citizens?

b. What are the criteria used in making the decision to use SNS?

**Main Reason for SNS Use to Participate**

“Main reasons for using SNS to participate” refers to the overall agreed upon justification for adoption of SNS by citizens to engage with the City and County of Honolulu. This concept was explored through qualitative focus group discussions with citizen stakeholders. Specifically, the discussions aimed to understand why citizens were using City and County of Honolulu SNS. This was analyzed through guided focus group discussions, which considered Macintosh and Whyte’s (2008) three perspectives: democratic, project and socio-technical. In the case of the citizens’ *democratic perspective*, the study considered the democratic criteria that citizens believe SNS were or should have been addressing (Macintosh & Whyte, 2008). The *project perspective* considered the citizens’ specific aims and objectives for using SNS (Macintosh & Whyte, 2008). Finally, *socio-technical perspective* considered to what extent the design of the ICT directly affected the above (Macintosh & Whyte, 2008). This leads to the following guided discussion questions:
**Guided Discussion Questions:**

4. What are your main reasons for using Facebook?

5. Are you connected to any City and County of Honolulu government-operated page(s) on Facebook?
   a. Why did you decide to join your local government’s Facebook page(s)?
   b. How did you find out about the particular Facebook page(s)
   c. If you are not connected to any City and County of Honolulu government pages on Facebook, why are you not?
      i. Would you consider joining a City and County of Honolulu government-operated page?

6. What are your main reasons for using Twitter?

7. Why did you decide to join your local government Twitter account(s)?
   a. How did you find out about the particular Twitter account(s)?

While the previous research question postulated as to why citizens use SNS, this research question focused on how citizens used SNS to interact with the City and County of Honolulu. Specifically, past research suggests that the conceptualization of ICTs is socially formed (Kling, 2000). Consequently, the recent lack of research regarding the value of SNS as it relates to citizen participation in public policymaking provides a need for study. This leads to the next research question:

**RQ 3:** How are City and County of Honolulu citizens using SNS to participate in policymaking?

   a. To what level of participation do citizens use SNS?
Level of Participation Used

“Level of participation used” refers to the degree of engagement that citizens seek to use SNS. Specifically, for purposes of this research, it is defined as the level of participation in relation to citizens’ role in the decision-making process. This study recognized the three levels of participation as developed by Macintosh (2004) and include (1) e-enabling, (2) e-engaging, and (3) e-empowering. The level of participation used was explored through focus group discussions with citizens to determine the level of participation sought. The first level, e-enabling, is concerned with the use of technology to enable participation (Macintosh, 2004). The second level, e-engaging, is concerned with the use of technology to engage with government (Macintosh, 2004). The third and last level, e-empowering, is concerned with supporting active participation and facilitating bottom-up ideas to influence the political agenda (Macintosh, 2004). The level of participation used was addressed through the following guided discussion questions:

Guided Discussion Questions:

8. Do you communicate with your local government through Facebook?
   a. If yes, how?
   b. If not, why

9. Do you communicate with your local government through Twitter?
   a. If yes, how?
   b. If not, why
Finally, the third research questions identified the problems and perceived benefits facing City and County of Honolulu citizens in using SNS for participating. Sæbø et al. (2009) suggests that SNS dependencies on active participation and provision of discussion forums indicate SNS could contribute in answering some of the problems of engaging citizens that past e-participation services grapple with. In order to best benefit the City and County of Honolulu, it is important to analyze both the common and unique issues citizens encountered with SNS as platforms for e-participation. This leads to the following research question:

**RQ 4:** What are the main issues faced by citizens in the City and County of Honolulu when using SNS for participating?

a. What are the main problems faced by citizens using SNS?

b. What are the main benefits of SNS use as perceived by citizens?

**Main Issues Faced by Citizens**

“Main issues faced by citizens” refer to the problems and benefits citizens have when using SNS for participating. The main issues faced by citizens were explored through a qualitative focus group discussion with the citizens. The aim of both processes was to better understand the problems and benefits of SNS as perceived by citizens. The main problems and benefits were explored through the following guided discussion questions:
Guided Discussion Questions:

10. What are the current problems that are being faced by citizens engaging the City and County of Honolulu government through Facebook?

11. What would you describe as the current benefits of using Facebook to participate in local government?

12. What are the current problems that are being faced by citizens engaging the City and County of Honolulu government through Twitter?

13. What would you describe as the current benefits of using Twitter to participate in local government?

14. Do you foresee any future problems in using Facebook that would be encountered by citizens engaging with the City and County of Honolulu Government?

15. Do you see future opportunities for the City and County of Honolulu government that are not being exploited on Facebook?
   a. If so, how would you suggest any opportunity cited could best be pursued?

16. Do you foresee any future problems in using Twitter that would be encountered by citizens engaging with the City and County of Honolulu Government?

17. Do you see future opportunities for the City and County of Honolulu government that are not being exploited on Twitter?
   a. If so, how would you suggest any opportunity cited could best be pursued?

18. Do you see future opportunities that are not being exploited on any Social Networking Services other than Facebook and Twitter?
   a. If so, how would you suggest any opportunity cited could best be pursued?
19. What do you believe will be the future of the City and County of Honolulu’s use of networks like Facebook and Twitter?

20. What would you like for the future of the City and County of Honolulu’s use of networks like Facebook and Twitter to be?
   a. What specific action(s) could help the City and County of Honolulu accomplish this?

**Phase III: SNS Nonparticipant Citizen Phase**

The first research question was presented to determine the extent of citizens’ understanding and communication regarding relevant policy issues related to the City and County of Honolulu government. For the SNS nonparticipants, this question also provided information as to how citizens used SNS to gather information and communicate about City and County of Honolulu government policy issues. This study examined the extent to which citizens’ understood and communicated relevant policy issues related to the City and County of Honolulu government through the following research question:

**RQ 1:** To what extent are citizens informed and communicate about relevant policy issues related to the City and County of Honolulu Government?

   a. How do citizens use SNS to stay informed about relevant policy issues related to the City and County of Honolulu?

   b. How do citizens use SNS to communicate about relevant policy issues related to the City and County of Honolulu?
**Extent Understood About Relevant Policy Issues**

“Extent understood about relevant policy issues” refers to the overall amount of information that citizens possess regarding news and activities as they relate to the City and County of Honolulu government. This concept was explored through qualitative focus group discussions with citizen stakeholders using the following guided discussion questions:

1. How, if at all, do you currently receive information about the City and County of Honolulu government?
2. What do you believe are the main issues about the City and County of Honolulu government about which you receive information?

**Extent Communicated About Relative Policy Issues**

“Extent communicated about relevant policy issues” is related to extent understood as it follows-up on how citizens communicate understandings and feelings about policy issues. Specifically, extent communicated about relative policy issues refers to the sharing of knowledge and feelings with others regarding relevant policy issues related to the City and County of Honolulu. This concept was explored through qualitative focus group discussions with citizen stakeholders regarding a current City and County of Honolulu issue, the Department of Transportation Services’ rail initiative. This leads to the following guided discussion questions:

3. Do you generally communicate your views about these issues to anyone?
   a. If so, with whom do you communicate your views?
   b. Do you communicate your views on Facebook?
i. If so, how do you communicate your views on Facebook?

c. Do you communicate your views on Twitter?
   i. If so, how do you communicate your views on Twitter?

d. Do you communicate your views in any manner other than Facebook and Twitter?
   i. If so, how?

This leads to the next research question, which refers to SNS use and aims to identify the main reasons for not using SNS to participate with the City and County of Honolulu. As discussed in the literature review, past research explains three overlapping perspectives to consider when evaluating e-participation in the policy process: democratic, project, and socio-technical (Macintosh & Whyte, 2008). At the same time, not everyone uses SNS or other online forums to engage with local government. Focusing on these perspectives this study identified citizens’ main reasons for not using SNS to participate in City and County of Honolulu policy through the following research question:

**RQ 2:** What are the main reasons that citizens do not use SNS to participate with the City and County of Honolulu?

**Main Reasons for Not Using SNS**

“Main reasons for not using SNS” to participate refers to the justification for not adopting SNS by City and County of Honolulu citizens. This concept is explored through qualitative focus group discussions with SNS nonparticipant citizen stakeholders. Specifically, the discussions aimed to understand why citizens were not using SNS to
participate with the City and County of Honolulu. This was analyzed through a guided focus group discussion which considered Macintosh and Whyte’s (2008) three perspectives: democratic, project and socio-technological. In the case of the citizens, the *democratic perspective* considers the democratic criteria that the citizens understand SNS are or should be addressing (Macintosh & Whyte, 2008). The *project perspective* considers the citizens’ specific aims and objectives of using SNS (Macintosh & Whyte, 2008). Whereas the *socio-technical perspective* considers to what extent the design of the ICT directly affects the above (Macintosh & Whyte, 2008). This leads to the following guided discussion questions:

**Guided Discussion Questions:**

4. Are you aware that the City and County of Honolulu is using Facebook?
   
   a. Would you consider joining a City and County of Honolulu operated Facebook account?
      
      i. If yes, why would you decide to join it?
      
      ii. If no, why not?
      
      iii. If yes, would you communicate your views on such accounts?
         
         a. If so, how?

5. Are you aware that the City and County of Honolulu is using Twitter?
   
   a. Would you consider joining a City and County of Honolulu operated Twitter account?
      
      i. If yes, why would you decide to join it?
      
      ii. If no, why not?
      
      iii. If yes, would you communicate your views on such accounts?
a. If so, how?

6. Do you foresee any future problems in using Facebook that would be encountered by citizens engaging with the City and County of Honolulu?

7. Do you see future opportunities for the City and County of Honolulu government that are not being exploited on Facebook?
   a. If so, how would you suggest any opportunity cited could best be pursued?

8. Do you foresee any future problems in using Twitter that would be encountered by citizens engaging with the City and County of Honolulu?

9. Do you see future opportunities that are not being exploited on Twitter?
   a. If so, how would you suggest any opportunity cited best be pursued?

10. Do you see future opportunities that are not being exploited on any social networking services other than Facebook or Twitter?
    a. If so, how would you suggest any opportunity cited best be pursued?

11. What do you believe will be the future for the City and County of Honolulu’s use of networks like Facebook and Twitter?

12. What would you like the future of the City and County of Honolulu’s use of networks like Facebook and Twitter to be?
    a. What specific actions(s) could help the City and County of Honolulu accomplish this?
CHAPTER 4: RESEARCH DESIGN AND METHODS

This is an exploratory study, which sought to describe and understand SNS use by the City and County of Honolulu from the perspective of policymaker and citizen (participant & nonparticipant) stakeholders. By definition, this study followed Keyton’s (2006) notion that, “qualitative research preserves the form of content of human interaction” (p.59) The purpose of this study was to explore the current issues of local government use of SNS from multiple perspectives in the City and County of Honolulu, and to examine whether SNS provides appropriate channels of e-participation, at the time of the study and in the future. Stakeholders’ perspectives are subjective by nature, and therefore are more fitted for a qualitative approach. As Keyton (2006) describes, “qualitative research is interested in capturing and interpreting an individual’s point of view-something that cannot be achieved with quantitative methodologies” (p.71). For triangulation of methods and data collection, the qualitative methods used by this study included: (1) semi-structured interviews administered by the researcher via on-site visits and email with policymaker stakeholders and (2) focus group discussions among citizen stakeholders, participants and nonparticipants. This chapter justifies the study’s research design, population, data collection and analysis procedures, validity of study, and researcher involvement.

Semi-structured Interviews

Phase I of this study explored SNS use from the perspective of City and County of Honolulu policymakers (refer to Appendix E at the beginning of each transcript for the names and titles of policymakers interviewed). The purpose of Phase I was to explore
current uses and issues of SNS by policymakers, as well as to examine the current and future potential of SNS as platforms for local e-participation. The primary data collection for Part I of this study included semi-structured interviews administered by the researcher through on-site visits and email.

**Participants: Policymakers**

This study used purposive sampling based on the following selection criteria:

1. the policymaker is a government worker for the City and County of Honolulu
2. and is involved in the creation and or maintenance of a City and County of Honolulu Facebook and/ or Twitter page.

While Facebook and Twitter were chosen as the primary form of SNS for this study, use of emerging SNS was found. Eight policymaker participants from five different City and County Departments were interviewed. Departments interviewed included the Department of Transportation Services (DTS), Department of Information Technology (DIT), Department of Design and Construction (DDC), Office of the Mayor (Mayor), and Department of Budget and Finance (DBF). From these departments, three individuals from the DDC were interviewed and two individuals from the DIT were interviewed. One DIT participant took part in the DDC group interview. Four out of the five interviews were completed via face-to-face, with one follow-up email response interview. One department (DTS) answered the interview questions by email.
Data Collection Procedures: Policymakers

Participants were elicited via email and phone, as appropriate, based on their current or anticipated involvement with SNS (refer to Appendix F for recruitment letter). To provide for an acceptable number of possible participants, a snowball method was used in which SNS policymakers were asked if they knew of others involved in the City and County of Honolulu who were currently using or intended to use SNS. Once elicitation was complete, participants were asked to sign an informed consent form (refer to Appendix G) and interviews were scheduled.

Following the signing of the informed consent form, participants were provided with a pre-interview questionnaire for the purpose of gathering background information including: employer, job title, and type of SNS used (refer to Appendix H). After the background information was collected, the primary interviews took place in person via on-site visits. Two interview guides were used to manage all interviews: one for policymakers currently using Facebook (refer to Appendix A) and one for policymakers not currently using Facebook (refer to Appendix B), and probing questions were asked as needed. As defined by Keyton (2006) “an interview guide indicates the topics to be covered and sequence to be followed in the interview” (275). The interview guides were developed based on relative literature in the field of e-participation. The approximate time for each interview was 30 minutes – 45 minutes. All face-to-face interviews were recorded with a tape recorder and written notes, and were transcribed following the interview with participant consent.
Data Analysis: Policymakers

Data gathered through interviews were transcribed and coded. This process was utilized to analyze concepts and themes as they emerged. In addition to looking for common themes, the researcher also looked for discrepancies and contradictions. Analysis was concluded when new themes, discrepancies, and contradictions were no longer apparent. After coding was finalized, data were summarized thematically, and follow-up clarifying questions were asked as appropriate. To ensure objectivity and credibility member validation was implemented, in which copies of transcripts from interviews were emailed to each participant to review for accuracy and credibility (Keyton, 2006).

Interviewer Role: Policymaker

The role of the interviewer was as an observer-as-participant through the management and guiding of the interview. The interview was managed by a prepared interview guide, with the opportunity to ask probing questions when needed.

Focus Group Discussions

To provide for data triangulation, this study explored SNS use from the perspective of the City and County of Honolulu’s citizen stakeholders, participant and nonparticipant. Focus group discussions were used to collect data from the citizen stakeholders. As defined by Keyton (2006), a focus group is “a facilitator-led group discussion used for collecting data from a group of participants about a particular topic in a limited amount of time” (p.276). For the purpose of this study, focus group discussions were designed to collect information regarding current issues of SNS being faced by
citizens in the City and County of Honolulu, with specific focus on Facebook and Twitter. As Keyton (2006) explains, “respondents are encouraged to interact with one another, not just respond to the facilitator’s questions” (p.276). Specifically, focus group discussions were chosen as the primary method of data collection for Phases II and III due to the method’s unique group dynamic, which “…allows participants to offer their viewpoints relative to the viewpoints of others” (Keyton, 2006, p.276).

**Participants: SNS Participants Citizen & SNS Nonparticipant Citizens**

This study used purposive sampling. The participants were divided into two primary categories, Official City and County of Honolulu SNS participants and Official City and County of Honolulu SNS nonparticipants. Aside from being participants or nonparticipants, focus groups were formed to provide a balance of different viewpoints of citizen stakeholders. Dimensions of diverse viewpoints included: gender, age, ethnicity, and professions.

Selection criteria for the participant category used to collect data for Phase II of this study, SNS Participant Citizen Phase, were:

1. must be a citizen of the City and County of Honolulu,
2. and, be a member of at least one City and County of Honolulu Facebook or Twitter network.

The Phase II focus group was composed of individuals with the following demographic profiles:
• A 26-35 year-old male of Chinese ethnicity with a Bachelor’s degree who worked as a realtor/business owner and had both Facebook and Twitter active accounts. He was a fan of at least one Honolulu government-operated Facebook page and followed one or more Honolulu government-operated Twitter accounts.

• A 18-25 year-old female of multi ethnicities (Caucasian, Filipino, Other Asian) with a Bachelor’s degree who worked as an intern in social media and had both Facebook and Twitter active accounts. She was not a fan of any Honolulu government-operated Facebook page, but did follow one or more Honolulu government-operated Twitter accounts.

• A 46-55 year-old male of Chinese ethnicity with a graduate or professional degree who did not identify a profession and had both Facebook and Twitter active accounts. He was a fan of at least one Honolulu government-operated Facebook page and followed one or more Honolulu government-operated Twitter accounts.

• A 36-45 year-old female of multi ethnicities (Samoan, Other Pacific Islander) with a Bachelor’s degree who worked as a public information officer and had both Facebook and Twitter active accounts. She was a fan of at least one Honolulu government-operated Facebook page and followed one or more Honolulu government-operated Twitter accounts.

Conversely, selection criteria for the nonparticipant category used to collect data for Phase III of this study, SNS Nonparticipant Citizen Phase, were:

1. must be a citizen of the City and County of Honolulu
2. and, must have a Facebook and/or Twitter account
3. and, must not be a current member of a City and County of Honolulu Facebook or Twitter network.

The Phase III focus group was composed of individuals with the following demographic profiles:

- A 18-25 year-old female of Japanese ethnicity who was a full time student working on her Bachelor’s degree. She had both Facebook and Twitter active accounts.

- A 26-35 year-old female of multi ethnicities (Filipino and Other) with a graduate or professional degree who worked as a television reporter. She had both Facebook and Twitter active accounts.

- A 36-45 year-old male of multi ethnicities (Caucasian, Japanese) with a Bachelor’s degree who worked in real estate. He had both Facebook and Twitter active accounts.

- A 26-35 year-old male of Filipino ethnicity with a graduate or professional degree who worked as a multimedia specialist. He had both Facebook and Twitter active accounts.

- A 26-35 year-old male of Japanese ethnicity with a Bachelor’s degree who worked as an educator. He had both Facebook and Twitter active accounts.

- A 26-35 year-old male of Korean ethnicity with a graduate or professional degree who was a college professor. He had both Facebook and Twitter active accounts.

- A 36-45 year-old male of Hispanic ethnicity with a Bachelor’s degree who worked as a manager in customer relations. He had both Facebook and Twitter active accounts.
• A 18-25 year old-female of multi ethnicities (Caucasian, Chinese, Native Hawaiian) with a Bachelor’s degree who worked in the public relations industry (on-line communications). She had both Facebook and Twitter active accounts.

• A 36-45 year-old female of multi ethnicities (American Indian, Caucasian, Native Hawaiian) with a graduate or professional degree who worked as an educator. She had both Facebook and Twitter active accounts.

All demographic information was collected from the participants anonymously. To protect participants’ identities pseudonyms names were employed.

Data Collection Procedure: SNS Participant Citizen

The sample for the focus group discussion for Phase II of this study, relating to the SNS participants, was drawn from citizens who were members of one or more of the Official City and County of Honolulu managed SNS networks.

Participants were accessed through attempts to make direct contact via City and County of Honolulu Twitter pages to which participants are members. To ensure diversity, the procedure for eliciting participation was based on the citizens’ public online profile and background. One focus group of four members was completed. Private messages, via City and County of Honolulu Twitter networks, were used to elicit participation (refer to Appendix I).

To motivate participants to attend the focus group, free pizza and water or soft drinks were offered as incentives. On the conclusion of participant recruitment and pre-focus group questionnaire (refer to Appendix J), participants were provided with the focus group date, time, and location.
Location for the focus group event was the University of Hawaii at Manoa Campus Center. Upon arrival, participants were asked to complete an informed consent form (refer to Appendix K). Following the completion of the informed consent form, the focus group discussions began. During the focus group discussion, a pre-determined list of questions was used to guide the discussion (refer to Appendix C) and probing questions were asked as needed. The discussion question guide was developed based on relative literature in the field of e-participation. All discussions were recorded with a tape recorder and written notes, then transcribed at a later time with participants’ consent.

**Data Collection: SNS Nonparticipant Citizen**

The sample for the focus group for the Part III Phase discussion relating to the SNS nonparticipant was drawn from citizens who were currently using SNS, but were not members of City and County of Honolulu SNS networks. Participants were elicited through attempts to make direct contact online and offline. During the focus group discussion, a predetermined list of questions was used to guide the discussion (refer to Appendix D), and probing questions were asked as needed. The remaining data collection procedures followed those described for the SNS participants.

**Data Analysis: SNS Participants Citizen & Nonparticipant Citizens**

Data gathered through focus groups were transcribed and coded. Codes were formed by key concepts and themes as they emerged. In addition to looking for common themes, discrepancies and contradictions were sought. Analysis was concluded when new themes, discrepancies, and contradictions were no longer apparent. After coding was finalized, data were summarized thematically. To ensure objectivity and credibility
member validation was implemented, in which copies of transcripts from the focus group discussion were emailed to each participant to review for accuracy and credibility (Keyton, 2006).

**Moderator Role: SNS Participant Citizens & Nonparticipant Citizens**

The role of the moderator was to manage the focus groups by guiding the discussions. Question guides were used to structure the discussions and probing questions were asked as needed.
CHAPTER 5: RESULTS AND DISCUSSION

This chapter reports and discusses results derived from analysis of data collected from government policymakers and SNS users in the City and County of Honolulu. The findings are framed in the context of the research questions (RQ) and key concepts described in Chapter 3. The data were collected in a series of semi-structured interviews and facilitated focus group discussions. Transcripts of these events are provided in the appendices (refer to Appendix M, Appendix N, and Appendix 0). Parts of each transcript are labeled discretely by alpha-numeric designation to facilitate cross-referencing in the analytic tables. Some tables derived from findings are discussed in the text below and others are found in Appendix L. The labeling systems used in the transcripts and analytic tables are described here. Because of the differing natures of interviews and focus groups, two different labeling conventions were used to facilitate analysis and cross-referencing.

Transcripts for the policymaker interviews have responses labeled with the chronological number of the response within the interview, preceded by the initials of the policymaker who gave that response. (e.g., GB10 designates the 10th response in the specific interview, and that it was given by the policymaker whose initials were GB, or Gordon Bruce, as listed at the top of the Department of Information Technology transcript). When utilized in analytic tables to categorize data from the interview answer, the discrete alpha-numeric label is placed under the column of the department interviewed, and in the row that corresponds to the category of response determined in the analysis. This method provides a visual presentation of the similarities and differences of the data collected across departments in the policymaker interviews.
With regard to the citizen focus groups, another convention was employed. For these two transcripts, discussions are labeled with “Moderator” or with the first name of the appropriate citizen focus group member. When the Moderator section includes one of the research questions calling for responses, an alpha-numeric label is added to the beginning of the Moderator section in the form of “M” plus a number designating the chronological order in which the question was posed during the interview. When utilized in analytic tables to categorize data from the interview answer, the alpha-numeric designation of the research question is used to title the respective table, with names of each focus group member labeling each column, and categories of analyzed responses labeling each row. An “X” is then placed at the appropriate intersection of the rows and columns to present the analysis of the response. While “X” is normally used, “Rarely” and “Maybe” are utilized occasionally when appropriate to the analysis.

A summary of conclusions indicated from this study are discussed in Chapter 6, along, with contributions of study, study limitations, recommendations for future study, and recommendations for government action.

**Phase I: Policymaker Phase**

This section reports and discusses the findings derived from semi-structured interviews with different government officials involved with the management of official City and County of Honolulu Social Networking Services (SNS). In particular, SNS managers and public officials with relation to SNS employment from five City and County of Honolulu departments were interviewed. Departments included the Department of Design and Construction (DDC), Department of Information and Technology (DIT), Department of Budget and Fiscal Services (DBF), Office of the
Mayor (Mayor), and Department of Transportation Services (DTS). Managers’ quotations from transcripts are attributed by the initials of the manager’s department when cited below. The findings are derived from the discussion of the study and its analysis. To set the context and frame the discussion, each research question is listed, followed by related findings from the research. The discussion section then follows and presents the line of thought leading to the findings.

**RQ 1: WHAT ARE POLICYMAKERS’ MAIN REASONS FOR USING SNS TO PROMOTE CITIZENS’ PARTICIPATION IN THE CITY AND COUNTY OF HONOLULU?**

**Finding RQ 1 a – Main policymakers’ objectives for using SNS:** At the time of the study, the policymakers’ main objectives for using SNS did not relate directly to promoting citizens’ participation in the City and County of Honolulu. However, acknowledged uses of SNS did establish an indirect promotion of citizen-based participation by facilitating access to key information for specific Honolulu constituents who might not otherwise be as informed.

**Finding RQ 1 b (1) – Criteria for deciding to use SNS (Twitter):** The criteria for deciding to use Twitter was primarily driven by the organization’s Chief Information Officer’s (CIO) recommendation to the Mayor, who approved its implementation for all City and County departments. The CIO’s motivation was to make available emerging technology to departments without specifying how it might aid in accomplishing the organization’s diverse missions. Specific uses evolved over time on an individual department basis, depending upon organizational need and the judgment and experience of the responsible manager.
Finding RQ 1 b (2) – Criteria for deciding to use SNS (Facebook): The criterion for deciding to use Facebook was entirely a function of initiative and judgment by individual department management. Uses that emerged in this study concerned a specific project (Rail) by DTS.

General Finding – Because uses of Twitter and Facebook evolved more or less independently in each department interviewed, there were interesting similarities and differences in departmental use that emerged. These are summarized in Tables 2 (p.76) and 3 (p.93), and discussed at the end of this section.

Discussion:

Whereas all five of the departments interviewed utilized Twitter, only one department (DTS) of the five utilized Facebook. This status stemmed essentially from the original cause of SNS implementation. A decision to neither provide specific training nor to develop and issue an organization-wide use policy was made by DIT with the intent of allowing each department the freedom to find the best uses for the technology as it applied to their differentiated missions. Thus, the City and County of Honolulu initiated the use of Twitter in 2008 on a department-by-department basis with no overall agency-wide use policy. Bruce (DIT) explains:

The introduction of Twitter to the City was an IT proposal to keep the City up to date with the latest tools for government. We pitched it to the Mayor who embraced it and asked the City to run with it. Because each department has its own needs and challenges, it was left to them to decide how to apply this potentially powerful tool. The IT department served merely as a facilitator; we helped to standardize the account names and provided technical support for nascent efforts.
One reason for the DIT’s creation and deployment of departmental Twitter accounts was as a preventative aim to protect against the development of counterfeit City and County agency Twitter accounts. Bruce (DIT) justifies:

My concern was that, if we didn’t set up Twitter accounts, there would be people out there who could set up a Twitter account and say they are a particular City agency. So, we (we, being the Department of Information Technology) took it upon ourselves to create standard City and County of Honolulu internal and external facing Twitter accounts.

Taking the lead from the DIT department, the departments interviewed followed suit and decided on a department-by-department basis how they would use Twitter. Takata (DDC) explains:

Roughly, in the spring of last year there was a push by the City to have the City Departments create Twitter accounts and, use Twitter. So I was asked to be the Twitterer for DDC. So I created our Twitter account and started populating it with whatever things that we could put in that would be of interest to the public as related to our mission.

While a direct initiative towards e-participation is not stated in these findings, an indirect initiative to provide information of public interest is suggested. Thus, by providing members of the public an avenue to take advantage of large amounts of selected government information, the information provision based initiatives supported participation at the e-enabling level, as defined by Macintosh (2004). The provision of such information indirectly supports Macintosh’s (2004) second level of participation, e-engaging, if the information is used to enable deeper contributions and support of deliberative debate on policy. However, such support was not clearly articulated in the government’s overall decision to use Twitter.

Although, no direct e-participation initiative which Twitter addresses was identified in evaluating the stakeholders’ decision to use Twitter, departmental use of
Twitter did strengthen the democratic perspective, as defined by Macintosh and Whyte (2008), by harnessing modern communication technology to enhance citizen access to information.

As indicated in Table 2 below, a number of uses did evolve as revealed in the study. Specifically, Table 2 presents policymaker responses regarding uses of Twitter. A common use among all departments was pushing information to segments of the public that might not be served by more traditional communication channels.

### Table 2. Current Uses of Twitter by Policymaker Source

<table>
<thead>
<tr>
<th>Current Uses:</th>
<th>Policymaker Source:</th>
<th>Office of the Mayor</th>
<th>Information Technology</th>
<th>Budget/Fiscal Services</th>
<th>Design &amp; Construction</th>
<th>Transportation Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>CATEGORY OF RESPONSE:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Internal Communication</td>
<td></td>
<td>GB9, 10</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monitor Breaking News / Ongoing Events</td>
<td></td>
<td></td>
<td></td>
<td>RM13</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Push Information &amp; Comment to Public / Peer Agencies</td>
<td>BB9</td>
<td>GB9</td>
<td>RM9, 10</td>
<td>RT13, MR1</td>
<td></td>
<td>DTS 14, DTS 19</td>
</tr>
<tr>
<td>Educate General Public</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>DTS 14</td>
</tr>
<tr>
<td>Receive Peer City / Agency Information</td>
<td>BB12</td>
<td>GB19</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Receive / Relay Emergency Information</td>
<td>BB13,14</td>
<td>GB19</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Receive / Relay Professional Updates</td>
<td></td>
<td>GB18, 19</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Receive Public Comment / Questions</td>
<td>BB12</td>
<td>GB18</td>
<td></td>
<td></td>
<td></td>
<td>DTS 17</td>
</tr>
<tr>
<td>Respond to Public Comment / Questions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>DTS 17</td>
</tr>
</tbody>
</table>

*Note.* Interviews have responses labeled with the chronological number of the response within the interview, preceded by the initials of the policymaker or department who gave that response (i.e., Bill Brennan (BB), Gordon Bruce (GB), Robert Morita (RM), Russell Takara (RT), Steve Takata (ST), Marcus Rivera (MR), Collins Lam (CL), and Department responding: Department of Transportation Services (DTS)).
While this does lead to a more informed citizenry that might be more able to participate in democratic activities (Council and Committee meetings, public votes, etc.), this is an indirect facilitation of participation. While the potential for input via Twitter into the policymaking process was acknowledged via the interviews, it was clear that a number of perceived challenges were restraining enthusiastic promotion of this mechanism. The point will be expanded upon in RQ 3 section, which deals with benefits and problems of SNS.

The City and County of Honolulu had not initiated an agency-wide use of Facebook at the time of this research. Of those interviewed, the Department of Transportation Services (DTS) was the only government agency found to be using Facebook. DTS began using Facebook in early 2009 as part of an overall integrated communication strategy for the department’s Honolulu Rail Transit Project (Rail). This particular Facebook account is a private account titled Honolulu Rail Transit. While some of the information on the account is public, other information can only be seen once an individual becomes a member (accomplished by sending a friend requests and being confirmed by the account as a friend). It was noted in the research that the Honolulu Zoo (not interviewed in this study) was also using Facebook with a somewhat different implementation than DTS. The Zoo created a Facebook Like page, titled The Honolulu ZOO, instead of a private account. The particular account settings for this page are more open to the public in comparison to the Honolulu Rail Transit account, since individuals do not need to be confirmed as friends to have access to information. Also unlike DTS and other City and County Departments, the Zoo is unique in that it is governed by the City and County of Honolulu, but run and operated by the non-profit organization known
as the Honolulu Zoo Society. This may explain the more open use of Facebook as compared with the private settings of DTS.

When asked if they currently maintained a Facebook account, DDC, DIT, DBF, and the Mayor all answered no. However, when asked, “have you considered creating a Facebook account?” the DDC, DIT, DBF shared that they have considered creating one. Primary reasons found for deciding not to initiate Facebook included a lack of immediacy and minimal need for creation. For some, including the DIT and DBF, future departmental deployment seemed likely. Morita (DBF):

… sort of behind, regarding Facebook, yet. […] I am considering it. […] I think at some point I am going to advocate that’s what we have. Set up a Facebook account. And use it sort of as an extension of our official City and County webpage for our department. It has a lot more benefits […] compared to the static, the official website.

This DBF statement suggests important decisions for government to consider in determining whether and how to most effectively implement technology such as SMS. In this study there was a marked difference in the extent of utilization across Honolulu departments between Twitter and Facebook. It seemed that the leadership shown by an organizational champion in IT had resulted in significantly wider use of Twitter than Facebook. Yet even Twitter had uneven applications between departments. A related opportunity for further study will be discussed in Chapter 6.

Current Uses of Twitter

In light of the laissez-faire guidance for implementation cited above, Twitter was determined to be in an early stage of finding its most appropriate use(s) in each department independent of each other. Emerging similarities and differences are presented in Table 2. Overlapping concepts from the literature review as discussed in this
section include: Connected Governance, the OECD’s (2001) levels of engagement, Macintosh’s (2004) levels of participation, and Macintosh and Whyte’s (2008) project perspective. Findings and discussion relevant to the aforementioned themes and trends are explored below.

**Internal Communication**

While this research was focused on government and citizen based communication, one collateral finding was the City and County’s internal use of Twitter to communicate both interdepartmentally and intra-departmentally. Bruce (DIT) details the co-development of the government’s internal and external facing Twitter accounts:

> So, we (we, being the Department of Information Technology) took it upon ourselves to create standard City and County of Honolulu internal and external facing Twitter accounts. And by internal and external, what I mean is, the external facing Twitter accounts are those accounts open to anybody, and broadcast to the world. We also set up internal Twitter accounts that are “approval only” approved to participate, that we can use for internal communications.

While the internal account is not open to the public, the emerging communication uses, organizational integration, and communication taking place between bodies provided access to these internal accounts suggests a possible emerging field of study with regard to internal e-government operations and SNS.

**Monitor Breaking News/ Ongoing Events**

Some departments saw Twitter as a useful monitoring system for emerging news and events. In this regard, Twitter was noted for its capacity to instantaneously relay information, and as a first-stop news portal. Morita (DBF) elaborated:

> The main thing I use it for is monitoring certain big meetings. […] For example, if the Governor is giving the […] State of the State Address. […] those types of big events, you know […] the newspapers. I monitor their Twitter accounts.
Because [...] they are giving live updates on, the State of the State Speech or in special meetings, that sort of thing. So it helps [...] instead of me hanging out in front of the TV, trying to listen to whatever is happening. ...

In this specific case of monitoring breaking news and ongoing events, the government use was portrayed as benefitting individual and or internal use in that the sharing of information through re-tweets or through departmental tweets was not noted. The use was as a receiver of information in order to keep informed of real-time events, which might have a time delay if received via other more traditional news media, such as television.

**Push Information & Comment to Public (One-Way Communication)**

As tabulated in Table 2, it was consistently noted by the departments that Twitter was being leveraged primarily as a one-way communication tool to push information out to the public. Lam (DDC): “We haven’t got that far yet. We are one-way communication”. This use of Twitter as a one-way communication tool corresponds with the first level of the OECD’s (2001) three levels of engagement, the information level. While the use of Twitter to push out information was consistent, it was found that the types of information pushed varied from department to department.

In the analysis of government use of Twitter at the information level, multiple statements by officials established harmony between the level’s dual concept of the government provision of “passive” information as demanded by citizens and “active” actions to propagate information to citizens (OECD, 2003). The most noted use of information providing can be categorized in the “active” actions taken by different departments to provide citizens with relevant information regarding current activities and deadlines.
For instance, DDC noted the use of Twitter to give the public select information from official documents, thus providing a push rather than pull mechanism by placing information in one place. DDC:

Lam: …we’ve been just providing information that is already public knowledge or is an official document. Nothing controversial…

Takara: And it’s pushing […] versus people having to pull this information.

Similarly Morita (DFB):

Primarily, to push out information. […] when certain deadlines come around […] real property taxes were due today. So I sent a couple of tweets.

Another noted type of information push is the notification of City and County activities and events. Takara (DCC):

For our Department, primarily to inform the public of our activities. We do the design and construction for most of the Capital Improvement Program. And as you execute there are situations where you want to notify the public, like where we have to close roads for a specific project. So one of the things I put out every week is a “Road Closure Report.” When we have events like groundbreakings or finish of a construction project […], you may see it on TV or newspapers, or we’ll put out a press release. So I’ll usually link to those media events with Twitter messages.

While the majority of governmental use of Twitter seems to fall within the category of “active” action, the IT department provides an example of government provision of “passive” information as requested by citizens. In this provision of information, the government describes the use of Twitter as a response portal to citizens’ request for more information. Bruce (DIT):

For example, we were involved in applying for the Google “Broadband” grant. And so, we were getting a lot of calls. And the way I responded was: “Just look at Twitter, and we will tell you what happened.”
Consistent with the OECD’s (2001) information level of engagement, the noted use of Twitter for providing government information to citizens aligns with Macintosh’s (2004) first level of participation, e-enabling. For instance, in the conversation regarding the pushing of information to citizens, DCC suggested that government pushing of information on Twitter, provided a one-stop alternative for citizens who might normally “pull” or search in multiple online and offline platforms, or who may not normally receive the same information being pushed. In this regard, the government use of Twitter met the e-enabling level by allowing citizens to take advantage of the large amounts of government information by consolidating selected, relevant information into one place.

At the same time, one-way communication streams broadcast from government were not always noted as government-specific information. Instead, at times, information provided was found to be an extension of an appointed official’s personality. For example, the Office of the Mayor was the only department interviewed that discussed representing an individual elected official. In this regard, it was noted that the Twitter account was sometimes used as an extension of the Mayor’s personality by communicating noncritical and nongovernmental information to the public. Brennan, Mayor’s representative, provided several examples of leveraging Twitter as an extension of the Mayor’s personality:

And some of it is kind of on the lighter side, too. You know, “Congratulations to this Little League team that just won the World Series in Pennsylvania. They make us proud.” […] where the Mayor would […] sincerely feel that, and say this is something we need to get out. It might not be […] crucial information, or even City government-related. But it is the Mayor of the City […] feeling proud about an accomplishment of residents from here who have achieved […] whether it’s a robotics competition, or an athletic event, or a culinary class at KCC, or something that does well in a national contest. So, a lot of it is kind of on the
lighter side, too. But, I think that helps people see […] away-from-the-office–side of the office holder. And get to know his personality a little.

As reviewed, the type of information pushed from government to citizens varied depending upon each department’s mission and the purpose of each message. In the case of informational pushing, it was found that the project perspective considered the policymakers’ aims of pushing government selected and formed information to citizens with the objectives and aims of (1) providing government information related to departmental mission and / or of interest to citizens, (2) pushing public-based knowledge, (3) providing public reminders of upcoming due dates and events, (4) showing pride in citizen accomplishments, and (4) acting as an online extension of the policymaker’s personality.

**Receive/ Relay Peer Government & City/ Agency Information**

From the outset of Twitter availability and deployment, some departments started to follow Twitter feeds of governments and agencies with similar missions, to gain knowledge regarding how peer agencies utilize Twitter. Takata (DCC):

The other thing I’ve done is try to link to other similar governmental organizations. For example, I’m following 3 or 4 other City organizations that have the same, mission, to see what kinds of things they publicize in their Twitter. I try to follow them, and some of them are following me so we can learn from each other.

While the original linking of peer organizations was viewed as a way to better understand what types of information similar organizations were publicizing on Twitter, Takata (DCC) highlighted how that application extended to a rudimentary integration into business processes by making ongoing project status more easily available, both internally and externally:
Part of it was for us to figure out what the rest of the world, in the engineering and construction industry, was doing on Twitter. So in my attempts to get sample Twitter feeds from other DDCs throughout the nation, I found out they do similar things we have as to projects or they will link to the status reports regarding what’s going on with their program.

Similarly, Bruce (DIT) began to follow peer organization’s tweets as a way to maintain up-to-date professional developments information:

So I’m following other CIO’s. So one of the key players that I follow is the CIO for the City of Seattle. And, who is a voracious tweeter. He does at least four a day. And he’s all over the page. But they are all tech oriented. So I get a lot from him. Then, I’ll go and he’ll announce some particular thing that’s happening in Seattle. And since they’ve got Microsoft, and Boeing, and a lot of the big players […] you kind of get a “heads-up” on some things that are happening. […] like Starbucks is giving free Wi-Fi. And then, like 3 days later, they announce that Honolulu is going to have Starbucks with free Wi-Fi. So, there’s those kinds of things. I feel as though in some ways it gives me some kind of an edge. Because it’s like a pre-announcement.

In these stated examples, government use of Twitter reflected connected governance, as depicted in Figure 3 from the literature review, ICT-enabled connected governance (UN Social Affairs Division for Public Administration and Development Management, 2008). In particular, it focused on the manner in which ICT-enabled connected governance contributed internally through information sharing between agencies. If the information shared between agencies was used as shared or learned knowledge, for example to leverage structural road development information shared via Twitter by another DDC agency for City road improvement purposes, then Twitter may be considered an example of ICT-enabled connected governance which contributes externally to providing innovation in service delivery. Such sharing of information could also lead to greater cross government project collaboration and participation between agencies. However, unless the government is sharing the gained knowledge directly with citizens, for example re-tweeting the particular information, as it refers to the sharing of
another, the government is not using the ICT to contribute to greater citizen empowerment or participation.

The use of re-tweeting to share another agency’s posted information with a government’s own Twitter constituents is portrayed in Brennan’s (Mayor) answer to the questions: From the information that you do receive, how do you use the information that you do receive from Twitter?, and does the information vary according to a particular issue or topic? If so, how?:

Let’s say that somebody in one of our departments realizes […] there is a bad accident and the freeways are closed. And, maybe they tweet that before I get the information to tweet. Then I will see that, and I will think: ‘[…] I should share this, too. Because the Mayor’s Office has many more followers, so this would help disseminate that information to a wider audience. So I will either re-tweet that, or maybe I will re-tweet it and make a call, get more information, and update it. Or when the accident is finally cleared, I’ll put that information out.

This statement suggests that re-tweeting allowed more individuals, who might not have been following the particular City and County individual and / or department that sent out the initial message, to also receive the information relayed in the initial message, thus extending the audience reach of the original message. In this instance Mayor also described the process of following-up with the original sender of the message as well as the event or incident the message might be referring to. This concept of sharing information which otherwise might not be accessed via Twitter by particular citizens or citizen groups once again corresponds with Macintosh’s (2004) first level of participation, e-enabling. re-tweeting, checking for accuracy of the original message, and following-up on emerging details could possibly serve as key factors for governments to consider when providing or re-tweeting information to the public, especially in risk management situations like emergencies.
Receive / Relay Emergency Information

Twitter was noted to be useful for both receiving and relaying emergency information to citizens. Along these lines, but in the initial stages of Twitter use, Bruce (DIT) cited an example and speculated that an early access via Twitter to breaking popular culture news helped demonstrate to others the potential of Twitter to speedily notify agencies of more meaningful business related information that was time sensitive:

I hate to use Michael Jackson as an example, but, when Michael Jackson died, I was at a tech meeting with 15 CIO’s from around the state. I got tweeted that Michael Jackson had died. And I said, ‘Oh, I just got a tweet that Michael Jackson has died.’ If it had been an emergency situation or something, we would have known it right then and there - instantly. But it alerted them to the fact that: well maybe we should have some kind of Twitter notification in our organizations if you are going to get those kinds of things quicker.

This statement suggests Twitter’s attribute as an internal tool to facilitate connected governance by efficient and effective receipt of, processing of, and meaningful reaction to emergent and evolving events of a critical or emergency nature. It follows that development of well thought integration into specific government business processes is key to success here.

In practice, the Mayor’s Office reported using Twitter to notify the public of emergency situations. In such occurrences, Twitter was used as a type of online broadcast system to alert and update the public of a particular emergency and ongoing developments as information surfaced. With regard to the 2010 tsunami, Brennan (Mayor) recalled:

...at 11 at night, they said it would be here at 11 in the morning. It was on the news. [...] I think on the site, I tweeted: ‘Hey, tsunami warning’ [...] in the morning [...] I tweeted [...] just to let people know.
Some City and County Twitters also follow fellow City and County of Honolulu Twitter accounts as a way to stay informed about emergent situations. In these cases re-tweets were reported to be used to share such information, like emergencies, with a wider audience. Brennan (Mayor) elaborated:

Basically, if it’s information that I think needs to be shared, I’ll re-tweet. Or maybe I’ll even make a call to the Department that has provided the information, and ask them more about it. And kind of refine the message, and put it out another time…

This statement corresponds with two of the OECD (2003) stated objectives of technology-enabled information dissemination, consultation, and participation for the improvement of the policy-making processes: reaching and engaging a wider audience and providing relevant information. With regard to emergency management, these two objectives primarily related to the enabling of information dissemination and were not being used for consultation and participation.

A discrepancy in using Twitter for relaying emergency information was determined to be dependent on perception of departmental mission. While one department might have reported using Twitter to stay informed of emergencies, that process might end with that information receipt. In particular, it was suggested that departments whose missions are strictly concerned with the transmitting of emergency information are best suited to maximize use of Twitter in that regard. Morita (DFB) examined the potential use by other departments for using Twitter to relay emergency information:

… I could have seen this being big […] when we had that Island-wide power outage. My understanding is that people were checking their Twitter feeds and finding out: it’s everywhere, it was the entire island. […] our civil defense guys, our police, they would have to actually go and send people out where it’s
happening. If they had developed their Twitter following, or their Twitter knowledge, then they could have just [...] leveraged all that. And within a few minutes they could have probably realized that.

Two examples of local governments that are providing more specific emergency information dispatch via Twitter include the official profiles for the San Francisco Department of Emergency Management, @SFemergency, and the Boston Fire Department and @BostonFire. Both of these Twitter feeds broadcast updates concerning emergency situations and events. No official Department of Emergency Management Twitter account for the City and County of Honolulu exists. Such a feed might be an important capacity to develop as a near future step in beneficially harnessing the capacity of SNS.

Macintosh and Whyte’s (2008) perspective findings of government Twitter use suggested as aims and objectives to receive and relay emergency information to citizens. In this context, City and County of Honolulu Twitter initiatives were not perceived as directly e-participation focused.

**Receive/ Internal Relay of Professional Updates**

Of those interviewed, one official was found to use Twitter to get and pass on professional tweets from nonpublic officials. It was found that information received from professional updates on Twitter was sometimes used to stay informed and updated about emerging events. This information also was found to assist government in reacting to potential information that could impact operations. Bruce (DIT):

The fiber cable break yesterday. I got it over Twitter before I got it on the news. And it was one of the people I was following who tweeted it shortly after it happened. And the only reason he knew about it was that the company he owns was impacted by it. So the fiber gets broken, his company is impacted, he tweets it to all his clients and those that are following him, so I now know that fiber is
down. I can call my operations group and give them a “heads-up” that hey, I just heard that the fiber is down and we could be impacted by it. Now, we weren’t impacted by it, but we were aware of it before even the news media got it…

Another approach to receiving information is more direct, as it relates to the purposeful following of professional accounts with a recognized information-based service. These accounts may include private, non-government accounts like ktlink, which Twitter bio describes as providing Oahu’s real-time traffic incident reports (twitter.com/ktlink). These information specific accounts were noted as leveraged by some as a way to receive emerging and emergency based information. For instance, the Bruce (DIT) reported use of the ktlink Twitter feed to stay informed of traffic accidents:

The ktlink that shows every traffic accident as it happens. Strips it off the Police Department website. So I get a tweet. I follow that. So I know there is an accident at the corner of A and B Street. Before anybody knows. Because it got real time rebroadcasted from the Police website. So, there’s lots of those. If there was a fire, and lots of things that you could see happening.

Twitter feeds like ktlink provide examples of how Twitter is used by government as a platform for citizen or citizen-group to government communication via government receiving of information through actively seeking and following public feeds. At the same time, ktlink’s existence provides an example of Twitter’s capability to be leveraged by citizens to participate in the delivery of public information. On the other hand, ktlink’s use of Twitter to provide the public with information gleaned from government websites, in this particular instance the Police Department, might suggest an area in which the government is failing to provide information of public interest and perhaps should consider utilizing Twitter. This could be especially true, if government is concerned with validity of information delivered.
These two examples reflect the value of near real-time information which government can receive by following different private and citizen based entities on Twitter. Further, these examples provide insight as to how citizen participation on Twitter can directly impact government awareness and action regarding emerging situations occurring in the community. Such information might otherwise not be brought to government attention promptly, if at all. This is not to indicate that government should react reflexively to all information received through Twitter or other SNS platforms. SNS information can be inaccurate or fictitious. It is vital for government to validate information it receives on Twitter to insure that the information is accurate, prior to acting and potentially wasting time and money or even putting the public in danger.

**Receive / Respond to Public Comment/ Questions**

Through interviews it was determined that the while the primary use of Twitter was as a send, receive, and relay government-driven information portal, citizen requests for information did at times provide instances in which the government faced issues regarding receive and response.

Questions from the public were elicited in light of government reports or emerging events. Such input requires development of protocols for response, even when comprehensive Twitter use policies have not been developed. Takata (DCC):

Once in a while we will get a question from the public. Say if we had a Road Closure Report, someone might ask me “When are you guys going to finish this project?”

DCC had developed the following passive protocol, Takata:

Our current policy is, we just refer them to our Customer Service Department, another City agency that takes all these customer questions. So there are people in
the public that somehow see our Twitter account and, you know, they want an answer to what is the status of a project. But I was told not to go directly back to them.

Aside from solely receiving and answering citizen questions, another noted citizen information obtained through Twitter included commentary. When asked what types of information the Office of the Mayor received from Twitter, Brennan (Mayor) noted the direct postings of commentary by citizen followers to the official account:

I think more often than not, just by the nature of the Office, that is, Mayor, there are more comments made than […] information provided. […] it’s more like: “hey, keep up the good work”. or “that’s great news, can’t wait till we finally build the transit, the train”. So it’s more commentary […] than information. Because we are kind of the information hub. We are the providers of information for the City.

When asked if he had used any of the comments that people have replied on Twitter as information in the organization, Brennan (Mayor) responded:

… sometimes I would call to the Mayor’s attention, something I had read that had been brought to my attention. Like: “Look at this use of alternative energy in […] Sacramento, California.” […] I would say: “Hey, I got a re-tweet from somebody maybe I don’t know.” Or some reply that will take you with a link to an article, and I will print and share with him and others in the Administration: “Hey, here is something that someone said we should look at.” And I don’t know necessarily that’s gone anywhere beyond that, because then it’s kind of out of my view.

As an extension to citizen commentary it was further noted by several departments that occasionally citizens following a particular City and County operated Twitter account will re-tweet official City and County posted Twitter announcements.

Brennan (Mayor):

Initially it was like experimental […] “Let’s just see what we do with this. And, if we get any followers, if anybody cares.” And we found that it did. That people re-tweet our messages.
The re-tweeting of official government messages is seen as a citizen-led form of participation. By re-tweeting government messages, it is perceived that citizens are both interested in or concerned with the information being provided and want to share the information with others. Further, in sharing information with others, the reach of the original message is expanded to individuals who are on Twitter, but may not be following the City and County.

**Current Uses of Facebook**

As only one department was found to be using Facebook, this section solely reviews uses by DTS. This department reported using Facebook as part of a communication strategy for a specific project known as the Rail Transit Project. This was different from the other departments employing Twitter, as it was narrower and more focused. Further, as DTS’ Facebook initiative was project specific, the mission of the particular project may or may not have provided different reasons for using Facebook as compared to an initiative that included focus on an entire department or even the entire City and County of Honolulu. Table 3 below summarizes responses from DTS concerning uses of Facebook. Table 3 presents policymaker responses regarding the current uses of Facebook and is discussed below.
Table 3. Current Uses of Facebook by Policymaker Source

<table>
<thead>
<tr>
<th>Policymaker Source:</th>
<th>Transportation Services</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Uses:</strong></td>
<td></td>
</tr>
<tr>
<td>Push Information &amp; Educate the Public</td>
<td>DTS3, DTS 4, DTS 5</td>
</tr>
<tr>
<td>Connect with General Public</td>
<td>DTS 3, DTS 4</td>
</tr>
<tr>
<td>Receive &amp; Respond to Public Comment / Question</td>
<td>DTS4, DTS 5</td>
</tr>
</tbody>
</table>

**Note.** Interviews have responses labeled with DTS for Department of Transportation Services followed by the chronological number of the response within the interview.

**Push Information & Comment to Public**

DTS reported using Facebook, in concert with Twitter, YouTube and Vimeo, to push information to interested parties in the public by allowing the department, “…to reach different audiences to provide information to people who want to learn more about the project”. This statement established an overall understanding of the aims and objectives related to project perspective of DTS’s Facebook initiative, namely, to provide information to a specific demographic of citizens, who are narrowly defined as being interested in learning and/ or staying informed about the Honolulu Rail Transit project.

In this aspect, the provision of information can be viewed as a one-way communication tool in that it focuses on a government-to-citizen flow of information. This concept of government-to-citizen provision of information corresponds with first level of the OECD’s (2001) three levels of engagement, the information level. The OECD (2003) describes this level as a “…one-way relation in which government produces and delivers information for use by the citizens” (p.32). This level can also be seen in the overall use of Twitter by government to push information to the public. However, dissimilar to overall government use of Twitter as a mechanism to deliver
information, DTS utilized public feedback to adjust information delivered to the meet the concerns and or needs of its Facebook members, “Friends”.

In response to the question “how do you use the information received from Facebook?” DTS answered:

It’s used as feedback on the project and also helps inform our messaging. For instance, if there are questions around a certain topic, then we can adjust our efforts to provide more information to the public in that particular area. Feedback is particularly important on a project of this size and scope. This statement indicates that the government actively read and responded to public activity on Facebook through leveraging noted trends in topic and question type to discern public interest to adjust their information going forward. This does not imply that the public was able to participate via Facebook in the overall policy-making process regarding rail. However, the public could participate in the decision making process regarding the type of information desired from government. The information provided was then used by participants as a means to become or stay informed on policy, and perhaps be better able to use specific knowledge to more directly participate in the decision process through traditional forums such as elections. However, it should be considered that not all members, “Friends” of the particular Facebook account, would feel the need or comfort level to send a message or leave a comment. Thus, if government narrows its information to respond only to questions asked, it could run the risk of failing to provide other valuable information to the broader public.

The Table 3 presentation suggests that aims of the DTS Facebook initiative focus on educating and connecting with the general public. These concepts suggest a modification to the overall democratic prospective encompassing the project aims and objectives to provide information, educate, and connect with the general public. The
democratic perspective found in relation to the DTS Facebook initiative seems to mirror DTS’ statement, “the Honolulu Rail Transit Project uses Facebook as an online social media tool to connect with the community and educate the general public on the project”.

In this sense, education is perceived as the focus of the information delivered, whereas connecting refers to the perspective from which Facebook is understood by government and includes: the delivering and receiving of information to and from members of the public who use Facebook and are interested in the project.

**Connect with General Public**

Table 3 also shows that government reported that it uses Facebook as a means to connect with the general public, with an emphasis on particular perceived users. DTS: “Social media tools such as Facebook also allow us to connect with different segments of the public: Facebook users tend to be ages 20-45 with a heavy concentration of users in their 20s and 30s”. This demographic is comprised of members of the Millennial generation, in general defined as the generational cohort born in the 1980s-1990’s (Leyden & Teixeira, 2007). This generation is characterized as being tech-savvy and as growing up with access to computers and the Internet for the majority of their lives (Sanson, 2008). They are currently in college and/ or emerging into the work force.

“Although online political involvement is widely dispersed throughout the population, young adults tend to be the most intense of the online political user cohort” (Smith, 2009, p.15). Specifically, young adults are more likely to take part in political activities on social networking sites (Smith, 2009). By connecting with the Millennial and other cohorts of online political users, government could indirectly impact the policy cycle
through providing a more informed public at the voting polls and/ or other offline democratic forums.

**Receive & Respond to Public Comment/ Question**

Table 3 also indicates that the department (DTS) reported use of Facebook as a tool to receive and respond to public comments and questions. This use emerged from the public’s use and understanding of Facebook, and does not seem to be government created or requested. The public’s interactive use may provide for the potential for greater participation between citizens and government via Facebook. However, this potential will undoubtedly be impacted by the combination of citizen and government desires and actual use. Two-way-communication between government and citizens was reported at the minimal level of citizen initiated question sending and government action of reviewing and relying on citizen initiation. This communication process was demonstrated in DTS’ response to the question, “What types of information do you receive from Facebook?”:

> Although most of our activity is sending information out to the public, from time to time, we also receive comments back from users on important issues or news related to the project. Some users may ask us direct questions, which we may respond to publicly or direct their question to the appropriate person for a response.

Through responding to citizen questions, either directly or through forwarding the question to the appropriate information source, DTS was supporting two-way-communication between the public and government. However, DTS did not report directly engaging citizens in the overall policy process of the project. It did not appear that the democratic perspective of the project was primarily to educate and inform the public. Accordingly, government use of Facebook to provide information to the public is
presently at the first level of participation as defined by Macintosh (2004): e-enabling.

Although Facebook was used at times in manners consistent with two-way communication, it did not seem to directly support Macintosh’s second level of participation: e-engaging, since communication was still informational focused as opposed to a deeper level of contribution.

**RQ 2: HOW HAVE CITY AND COUNTY OF HONOLULU POLICYMAKERS INTEGRATED SNS IN POLICYMAKING?**

**Finding RQ 2 a. - SNS Integration at each Stage of the Policymaking Process:**

No evidence was reported that the City and County of Honolulu had integrated SNS into the policymaking life cycle, as established by the OECD (2003). This life cycle includes:


**Finding RQ 2 b. (1) - Level of Participation Promoted (Twitter):** No evidence was reported that the City and County of Honolulu was using Twitter to directly promote citizen participation as determined by Macintosh’s (2004) three levels of participation: (1) e-enabling, (2) e-engaging, and (3) e-empowering.

**Finding RQ 2 b. (2) - Level of Participation Promoted (Facebook):** With regard to Facebook, some evidence was reported that Facebook was being used to promote an early stage of citizen participation as determined by Macintosh’s (2004) three levels.

**Discussion:**

A minority of those interviewed did suggest the potential of future integration of SNS within the policymaking process. These thoughts will be reported and reviewed in
the section related to future SNS integration, RQ4: How do City and County of Honolulu Policymakers Plan to Integrate SNS in the Future?

With regard to the specific level of policymaking participation promoted by Twitter, the use reported above relative to pushing information out does imply the indirect e-enabling of citizens by facilitating an informed citizenry to better guide actions in such traditional democratic venues as the voting booth and City Council meetings. Brennan (Mayor): “We have used it to provide information. Also, to comment on news of the day. To share that with the residents of the City”. It is noted however, that no attempt was reported to target policymaking issues with this information.

Alternatively, the reported project-specific nature of Facebook utilization was more conducive to targeting policy decisions. This was particularly differentiated from Twitter in light of the two-way communication link. When asked how the department used information received from Facebook, DTS responded,

It’s used as feedback on the project and also helps inform our messaging. For instance, if there are questions around a certain topic, then we can adjust our efforts to provide more information to the public in that particular area. Feedback is particularly important on a project of this size and scope.

However, again no direct intent to incorporate such participation into the policymaking process was evident in the collected data.

**RQ 3: WHAT ARE THE MAIN PROBLEMS AND BENEFITS FACED BY POLICYMAKERS IN THE CITY AND COUNTY OF HONOLULU WHEN USING SNS FOR POLICYMAKING?**

The interview questions reported in Chapter 3, RQ3 were designed to explore both problems and benefits facing policymakers when using SNS in the policymaking process. As stated in the findings for RQ 2 above, no direct use of SNS for government
policymaking was found at the time of this study. However, the study did surface a number of perceptions from policymakers concerning general problems and benefits of the use of Twitter and Facebook. Accordingly, while no specific finding is stated for this research question, the discussion section below covers study data with the view that the issues identified will be factors helpful for government going forward as use of SNS matures, whether it is incorporated into policymaking or not. Tables 4-7 provide analysis of data collected related to policymakers’ overall perceptions concerning benefits and problems using Facebook and Twitter and are listed below.

**Discussion: Key Benefits and Problems Related to Twitter Use.**

This discussion reports key findings considered important in regard to potential future progress in the policymaking process vis a vis Twitter. Key benefits that emerged include: near real-time information source (emergencies, etc.), reaches segment of self-selected interested parties, and push key information that might face media edits (such as filtering or editorial decision making). Key problems that emerged include: difficulty in validating accuracy of source and information, and lack of feedback that information sent is useful. The following table, Table 4, presents the five policymaker responses regarding their benefits of Twitter use.
Table 4. Main Benefits Twitter use Faced by Policymakers

<table>
<thead>
<tr>
<th>Benefits:</th>
<th>Policymaker Source:</th>
<th>Office of the Mayor</th>
<th>Information Technology</th>
<th>Budget/ Fiscal Services</th>
<th>Design &amp; Construction</th>
<th>Transportation Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>CATEGORY OF RESPONSE:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Near Real-Time Information Source (Emergencies, etc.)</td>
<td>BB13, GB19</td>
<td>RM13, 20</td>
<td>MR6</td>
<td></td>
<td></td>
<td>DTS 19</td>
</tr>
<tr>
<td>Ease of Readily Available Search Vehicle</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>One to Many, Leverage, Followers and re-tweets</td>
<td>BB13, 19, GB22, 23</td>
<td>RM20</td>
<td>RT44, CL53, MR6</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reaches Segment of Self-Selected Interested Parties</td>
<td>BB17, GB5,23</td>
<td></td>
<td>RT32</td>
<td></td>
<td></td>
<td>DTS 21 via 10</td>
</tr>
<tr>
<td>Useful Information From Peer Agencies / Profession</td>
<td>BB12, 18</td>
<td></td>
<td></td>
<td>RT21, 32,4,6, 52</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Push Key Information that Might Face Media Edits</td>
<td>BB16</td>
<td></td>
<td></td>
<td>RT13</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reaches Audience Beyond City &amp; County</td>
<td>BB10</td>
<td></td>
<td></td>
<td>RT15</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Facilitates Monitoring of News w/out Active Search</td>
<td>BB15</td>
<td></td>
<td></td>
<td>RM13</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note. Interviews have responses labeled with the chronological number of the response within the interview, preceded by the initials of the policymaker or department who gave that response (i.e., Bill Brennan (BB), Gordon Bruce (GB), Robert Morita (RM), Russell Takara (RT), Steve Takata (ST), Marcus Rivera (MR), Collins Lam (CL), and Department responding: Department of Transportation Services (DTS)).

As noted in Table 4, five out of the five department respondents cited near real-time information sources (emergencies, etc.) as one of the key benefits of government Twitter use. Examples cited here and in other parts of the interviews included Bruce (DIT) – fiber cable break, Brennan (Mayor) – tsunami and Morita (DBF) – earthquakes and general power outages. These scenarios demonstrate how government can profit from utilizing citizen information made available through Twitter. While these examples are operations-based, it is not a huge leap from operation decision-making to policymaking,
in the sense that knowledge by constituents can be a vital input for policymakers to have in understanding and measuring results desired from formulated policies.

Another benefit of using Twitter noted in Table 4, as cited by several policymakers, was the ability to reach segments of self-selected interested parties. Bruce (DIT):

I think it’s another communications vehicle. It has a following of individuals that prefer to communicate that way. […] With a lot of people who are […] active participants. And typically younger. […] I don’t know where the numbers are, but I’ve got to believe it’s somewhere in the teenage years up to 25. Maybe 30. That demographic is where you are going to see it.

This statement is congruent with the concept projected by Smith (2009), that young adults are more likely to take part in political activity on SNS. In a future policy-setting process, this more widely cast net for input might provide a stronger policy decision process by including demographic segments not reached by traditional means.

A third key benefit presented in Table 4 was the capability to push key information that might otherwise face media edit. Brennan (Mayor):

…I think it’s a good tool for government to use. And I think it supplements information that the mainstream media decides is worth reporting. […] I think it’s good for us to call attention to news and information that happens in the City every day, or every week, or every month […] that you would not find because of some editorial decision at some television station or some newspaper. The nature of the news that they want may not include all of the information that we would like to put out. So, I find that very helpful and important.

In this statement, government officials presented frustration with commercial news media editing or not reporting what is important but routine information. Relative to the agenda-setting stage of the policymaking process, government use of Twitter could be leveraged
as a way to keep the public informed on particular policy issues, which may otherwise not be covered by the local media.

Conversely, Table 5 below presents nine key problems with Twitter use cited by policymakers. This table reflects responses from the five policymaker departments regarding the problems they experienced with Twitter use.

**Table 5. Main Problems of Twitter use Faced by Policymakers**

<table>
<thead>
<tr>
<th>Problems:</th>
<th>Policymaker Source: Office of the Mayor</th>
<th>Information Technology</th>
<th>Budget/ Fiscal Services</th>
<th>Design &amp; Construction</th>
<th>Transportation Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>CATEGORY OF RESPONSE:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Difficulty in Verifying Source</td>
<td></td>
<td>GB14, 18, 20</td>
<td>RM16</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Difficulty in Validating Accuracy of Information</td>
<td></td>
<td>GB20</td>
<td>RM16</td>
<td></td>
<td>RT69,73</td>
</tr>
<tr>
<td>Resources Needed to Manage Account</td>
<td>BB11, 21</td>
<td>GB3</td>
<td>RM17</td>
<td></td>
<td>MR3, 5</td>
</tr>
<tr>
<td>Departments Slow to Adopt</td>
<td>BB21</td>
<td>GB22</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Complicates Coordination of Consistent Gov. Message</td>
<td></td>
<td>GB3, ST77 (DIT interview)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lack of Feedback that Information Sent is Useful</td>
<td></td>
<td></td>
<td>RM10</td>
<td></td>
<td>RT58, 60, MR 5</td>
</tr>
<tr>
<td>Confusion between Official Government Operations and Political Activities</td>
<td>BB10</td>
<td>GB14</td>
<td></td>
<td></td>
<td>RT46</td>
</tr>
<tr>
<td>140 Character Limitation</td>
<td>BB15</td>
<td></td>
<td>RT3, 32</td>
<td></td>
<td>DTS 20</td>
</tr>
<tr>
<td>Adds to Government Information Overload</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>RT75, 76</td>
</tr>
</tbody>
</table>

*Note.* Interviews have responses labeled with the chronological number of the response within the interview, preceded by the initials of the policymaker or department who gave that response (i.e., Bill Brennan (BB), Gordon Bruce (GB), Robert Morita (RM), Russell Takara (RT), Steve Takata (ST), Marcus Rivera (MR), Collins Lam (CL), and Department responding: Department of Transportation Services (DTS)).

One problem of Twitter use noted by multiple policymakers was the difficulty in validating the accuracy of source and information. For example Bruce (DIT):
… this Twitter account looks like it’s a City agency providing emergency management information. But it really isn’t. It’s me. […] because I want to prove my point about authenticating who you really are.

This issue points to a potentially serious trust problem as government use of Twitter matures and is potentially incorporated into citizen participation in processes up to and including policymaking. If the source of information gleaned from Twitter is not reliably known, then the material provided might not be trusted, and any effort to encourage citizen participation would be undermined.

Another problem of Twitter use cited by policymakers, as noted in Table 5, is the lack of feedback that information sent is useful. Morita (DBF):

But, you know, what I really wonder is, […] am I just putting something out there and nobody is really listening? […] Are we getting the right sort of followers? So that they will actually go ahead and re-tweet, you know, to their followers. I haven’t seen - when I look at the metrics and stuff, I haven’t been too successful at that.

While this statement refers to the concern that information output being broadcast is received and listened to by citizens, it is also relevant to the engagement of citizens in the policymaking process. This reflects the philosophic question: If a tree falls in the forest and no one is there, is there a sound? If a policy-based agenda is posted on Twitter and followers are not known to include citizens who read and understood it, did the Twitter effort in any way engage the constituency? The answer is unknown. So, it is important for government to find a way to know who is using it and if it is being used to justify the resources used to manage the Twitter account.
Discussion: Key Benefits and Problems Related to Facebook Use

This discussion reports key findings considered important for potential future progress in the policymaking process vis a vis Facebook. Key benefits (Table 6 below) that emerged included: reaches segment of self-selected interested parties and extension of an official webpage with dialogue capability. Key problems that emerged included: avenue for unproductive critique, and difficulty in validating accuracy of source and information. Table 6 below presents the five policymaker responses regarding the benefits of Facebook use they experienced. As only one policymaker source, the Department of Transportation Services, was noted to be using Facebook, the remaining four policymakers’ responses were based on foreseen or potential benefits of Facebook use.

Table 6. Main Benefits of Facebook Use Perceived by Policymakers

<table>
<thead>
<tr>
<th>Benefits:</th>
<th>Policymaker Source:</th>
<th>Office of the Mayor</th>
<th>Information Technology</th>
<th>Budget/ Fiscal Services</th>
<th>Design &amp; Construction</th>
<th>Transportation Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>CATEGORY OF RESPONSE:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reaches Segment of Self-Selected Interested Parties</td>
<td></td>
<td>BB5</td>
<td>GB5</td>
<td>RM28</td>
<td></td>
<td>DTS 4, 10</td>
</tr>
<tr>
<td>Provide Information, Photos &amp; Videos in “Real Time”</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>DTS 4</td>
</tr>
<tr>
<td>Provides Feedback to Inform Project Message</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>DTS 6</td>
</tr>
<tr>
<td>Extension of Official Webpage</td>
<td></td>
<td></td>
<td></td>
<td>RM3, 25</td>
<td></td>
<td>DTS 26</td>
</tr>
<tr>
<td>Serves as a “Living Document”/ Archive of Organization Sent to the Masses</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>DTS 10</td>
</tr>
<tr>
<td>Another Tool in Government Communication</td>
<td></td>
<td></td>
<td>GB3, 5</td>
<td></td>
<td></td>
<td>DTS 3</td>
</tr>
</tbody>
</table>

Note. Interviews have responses labeled with the chronological number of the response within the interview, preceded by the initials of the policymaker or department who gave that response (i.e., Bill Brennan (BB), Gordon Bruce (GB), Robert Morita (RM), Russell Takara (RT), Steve Takata (ST), Marcus Rivera (MR), Collins Lam (CL), and Department responding: Department of Transportation Services (DTS).
Congruent with Twitter data, Table 6 shows that four policymakers cite a benefit of Facebook as the ability to reach segments of self-selected, interested parties. (Refer to Facebook uses in RQ1.)

A unique benefit of Facebook cited by multiple policymakers, as noted in Table 6, is its capacity to be used as an extension of an official webpage with dialogue capabilities. Morita (DBF):

… It has a lot more benefits […] compared to the static, the official website. Which […] requires effort from the user to go out and seek information from you. As opposed to the whole social part of it, where you post something out there, and if people are interested they can dialogue.

If used to promote dialogue with and among citizen users, government use of Facebook could possess the potential to support all three levels of participation: (1) e-enabling, (2) e-engaging, and (3) e-empowering as defined by Macintosh (2004). Support of e-enabling could occur through the provision of information in an easily found and readily available online forum; Support of e-engaging could occur through the promotion of citizen dialogue on Facebook; and Support of e-empowering could occur through promoting citizen-based idea sharing in the setting of a policy agenda. Morita (DBF) provides the following example of possible use of SNS in the process of setting agendas:

So, say if on a land that was not being developed. What would be the best […] use for that? That’s the kind of question I would like to throw out there. And find out what comes back. And maybe city government then would find out, ok: What’s the most important thing in certain communities that the city can help with. Maybe it’s not potholes anymore.

This exemplifies the priority setting capability that could be useful in policymaking for government.
Alternatively, the ability for public dialogue was also regarded by government to lead to potential problems by creating avenues for unproductive critique. For instance, Morita (DBF):

… what kind of interests me, yet scares me at the same time, about Facebook, is the ability to engage in a meaningful dialogue with folks who choose to follow you. […] Say I put something out there. […] City Council passed real property tax rates. […] folks will add their comments. Then, it becomes a little bit deep. You are a government entity. And, you want to keep things open. Yet, at the same time, do you want people […] ripping on you? About your policies, and whatnot. On your own Facebook page? So, […] you run into this problem of: Do you need it? […] So, you begin to wonder: Do you want to get into this in the first place? […] that’s my challenge right now. All the different scenarios and how we would respond to them, before we actually put out a Facebook page.

In order for Facebook to be a viable vehicle for participation in policymaking, protocols will have to be developed to manage potential pitfalls such as the drain in resources as a result of unproductive critiques.

A pragmatic example of government use of SNS to engage the public regarding government spending is the United Kingdom’s (UK) “Spending Challenge” campaign, implemented for crowd-sourcing for public-based policy ideas and solutions. On July 9, 2010, the economics and finance ministry of the U.K., Her Majesty’s (HM) Treasury, launched the “Spending Challenge” campaign and website where the public could submit ideas and solutions to the government (HM Treasury, 2010, July 09). As an extension to the website, citizens were also invited to “discuss and debate spending priorities and submit ideas” on the government’s Democracy UK page (HM Treasury, 2010, July 09). This was the second of two phases taken by the government. The first phase focused on feedback from those currently working in the public sector. The Treasury received 100,000 suggestions for cutting spending, which it narrowed down to 40,000 offered for
the public to vote on (Toynbee, 2010, August 24). Upon completion of the “Spending Challenge,” the HM Treasury announced on its website that three ideas submitted by members of the public and public sector through the website would be implemented as a policy by the government. It does not mention Facebook. This may or may not indicate challenges of information management of Facebook by government, or perhaps this implies a noted relationship between the two. One specific problem that materialized during the “Spending Challenge” was the submittal of malicious commentary (Toynbee, 2010, August 24). As this was one of the worries of the City and County of Honolulu SNS managers, it should be noted as an issue that should be prepared for and communicated across departments.

By gleaning knowledge gained and lessons learned from peer government-led SNS initiatives such as the U.K. “Spending Challenge,” as well as other SNS government initiatives like the Minnesota Governor Tim Pawlenty, March 31, 2010 Town Hall held via Facebook, governments can have a better understanding of existing challenges and opportunities regarding SNS and citizen engagement. Further, in assessing their individual capabilities to safely and effectively handle these and other foreseen challenges government can decide whether or not to deploy SNS strategies in the policymaking process. Deciding how to deploy SNS in the policymaking process will also include determining the level in the policy cycle at which government can and would like to encourage through SNS. This and other current and potential problems in utilizing Facebook, as cited by City and County of Honolulu policymakers, are illustrated in Table 7.
Table 7. Main Problems of Facebook use Perceived by Policymakers

<table>
<thead>
<tr>
<th>Problems:</th>
<th>Policymaker Source:</th>
<th>Office of the Mayor</th>
<th>Information Technology</th>
<th>Budget/ Fiscal Services</th>
<th>Design &amp; Construction</th>
<th>Transportation Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>CATEGORY OF RESPONSE:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Difficulty in Verifying Source</td>
<td></td>
<td>GB3</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Difficulty in Validating Accuracy of Information</td>
<td></td>
<td>GB3</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Resources Needed to Manage Account</td>
<td></td>
<td>BB4</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Departments Slow to Adopt</td>
<td></td>
<td>GB3</td>
<td></td>
<td>RT4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Keeping Information Fresh/Interesting</td>
<td></td>
<td>GB3</td>
<td></td>
<td>RM4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Avenue for Unproductive Critique</td>
<td></td>
<td>GB3</td>
<td></td>
<td>RM25</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lack of Policies to Administer</td>
<td></td>
<td>RM26</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Difficulty in Understanding Best Use</td>
<td></td>
<td>GB2</td>
<td></td>
<td>RM25</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Internal Resistance by Non-Technical Users / Audience</td>
<td></td>
<td>GB5</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note. Interviews have responses labeled with the chronological number of the response within the interview, preceded by the initials of the policymaker or department who gave that response (i.e., Bill Brennan (BB), Gordon Bruce (GB), Robert Morita (RM), Russell Takara (RT), Steve Takata (ST), Marcus Rivera (MR), Collins Lam (CL), and Department responding: Department of Transportation Services (DTS)).

Table 7 presents the five policymaker responses regarding problems using Facebook. Only one policymaker source, the Department of Transportation Services (DTS), was using Facebook, so the remaining four policymakers’ responses are based on foreseen or potential problems of Facebook use.

A key problem concerning both Twitter and Facebook use cited by one policymaker was the difficulty in validating accuracy of source and information. Bruce (DIT):

… it’s the verification that the Facebook account that you are looking at is an “official” City Facebook account, and not someone pretending to be someone they are not. Or some organization, or entity, that they are not…”

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Thus, government must be aware of both the divergent and similar aspects faced by the uses of both SNS and proceed accordingly.

RQ 4: HOW DO CITY AND COUNTY OF HONOLULU POLICYMAKERS PLAN TO INTEGRATE SNS IN THE FUTURE?

Finding RQ 4 – Future SNS adoption, expansion and innovative implementation will be slow and uneven across departments - Initiation of Twitter was a positive addition to deployed City and County of Honolulu communication platforms. Its implementation was largely a result of the CIO’s initiative and the Mayor’s approval and support. Over two years, this effort has settled near where it will remain without further organizational direction and coordination.

Discussion:

Table 8 presents the five policymaker responses regarding their future vision of SNS utilization.

Table 8. Visions of Future SNS Integration by Specific Policymakers

<table>
<thead>
<tr>
<th>Future Integration:</th>
<th>Policymaker Source:</th>
<th>Office of the Mayor</th>
<th>Information Technology</th>
<th>Budget/ Fiscal Services</th>
<th>Design &amp; Construction</th>
<th>Transportation Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>CATEGORY OF RESPONSE:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Future Plans of New SNS Integration</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No Foreseen Change, Evaluate SNS Progress, Await Central Authority (DIT via Mayor) Guidance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Integrated into Select Business Process (ex. Emergency Management)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>GB 6</td>
<td>ST88,89 (DDC/IT interview)</td>
<td>RM 6,22,25</td>
<td>CL 64</td>
<td>RT9,65,67</td>
<td>DTS 24,25</td>
</tr>
<tr>
<td></td>
<td>BB19,6,</td>
<td>GB 29</td>
<td>RM 27</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note. Interviews have responses labeled with the chronological number of the response within the interview, preceded by the initials of the policymaker or department who gave that response (i.e., Bill Brennan (BB), Gordon Bruce (GB), Robert Morita (RM), Russell Takara (RT), Steve Takata (ST), Marcus Rivera (MR), Collins Lam (CL), and Department responding: Department of Transportation Services (DTS)).
DTS’s project-based effort was quite advanced relative to other departments’ level of adoption and integration of SNS. DTS, in response to the question about current uses of SNS:

Facebook, as well as Twitter, YouTube and Vimeo are online social media tools that we use to reach different audiences to provide information to people who want to learn more about the project. This was likely due to the specific need of DTS to communicate to the interested public on the Rail project. Table 8 indicates that the four other departments interviewed had mixed thoughts about expanding the use of SNS. The progress in this area of the overall organization at the time of the study was the acknowledged result of the CIO’s initiative to bring technology to the City/County, in concert with the Mayor’s approval and support. This was found to be true in policymakers’ answers related the question concerning future plans to integrate Facebook into the organization. For example, Brennan (Mayor): “Sure. That decision would be made. It might be something that the next Mayor and our Department of Information of Technology would make”.

While there is some indication of a desire to expand SNS utilization, Morita (DBF):

… Set up a Facebook account. […] it’s a real nice partnership, I think, with the official website. So I am probably going to get there at some point.

There are also indications that not much will happen without direction and guidance from the Office of the Mayor (Table 7). This is understandable, particularly in light of the anticipated mayoral election approaching at the time of the study, and the unknown identity and attitude of the new Mayor. Bruce (DIT):

… What we do in the IT is identify tools that could be useful for the City, and then present them to the leadership, and that would be the Mayor. It was the Mayor’s decision to push this out as an initiative. So, as far as talking about the
future, it’s going to fall back on the next Mayor. So we will probably re-present it to the next person in charge and see what direction he will want to take us. Because he could say, no, we want to shut it off ...

It is also observed that the particular strategy to introduce the initial widely deployed SNS (Twitter) to the City / County organization was designed to be a laissez-faire approach whereby DIT made available the platform and provided basic administration services in its set up, but left specific uses to individual departments. Takata (DIT):

… each department has its own needs and challenges it was left to them to decide how to apply this potentially powerful tool. The IT department served merely as a facilitator; we helped to standardize the account names and provided technical support for nascent efforts.

Based on the experience with Twitter deployment, no marked enhancements or innovations in SNS application are likely to occur organization-wide without a similar or more rigorous initiative from DIT with support and approval of the new Mayor.

**Phase II: SNS Participant Citizen Phase**

This section reports and discusses the findings derived from focus group discussions with individuals who were members of one or more official City and County of Honolulu Social Networking Services (SNS). The findings are derived from the discussion of the study and its analysis. To set the context and frame the discussion, each research question is listed, followed by related findings from the research. The discussion section then follows and presents the line of thought leading to the findings.

**RQ 1: TO WHAT EXTENT ARE CITIZENS INFORMED AND COMMUNICATE ABOUT RELEVANT POLICY ISSUES RELATED TO THE CITY AND COUNTY OF HONOLULU GOVERNMENT?**

**Finding RQ 1 a. - Extent in which SNS is Used to Stay Informed about Relevant Policy Issues:** SNS was reported to be used minimally as an information source on policy
issues. When employed, this use was found to be supplemental to other information sources.

**Finding RQ 2 b. - Extent Communicated About Relevant Policy Issues Through SNS Use:** Some citizens noted limited use of SNS to communicate their views on policy issues.

**Discussion:**

As cited below in Table 9, a minority of citizens noted using Twitter as a supplemental information resource among other sources, including: websites, television news, e-mails, meetings, and press releases.

**Table 9. M1. Sources of Citizens Receive Information**

<table>
<thead>
<tr>
<th>Information Source:</th>
<th>Maliko</th>
<th>Kalei</th>
<th>Leilani</th>
<th>Healani</th>
</tr>
</thead>
<tbody>
<tr>
<td>Website</td>
<td>X</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>TV news</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Twitter</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>E-mail</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Meetings</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Press releases</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 9 presents focus group responses concerning sources of their information. Facebook was not included in the overall list of information sources cited by citizens.

Leilani:

… I just started following them on Twitter so they haven’t done anything recent or too recently, so I get a little bit from there but for the main part it’s going to be either morning or nightly news or if it’s something specific that I need to know, that I’m trying to find out for myself I’ll go to the website.

As cited in the policymaker phase, Twitter was new in its implementation and probably not yet widely known as a reliable source of data. As Facebook implementation was
determined to be isolated to a few departments that had preceded any citywide initiative, lack of inclusion in this overall list of sources is understandable.

With regard to communicating viewpoints on relevant policy issues, citizens reported using Facebook status updates and re-tweeting via Twitter as ways in which they most often used SNS. Leilani:

I do but only when it’s a view or an issue that I feel particularly strongly about. But not regularly, especially if it’s an issue that if I’m talking about it, everyone kind of knows what I’m talking about because it’s not that big of an issue, or like I said, if it’s something that I really feel –.

The responses indicated below in Tables 10 and 11 suggest potential for government to further leverage SNS as a vehicle to understand citizen views on relevant policy issues, should that strategy be desired.

**Table 10. M4 & M5. Extent Citizens Communicate Views About Issues on Facebook**

<table>
<thead>
<tr>
<th>Citizen Source:</th>
<th>Maleko</th>
<th>Kalei</th>
<th>Leilani</th>
<th>Healani</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Extent Communicated via Facebook:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communicate views</td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Status updates</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Also through re-tweet</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

Table 10 presents focus group responses concerning the extent to which views about government issues are communicated on Facebook.

**Table 11. M6 & M7. Extent Citizens Communicate Views About Issues on Twitter**

<table>
<thead>
<tr>
<th>Citizen Source:</th>
<th>Maleko</th>
<th>Kalei</th>
<th>Leilani</th>
<th>Healani</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Extent Communicated via Twitter:</strong></td>
<td>Rarely</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communicate views</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Re-tweet</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>To specific media</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>
Table 11 presents focus group responses concerning the extent to which views about government issues are communicated on Twitter.

**RQ 2: WHAT ARE THE CITIZENS’ MAIN REASONS FOR USING SNS FOR PARTICIPATION IN THE CITY AND COUNTY OF HONOLULU POLICY?**

**Finding RQ 2 a. - Main Objectives of SNS use by Citizens:** At the time of this study, little evidence was found that citizens’ use SNS to directly participate in the policy making process.

**Finding RQ 2 b. – Criteria Used in Making the Decision to Use SNS:** It was found that the main criteria for citizens’ decision to join City and County of Honolulu-operated SNS was based on the provision of information not readily available through other communication resources.

**Discussion:**

Tables 12 and 13, below, present the citizen focus group responses concerning the extent to which communicated with government through Facebook and Twitter.

**Table 12. M14. Extent Communicated with Government through Facebook**

<table>
<thead>
<tr>
<th>Extent Communicated with Government via Facebook</th>
<th>Maleko</th>
<th>Kalei</th>
<th>Leilani</th>
<th>Healani</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes, private messages</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No, not likely to get response</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>No, better vehicles like e-mail</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

**Table 13. M20. Extent Communicated with Government through Twitter**

<table>
<thead>
<tr>
<th>Extent of Communication</th>
<th>Maleko</th>
<th>Kalei</th>
<th>Leilani</th>
<th>Healani</th>
</tr>
</thead>
<tbody>
<tr>
<td>Can’t because of one-way</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

Phase I research indicated that Facebook was not widely implemented by government, and that Twitter was primarily used by government as a one-way
communication vehicle to push select information to followers. This is congruent with the finding that citizens did not rely on SNS as a vehicle to participate in policymaking. In that vein, citizen uses of SNS were limited to the receiving of current information from the government source. Leilani:

…so I get a little bit from there (Twitter) but for the main part it’s going to be either morning or nightly news, or if it’s something specific that I need to know, that I’m trying to find out for myself, I’ll go to the website.

One focus group member (Kalei) seemed to be an outlier in the data collection. He reported communicating directly with council members via Facebook private messages (refer to Table 12). Such communication directly with elected officials may or may not be the most effective and efficient avenue to achieve results or obtain government information via SNS, but at this point in the development of the City and County SNS use, it seemed to be one of the few available opportunities. In fact, it was encouraged in a de facto sense due to the lack of consistent Facebook implementation across operating departments, as noted in Phase I results. As government employment of SNS matures into a comprehensive communication policy, SNS should be considered in its most appropriate role(s).

**RQ 3: HOW ARE CITY AND COUNTY OF HONOLULU CITIZENS USING SNS TO PARTICIPATE IN POLICYMAKING?**

**Finding RQ 3 a. - Level of Participation Used:** Although citizens reported a desire to utilize SNS to participate in government policy formulation, they noted that the one-way-communication strategy of SNS use by government prevented them from direct participation.
Discussion:

Table 14 below summarizes focus group responses concerning main reasons for joining government-operated Twitter.

### Table 14. M19. Reason for Joining Government Operated Twitter

<table>
<thead>
<tr>
<th>Citizen Source:</th>
<th>Maleko</th>
<th>Kalei</th>
<th>Leilani</th>
<th>Healani</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reason:</td>
<td>Professional / Political interest</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>Disappointed because of one-way</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>

As cited in Table 14, information is received via SNS by participants, allowing for the first level of Macintosh’s (2004) participation, e-enabling. However, the one-way nature of SNS cited in Phase I was reported by citizens to limit further participation.

Maleko:

If not, why? Because I guess I feel that if I don’t have the connection with whoever I’m communicating with, the likelihood of them responding to me is unlikely, so I wouldn’t necessarily venture down that path and there hasn’t been any exhibit of a two-way communication through that medium, so it wouldn’t strike me as a means to get to –.

This provides evidence that the citizen would consider utilizing SNS to maximize their participation if that vehicle was reliably administered by government.

**RQ 4: WHAT ARE THE MAIN ISSUES FACED BY CITIZENS IN THE CITY AND COUNTY OF HONOLULU WHEN USING SNS FOR PARTICIPATING?**

**Finding RQ 4 a. Main Problems Faced by Citizens Using SNS:** The main problems of SNS use faced by citizens include the one-way capability limitation supported by government and a restrictive government policy for employee use.
**RQ 4 b. Main Benefits Faced by Citizens Using SNS:** Main benefits of SNS use perceived by citizens include current/real time information, potentially enriched public discourse, and wider audience than traditional information outlets.

**Discussion:**

The following Table 15 presents focus group responses concerning forecasts for future government-operated SNS.

**Table 15. M28. Citizen Forecast for Government Future of SNS**

<table>
<thead>
<tr>
<th>Citizen Source:</th>
<th>Maleko</th>
<th>Kalei</th>
<th>Leilani</th>
<th>Healan</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Forecast:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Integrate into Business Process</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communicate w/ Smart Phones</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supplement other Communications</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enhance communication with young adults</td>
<td>X, M29</td>
<td></td>
<td>M29</td>
<td></td>
</tr>
</tbody>
</table>

One of the basic problems of using SNS cited by citizens was the one-way nature supported and encouraged by government. Maleko:

That’s exactly right. I mean, if you want to communicate with somebody you have to have this mutual kind of two-way communication channel that is set up and if they don’t follow you back on Twitter then you don’t have the two-way.

This statement is consistent with Phase I findings which demonstrated a reluctance on the part of policymakers to support two-way communication through Twitter. It is evident from comparing views from these two stakeholder groups (policymakers and citizens who utilize government SNS) that existing government policy was frustrating their constituents.

Another problem cited by citizens was the restrictive government policy for their own employees’ SNS use. Maleko:
I think there needs to probably be a cultural change within the city to allow city employees to at least use Facebook within their office environment and there’s got to be a sort of attitudinal change that just because a lot of people are using Facebook and Twitter for their information, it’s not a play thing, I mean it could be enjoyable because that’s where a lot of information is transferred and some of it is for entertainment purposes, but at the same time there’s a lot of useful information that could be conveyed through Facebook and Twitter and I think unless the attitude changes within the city that allows that kind of flexible use, I don’t think they will ever be really, a proper adaptation of this tool within the city unless that attitude changes.

The personnel policy described by the focus group, of restricting SNS use by government employees, obviously limits the possibility of expanding government SNS capability going forward. On the other hand, and based on Phase I findings, it is evident that departments do in fact allow SNS use by designated key personnel. However, this limited staffing approach is not likely to be adequate to administer the entire workload should expansion to a responsive two-way SNS capability be pursued. Regardless of the level of SNS capability supported, government must be concerned with the responsible and consistent release of information. Policymaker interviews (DCC in particular) indicate that it was this concern that led to assignment of a single trusted manager from each department to administer the SNS message in the existing early implementation stage of Twitter. There may be a phased approach to increasing government SNS capability that will satisfy both sets of stakeholder desires and concerns.

On the other hand, citizens listed several existing and potential benefits for SNS. One existing benefit of SNS use noted by citizens was the ability to provide and receive current/real time information. Healani:

I think especially during a disaster like that last tsunami alert that we had, people don’t lose power, they were online the whole time, people were getting their information from Facebook and Twitter even more so then like on TV or anything like that and even when we do lose power a lot of people will still have back up
power in their laptops for a couple of hours after you lose power, so it’s still a good way to get information to people. Because if the TV is out how are you going to watch it, how are you going to get your information from Perry and Price, I mean everybody just listens to them but even their phone lines get jammed, we’re trying to get information to them and they can’t get it out. If we have control of all that through Twitter and Facebook and we can blast it out so that people can get their information directly from us, not have to wait for it to go through the media, that’s the goal.

This is aligned with Phase I policymakers’ identification of benefits.

Two other related benefits cited by citizens, as indicated in Table 15, were the potential for SNS to enrich public discourse and the inclusion of a wider audience.

Maleko:

You know how often times government felt like it’s an entity that you can’t communicate with and that the people feel so much disenfranchised when having to deal with the government and I think when more young people are using Facebook and Twitter and they are expressing their views and if the city can at least listen to those views and perhaps even respond to those views, then I think younger people will feel more connected with that branch of government and I think all government needs to fell that the people, the citizens are engaged. So in order for them to be engaged, they have to play where the citizens are playing and be able to create this two-way dialogue that allows people to feel like they’re connected and not disenfranchise. So I think that’s why they have to get Facebook and Twitter.

This mandate for the public sector is mirrored by the rising considerations of many private sector companies. For example, an article in USA Today (September 29, 2010) reporting emerging concerns of mutual fund organizations’ use of SNS, quotes a discussion between a large mutual fund company founder and head of media relations:

…Bill Gross came to me and asked if I knew what Twitter and Facebook were, says Mark Portefield, Pimco’s head of media relations. ‘I said ‘yes’, and he said, ‘The folks that use these platforms are our current and future clients-and they are
comfortable with it—so we need to learn how to communicate with them today rather than 10 years from now.’ (Waggoner, 2010, September 30, p.2B)

Similarly, current and future clients of companies like Pimco are also current and future constituents of government. Both the private and public sector will need to address these technology issues as they relate to SNS use. This may provide important opportunities to learn from each other’s experience along the way.

**Phase III: SNS Nonparticipant Citizen Phase**

This section reports and discusses the findings derived from focus group discussions with individuals who were currently using one or more SNS related to this study, but were not members of any official City and County of Honolulu Social Networking Services (SNS). The findings are derived from the discussion of the study and its analysis. To set the context and frame the discussion, each research question is listed, followed by related findings from the research. The discussion section then follows and presents the line of thought leading to the findings.

**RQ 1: TO WHAT EXTENT ARE CITIZENS INFORMED AND COMMUNICATE ABOUT RELEVANT POLICY ISSUES RELATED TO THE CITY AND COUNTY OF HONOLULU GOVERNMENT?**

**Finding RQ 1 a. - Extent to which SNS is Used to Stay Informed about Relevant Policy Issues:** Citizens’ use of SNS was reported as an indirect and sporadic supplement to more traditional information sources.

**Finding RQ 2 b. - Extent Communicated About Relevant Policy Issues Through SNS Use:** Citizens communicated their views to friends, family, and peers most often through face-to-face interaction, at times supplementing these communications with SNS.
Discussion:

Table 16 presents responses concerning how citizens received information about government policy issues.

Table 16. M1. Sources From Which Citizens Receive Information

<table>
<thead>
<tr>
<th>Information Source:</th>
<th>Noelani</th>
<th>Koa</th>
<th>Ikaika</th>
<th>Anueha</th>
<th>Pualei</th>
<th>Makana</th>
<th>Mahea</th>
<th>Kaipo</th>
<th>Palika</th>
</tr>
</thead>
<tbody>
<tr>
<td>Website</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TV news</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Meetings</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Newspaper</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct mail</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Facebook (indirect via friends)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Person to person – friends</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Re-tweets</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

As cited in Table 16, television and print media were the most frequently cited sources for information about government issues reported by citizens not using government based SNS. However, other means were mentioned as supplemental communication channels. Anueha:

Yeah, I know we’re not following City and County on Twitter and Facebook, but sometimes people who I’m following on Facebook, or who are following me, I’ll see it in the stream, like an interesting article or their viewpoints, and then that will spark my interest. So it’s not directly from City and County.

This is congruent with several policymakers’ observations in Phase I. DDC:

Compare that to Twitter, which is this humungous universe of, I call it network of network, because you keep on branching out through all these followers and readers.

These statements underscore the power of SNS to leverage a wider audience through the established networks of those contacted directly.

Table 17 below presents the extent (and with whom) citizens reported sharing their views about government issues.
Table 17. M3 & M8. General Extent Citizens Communicate Views About Issues

<table>
<thead>
<tr>
<th>Citizen Source:</th>
<th>Noelani</th>
<th>Koa</th>
<th>Ikaika</th>
<th>Anueha</th>
<th>Pualei</th>
<th>Makana</th>
<th>Mahea</th>
<th>Kaipo</th>
<th>Palika</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do not communicate views</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Communicate views</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>With mayor, website</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>With friends/ family/ peers</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>In person/ face-to-face</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Facebook</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Log onto discussion groups</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Phone/ text</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

All focus group members reported communicating relevant policy issues to friends, family, and peers via face-to-face discussions; 4 out of 9 reported utilizing Twitter; a few reported some use of Facebook to do the same. Noelani:

Like Anueha said earlier about the status update or a link to whatever it is, because my public Facebook page is linked to my account. I usually like to put whatever I’m talking about on Facebook because you’re allowed more characters and also I will link there for the full post.

On the other hand conflicting feelings were raised between the use of SNS to communicate privately within one’s own SNS network, and more broadly in a public arena. Ikaika:

I was a no. A couple of things, the way I use Facebook primarily isn’t as a news source to find out what’s happening in the world, I’m kind of old fashioned, I really just use it to keep up with family and friends, people that I actually know, so I don’t look to it as some people do, sort of a news website. Makana’s point I think is really good. There is something to liking a particular page whether it’s a band or a group or a club, that sort of implies endorsement a little bit and I’m just a little leery of doing that with a government entity.

This suggests a comfort level that varies between individual SNS users, and should be taken into account for the public policy decisions for implementation.
RQ 2: WHAT ARE THE MAIN REASONS THAT CITIZENS DO NOT USE SNS TO PARTICIPATE WITH THE CITY AND COUNTY OF HONOLULU?

Finding RQ2- Main Reason for Non-use of SNS to Participate: The dominant reason found for non-use of SNS participation was lack of knowledge of the existence of government supported SNS.

Discussion:

Table 18 below demonstrates that focus group members largely did not know about the existence of government-operated SNS.

Table 18. M9 & M14. Awareness of SNS Existence

<table>
<thead>
<tr>
<th>SNS Type</th>
<th>Citizen Source:</th>
<th>Noelani</th>
<th>Koa</th>
<th>Ikaika</th>
<th>Anueha</th>
<th>Pualei</th>
<th>Makana</th>
<th>Mahea</th>
<th>Kaipo</th>
<th>Palika</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not Aware of Facebook</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Not Aware of Twitter</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aware of Twitter</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

In accordance with Table 18, no focus group members were aware of the City and County use of Facebook, and four of the nine reported not being aware of the City and County use of Twitter. This situation is understandable in light of the Phase I research which indicated no organization-wide initiative concerning Facebook and early stage implementation of Twitter.

Table 19 below presents data concerning whether or not citizen stakeholders would consider joining a government-operated SNS. (M16 and M11 in table cells indicate these data are located in the transcript in answers to those two questions respectively, as opposed to answers to questions M10 and M15, where all other data are located).
Focus group discussions did lead to the probability of potential participation in light of the knowledge that government SNS does exist. Responses reported were mixed. Whereas the majority did indicate an interest in joining government Facebook, several concerns were voiced: namely trust of government, other news sources sufficient, and resistance of appearing to endorse government as a “friend”.

With regard to the trust in government question, Makana elaborated:

Censorship. Talking about so far that problem of City and Counties now that are talking about a public page and cyber bullying somebody, if I see you because I know what you look like now, they’re arguing if I catch you on the site. Censorship was also a potential problem raised by policymakers in the decision to use Facebook. Morita (DBF):

And I have read about a couple of other, mainland jurisdictions that have run into that issue. […] they had actually asked that jurisdiction for an answer on their Facebook page. And while they did answer it, […] later, the host […] actually removed an earlier question. Now you are getting into, […]: is that really proper? I don’t know. So, those are the kinds of issues that we want to make sure that we get squared away before - how we are going to manage that. Because it’s going to happen.

In this early stage of Facebook deployment, the government is well aware of many such potentially complex scenarios that could occur if and when two-way SNS communication is launched and encouraged. Many safeguards and protocols should be developed to

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**Table 19. M10 & M15. Citizens Consideration to Joining SNS**

<table>
<thead>
<tr>
<th>SNS Type:</th>
<th>Citizen Source:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Would Consider Joining</td>
<td></td>
</tr>
<tr>
<td>Facebook</td>
<td>Noelani, Koa, Ikaika, Anaeha, Pualei, Makana, Mahea, Kaipo, Palika</td>
</tr>
<tr>
<td>Would Not Consider Joining Facebook</td>
<td>X, X, X, Maybe, X, M11, X</td>
</tr>
<tr>
<td>Would Consider Joining</td>
<td></td>
</tr>
<tr>
<td>Twitter</td>
<td>X, X, X, M16, X</td>
</tr>
<tr>
<td>Would Not Consider Joining Twitter</td>
<td>X, X, X, X</td>
</tr>
</tbody>
</table>

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ensure both government and citizen stakeholders of the reliability and security of potential encouraged participation using SNS.

The following two Tables, Table 20 and 21, present responses concerning reasons for considering joining a government-operated Twitter and/ or Facebook account/ page.

**Table 20. M16. Reasons for Decision to Consider Joining Twitter**

<table>
<thead>
<tr>
<th>Citizen Source:</th>
<th>Noelani</th>
<th>Koa</th>
<th>Ikaika</th>
<th>Anueha</th>
<th>Pualei</th>
<th>Makana</th>
<th>Mahea</th>
<th>Kaipo</th>
<th>Palika</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reason:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Another vehicle for information</td>
<td>X</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Convenience for info</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expectation of response</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Table 21. M11. Reasons for Decision to Consider Joining Facebook**

<table>
<thead>
<tr>
<th>Citizen Source:</th>
<th>Noelani</th>
<th>Koa</th>
<th>Ikaika</th>
<th>Anueha</th>
<th>Pualei</th>
<th>Makana</th>
<th>Mahea</th>
<th>Kaipo</th>
<th>Palika</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reason:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Keep updated</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>More at ease than on website</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Better chance of response than web</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maybe if department of interest</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>

Respondents (Table 20) who reported interest in joining government-operated Twitter cited its convenience, expectation of response or the benefit of adding another vehicle for receiving information. In discussing potential problems using government-operated Twitter, concerns regarding trust in government efficiency and competence were raised. Makana:

I don’t know if they have a position of a live person behind, but that would be one of my concerns that this is some bot just punching out. […] you have tons of people who would add them as a friend and they don’t get the immediacy, I have a question, just some bot and everybody’s just commenting on everybody.

If Makana’s concerns prove true this could undermine trust in government. This corresponds to policymaker’s concerns with understanding all potential operating scenarios prior to implementing further use of SNS.
Six of the nine respondents (Table 21) indicated they might join in order to keep up to date on issues. Another respondent indicated a possibility, but only to a department account whose mission and activities interested her, as opposed to a general City and County account. This raises a point for government assessment in possible future expansion of its Facebook utilization: namely, should there be a general City and County page as well as separate department pages? In any such scenario, responsibilities for monitoring, update and coordination of message consistency would also be key organizational development issues.
CHAPTER 6: CONCLUSION

This study explored the current use of SNS, namely Facebook and Twitter, by City and County of Honolulu stakeholders (policymakers and their constituents). Specifically, it sought to provide a better understanding of stakeholders’ perceptions of local e-participation through government-operated SNS. This study consisted of three phases: Phase I- Policymaker Phase, Phase II- SNS Participant Phase, and Phase III-SNS Nonparticipant Phase. Phase I findings provided policymaker insights derived from semi-structured interviews with multiple government departments currently employing SNS. Phase II and III findings provided insight from SNS constituents both affiliated and unaffiliated with the different government-operated SNS as derived from focus group discussions. This research investigated and evaluated unique, as well as common, opportunities and barriers to implementing SNS as potential platforms for e-participation in the City and County of Honolulu. The conclusions, contributions of research, limitations, recommendation for areas of future study, and researcher recommendation to government are identified in this chapter.

The City and County of Honolulu initiated use of SNS in 2008, and use remained at an early stage of integration into business processes and operations at the time of this study. That is, integration was primarily limited to designation of a trusted manager to administer SNS in each department. No evidence was seen that it was employed in the policymaking process by any stakeholders, although the potential was acknowledged. Nor was evidence found that the policymakers were using SNS to directly promote e-participation initiatives, although one policymaker did note possible future uses. At the time of the study, government-operated SNS was primarily used by policymakers and
citizens as a one-way-information-based government service. This study also identified a number of benefits and challenges to government utilization of SNS. Addressing these issues will be essential in any further evolution. For both the government and citizen constituents, there existed a spectrum of desired expectations regarding future development of SNS.

The potential for SNS as government tools for e-participation has received little attention in research and even less so in research regarding local government. The findings of this study, related to general government employment of SNS, serve to help bridge the existing knowledge gap of academics, policymakers and interested citizens alike. In order to further understand SNS as portals for e-participation, as well as other government employment, it is important to understand the uses and issues faced by practitioners and citizens. By providing an exploratory analysis of SNS use in the City and County of Honolulu, this study contributes to the overall academic and pragmatic understanding of SNS and how such tools can apply to e-participation, both now and in the future.

**Contributions of Research**

The potential for SNS as government tools for e-participation has received little attention in research and even less so in research regarding local government. In order to further understand SNS as portals for e-participation, it is important to understand the uses and issues faced by practitioners and citizens. By providing an exploratory analysis of SNS use in the City and County of Honolulu this study provides information to help
bridge the knowledge gap of academics, policymakers and interested citizens alike and contribute to the overall academic and pragmatic understanding.

Academically, this study assists in filling the gaps of e-participation research through providing insight into the actual and potential use of SNS. Further, as more government bodies decide to adopt or continue to use SNS to engage with citizens it is important for academics as well as government officials to understand how to leverage these services. Thus, by providing better understanding of policymaker and citizen, participants and nonparticipants, perspectives of SNS government initiatives, this study contributes to the overall knowledge of SNS uses, issues, and potential in relation to e-participation. The next section will review the limitations of this study.

Limitations

Although the qualitative approaches were selected for their exploratory nature, this is not to say that either method, semi-structured interviews or focus group discussions, is without limitation. Specific limitations of study include the exploratory stage of development being studied, the possibility that there were views that were not captured, and the lack of generalizability of the methods being used.

As the use of SNS by policymakers in the City and County of Honolulu is relatively new, it was necessary for this study to use an exploratory approach. However, this early stage of development leads room for change to occur in stakeholders’, policymakers and citizens’ perception and use of SNS. Thus, this study solely focuses on
the stakeholder’s perceptions and use at the time of the specific interviews and focus group discussions.

Further, it is possible that not all viewpoints of the participants were captured in the interviews and focus group discussions. Such instances may be due to self-censoring of particular participants, lack of time, and/or etc.

Lastly, due to the early stage of SNS use by government, methods used were not intended to be generalizable to all public sector agencies and their constituents. However, as the use of SNS by local government matures, future studies may consider using survey methods to provide for more generalizable results.

**Future Research**

The temporal nature of the data collected for this study, in concert with the rapidly evolving technology of SNS and its relevant applications make important opportunities for future inquiries into progress and advancements in this area. Potential opportunities for further study include: further identification of government business processes impacted by SNS, best practices of SNS use through cross-government and private sector comparison, and future generalizability through the provision follow-up survey.

This research identified non-policymaking related functions of government operations. Specifically, it identified the internal use of SNS as a vehicle for internal government communication activities and potential use for emergency management.
Such applications open the door for further research into areas of other government operations that could specifically be enhanced by incorporation of SNS.

While this research solely explored SNS use by the City and County of Honolulu, opportunity for future study includes cross comparison of emerging or proven private and government sector best practices and their potential adaptability to government missions. There are likely similarities and differences that could be identified and analyzed to provide useful information.

Lastly, a potential follow-up to this particular study is a provision of a government and citizen-based survey. The use of survey methods may provide for future generalizability and method triangulation.

**Recommendations to Government**

This study was authored with the intent to make all data and analysis available to interested policymakers. It was noted that, for the City and County of Honolulu government’s future use of SNS, different levels of expectations exist between and among policymakers and their constituents. To reconcile expectations of all stakeholders, it is recommended that a comprehensive communication plan be developed for the City and County that incorporates SNS in the most appropriate manner with other available communication vehicles to best serve both the mission of the organization and the needs of its constituents. The development of a new or enhanced City and County comprehensive communication plan could provide coordinated guidance and direction
for internal and external communications. Key aims of the plan could include the following:

1. Provide a transparent document (available to any interested party) designed to inform all stakeholders of organizational policies and procedures intended to facilitate communication (1-way and 2-way) of government issues and events with the public.

2. Identify, consider and incorporate as practicable, best practices from other organizations, public and private. A focus on SNS utilizations that could increase government productivity, such as tweeting appropriate information to interested constituents or contractors on a programmed or one-time basis as opposed to responding many times to separate inquiries, could be emphasized.

3. Act as a vehicle to ensure ongoing, informed consideration of such communication policies and practices over time, as technologies and levels of available resources change.

To facilitate drafting and periodic review of the plan, it is recommended that the City/County form a standing “Communication Advisory Committee” composed of knowledgeable staff and a limited number of interested public stakeholders. The Committee could function with guidelines including the following:

1. Committee Charter: formulate recommendations to City and County concerning current operations and anticipated needs with regard to SNS in concert with other communications vehicles.
2. Prescribe organizational channels for City and County government receipt, review and feedback concerning Committee recommendations.

3. Right-size staff commitment and public expectations (e.g., meetings scheduled bi-annually, once committee was formed and operating) to ensure efforts are cost-effective.

4. Conduct some or all meetings and/or interim communications on-line in the spirit of technological advances and to manage staff workload.

Finally, it is recommended that any new policy or practice be implemented with appropriate executive support and a designated organizational “champion” or change agent. This champion should have access and reporting responsibilities to executive management, and be responsible for marshaling available resources and providing coordinated leadership for SNS employment and development going forward. A particular area of note to maintain consistent expectations of stakeholders, would be marketing (to staff and public) the merits and capabilities of any change or evolution of SNS employment, including the introduction and/or expansion of SNS, redesign of websites, and etc. This champion would also be responsible for development of operating protocols, determination of City and County wide standardization with regard to policies and practices (including options to allow tailoring for individual departmental missions) and staff training.

It should be noted that one of the encouraging aspects of the policymaker interview process was the evident energy and enthusiasm that seemed ready to be tapped in future expansions of SNS use. As an example, Rivera (DDC): “I think the City will grow into
using Twitter and then FB. Doesn’t take much effort once [it’s set up, it’s] hugely popular with the public, and it[’s] free. It’s a no-brainer to grow in that direction”.

1 This quotation comes from a follow-up email with Marcus Rivera from the Department of Design and Construction and was received September 17, 2010
References


City and County of Honolulu (1959). Charter of City and County of Honolulu.


De Meo, P., Quattrone, G., & Ursino, D. (2008). A decision support system for designing new services tailored to citizen profiles in a complex and


Appendix A. Interview Guide: Phase I Policymakers, Utilizing Facebook

1. Do you have a Facebook account for your City and County of Honolulu Department?

2. When did you start using the account/s?
   a. What are the main uses of Facebook?
   b. How have you currently integrated Facebook into your organization?

3. What types of information do you receive from Facebook?

4. How do you use the information received from Facebook?
   a. Does the information vary according to a particular issue or topic? If so how?

5. What important differences, if any, are there between information received through Facebook and information received through other methods?

6. What are the main problems that you face currently using Facebook?

7. What would you describe as the benefits of using Facebook?

8. Do you have plans to further integrate Facebook in the future of your organization?

9. Do you have a Twitter account for your City and County Department?

10. When did you decide to create a Twitter account?
    a. What are the main uses of Twitter?
    b. How have you currently Integrated Twitter into your organization?

11. What types of information do you receive from Twitter?

12. How do you use the information received from Twitter?
a. Does the information vary according to a particular issue or topic? If so how?

13. What important differences, if any, are there between information received through Twitter and information received through other methods?

14. What are the main problems that you face currently using Twitter?

15. What would you describe as the benefits of using Twitter?

16. Do you have plans to further integrate Twitter in the future of your organization?

17. Do you have any other type of Social Networking Service account for your City and County Department?
   a. If yes, please note the name of the service/s.
      i. What are the main uses for this service/s?

18. Do you plan to integrate other Social Networking Services in the future?
   a. If so how do you plan on integrating other Social Networking Services in the Future?
   b. If not, why?

19. How do you think that the City and County of Honolulu will integrate Social Networking Services in the future?
   a. Specifically, how do you think that the City and County of Honolulu will integrate Facebook in the future?
   b. Specifically, how do you think the City and County of Honolulu will integrate Twitter in the future?
Appendix B. Interview Guide: Phase I Policymakers, Not Utilizing Facebook

1. Do you have a Facebook account for your City and County of Honolulu Department?

2. Have you considered creating a Facebook account?
   a. Why/ or Why not?

3. What problems would you foresee using Facebook?

4. What benefits would you foresee in using Facebook?

5. Do you plan to integrate Facebook in the future of your organization? If so, how?

6. Do you have a Twitter account for your City and County Department?

7. When did you decide to create a Twitter account?
   a. What are the main uses of Twitter?
   b. How have you currently Integrated Twitter into your organization?

8. What types of information do you receive from Twitter?

9. How do you use the information received from Twitter?
   b. Does the information vary according to a particular issue or topic? If so how?

10. What important differences, if any, are there between information received through Twitter and information received through other methods?

11. What are the main problems that you face currently using Twitter?

12. What would you describe as the benefits of using Twitter?

13. Do you have plans to further integrate Twitter in the future of your organization?

14. Do you have any other type of Social Networking Service account for your City and County Department?
a. If yes, please note the name of the service/s.

b. What are the main uses for this service/s?

15. Do you plan to integrate other Social Networking Services in the future?

a. If so how do you plan on integrating other Social Networking Services in the Future?

b. If not, why?

16. How do you think that the City and County of Honolulu will integrate Social Networking Services in the future?

a. Specifically, how do you think that the City and County of Honolulu will integrate Facebook in the future?

b. Specifically, how do you think the City and County of Honolulu will integrate Twitter in the future?
Appendix C. Focus Group Discussion Question Guide Phase II: SNS Participant Citizen

1. How, if at all, do you currently receive information about the City and County of Honolulu Government news and activities?

2. What are the main issues about the City and County of Honolulu Government about which you receive information?

3. Do you generally communicate your views about these topics to anyone?
   a. If so, with whom do you communicate your views?
   b. Do you communicate your views on Facebook?
      i. If yes, how do you communicate your views on Facebook?
      ii. Have you communicated your views on an Official City and County of Honolulu government-operated Facebook page/account?
          1. If yes, what Facebook features have you used to communicate your views on an Official City and County of Honolulu operated Facebook page/account
   c. Do you communicate your views on Twitter?
      i. If yes, how do you communicate your views on Twitter?
      ii. Have you communicated your views on an Official City and County of Honolulu Twitter account?
          1. If yes, what Twitter features have you used to communicate your views on an Official City and County of Honolulu government-operated Twitter account?
   d. Do you communicate your views in any manner other than Facebook and Twitter?
i. If so, how?

4. What are your main reasons for using Facebook?

5. Are you connected to a City and County of Honolulu operated page/account(s) on Facebook?
   a. Why did you decide to join your local government’s Facebook page/account(s)?
   b. How did you find out about the particular Facebook page/account(s)?
   c. If you are not connected to any City and County of Honolulu government Facebook page/account(s), why are you not?
      i. Would you consider joining a City and County of Honolulu government-operated page/account(s)?

6. Do you communicate with your local government through Facebook?
   a. If yes, how?
   b. If not, why?
      i. Would you consider communicating with your local government through Facebook?

7. What are the current problems that are being faced by citizens engaging the City and County of Honolulu government through Facebook?

8. What would you describe as the current benefits of using Facebook to participate in local government?

9. What are your main reasons for using Twitter?

10. Why did you decide to join your local government Twitter account(s)?
    a. How did you find out about the particular Twitter account(s)?
11. Do you communicate with your local government through Twitter?
   a. If yes, how?
   b. If not, why?

12. What are the current problems that are being faced by citizens engaging the City and County of Honolulu government through Twitter?

13. What would you describe as the current benefits of using Twitter to participate in local government?

14. Do you foresee any future problems in using Facebook that would be encountered by citizens engaging with the City and County of Honolulu Government?

15. Do you see future opportunities for the City and County of Honolulu government that are not being exploited on Facebook?
   a. If so, how would you suggest any opportunity cited could best be pursued?

16. Do you foresee any future problems in using Twitter that would be encountered by citizens engaging with the City and County of Honolulu Government?

17. Do you see future opportunities for the City and County of Honolulu government that are not being exploited on Twitter?
   a. If so, how would you suggest any opportunity cited could best be pursued?

18. Do you see future opportunities that are not being exploited on any Social Networking Services other than Facebook and Twitter?
   a. If so, how would you suggest any opportunity cited could best be pursued?

19. What do you believe will be the future of the City and County of Honolulu’s use of networks like Facebook and Twitter?
20. What would you like for the future of the City and County of Honolulu’s use of networks like Facebook and Twitter to be?

   a. What specific action(s) could help the City and County of Honolulu accomplish this?
Appendix D. Focus Group Discussion Question Guide Phase III: SNS Nonparticipant Citizen Study

1. How, if at all, do you currently receive information about the City and County of Honolulu Government news and activities?

2. What do you believe are the main issues about the City and County of Honolulu Government about which you receive information?

3. Do you generally communicate your views about these issues to anyone?
   a. If so, with whom do you communicate your views?
   b. Do you communicate your views on Facebook?
      i. How do you communicate your views on Facebook?
   c. Do you communicate your views on Twitter?
      i. How do you communicate your views on Twitter?
   d. Do you communicate your views in any manner other than Facebook and Twitter?
      i. If so, how?

4. Are you aware that the City and County of Honolulu is using Facebook?
   a. Would you consider joining a City and County of Honolulu operated Facebook account?
      i. If yes, why would you decide to join it?
      ii. If not, why not?
      iii. If yes, would you communicate your views on such accounts?
         1. If so, how?

5. Are you aware that the City and County of Honolulu is using Twitter?
a. Would you consider joining a City and County of Honolulu operated Twitter account?
   
i. If yes, why would you decide to join it?

   ii. If no, why not?

   iii. If yes, would you communicate your views on such accounts?

   1. If so, how?

6. Do you foresee any future problems in using Facebook that would be encountered by citizens engaging with the City and County of Honolulu?

7. Do you see future opportunities for the City and County of Honolulu Government that are not being exploited on Facebook?

   a. If so, how would you suggest any opportunity cited would best be pursued?

8. Do you foresee any future problems in using Twitter that would be encountered by citizens engaging with the City and County of Honolulu?

9. Do you see future opportunities for the City and County of Honolulu Government that are not being exploited on Twitter?

   a. If so, how would you suggest any opportunity cited would best be pursued?

10. Do you see future opportunities that are not being exploited on any other Social Networking Services other than Facebook or Twitter?

    a. If so, how would you suggest any opportunity cited would best be pursued?
11. What do you believe will be the future for the City and County of Honolulu’s use of networks like Facebook and Twitter?

12. What would you like for the future of the City and County of Honolulu’s use of networks like Facebook and Twitter to be?
   
a. What specific action(s) could help the City and County of Honolulu accomplish this?
### Appendix E. List of Policymakers Interviewed

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Employer</th>
<th>SNS Type</th>
<th>SNS Account Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gordon Bruce</td>
<td>Director</td>
<td>Department of Information Technology</td>
<td>Twitter</td>
<td>hnl_dit</td>
</tr>
<tr>
<td>Steve Takata</td>
<td>Database System Engineer</td>
<td>Department of Information Technology</td>
<td>Twitter</td>
<td>Coordinator Implementer general guidance</td>
</tr>
<tr>
<td>Russell Takara</td>
<td>Civil Engineer VI</td>
<td>Department of Design and Construction</td>
<td>Twitter</td>
<td>hnl_ddc</td>
</tr>
<tr>
<td>Marcus Rivera</td>
<td>Civil Engineer</td>
<td>Department of Design and Construction</td>
<td>Twitter</td>
<td>hnl_ddc</td>
</tr>
<tr>
<td>Collins Lam</td>
<td>Deputy Director</td>
<td>Department of Design and Construction</td>
<td>Twitter</td>
<td>hnl_ddc</td>
</tr>
<tr>
<td>Robert Morita</td>
<td>Departmental Staff Executive Assistant</td>
<td>Department of Budget and Fiscal Services</td>
<td>Twitter</td>
<td>hnl_bdf</td>
</tr>
<tr>
<td>Bill Brennan</td>
<td>Press Secretary</td>
<td>Office of the Mayor</td>
<td>Twitter</td>
<td>hnl_mayor</td>
</tr>
<tr>
<td>Information Team</td>
<td>Information Team</td>
<td>Department of Transportation Services</td>
<td>Facebook Twitter</td>
<td>Facebook.com/Honolulu.Transit HNL_RTD</td>
</tr>
</tbody>
</table>
Appendix F. Policymaker Recruitment Letter

Aloha Mr./Mrs. __________.

My name is Cassandra Harris and I am an MA student at the School of Communications at the University of Hawaii at Manoa. I noticed that your Department is currently using Social Networking Services and I hope to elicit your help in my thesis research as well as with connecting with other individuals, in the City and County of Honolulu, who are involved with the creation, management, or who are contemplating use of Facebook and or Twitter for their department. I am currently interested in the City and County of Honolulu use (actual or potential) of Social Networking Services, specifically Facebook and Twitter. I plan to individually interview those who are using or contemplating Facebook or Twitter. It is my intention to gather, analyze and share data that will help benefit the City and County of Honolulu. If you are interested in participating please contact me and I will work with you to schedule an interview around a time that works best for you. Results of collected data will be shared with those who are interested.

Mahalo,

Cassandra Harris

-----------------------------------------
Contact

email: csharris@hawaii.edu

Cell: XXX-XXX-XXXX
Appendix G. Policymaker Informed Consent Form

Consent for Participation in Interview Research

Researcher’s Name and Contact:
I have been asked to participate in a research project conducted by Cassandra Harris (XXX-XXX-XXXX) an MA student at the School of Communications at the University of Hawaii at Manoa. Participation involves being interviewed by a researcher from the School of Communications at the University of Hawaii at Manoa. I will be one of approximately 7-9 people from the City and County of Honolulu public offices being interviewed for this research.

Introduction:
Below is a description of the research procedures and an explanation of my rights as a research participant. Please read the following information carefully. If I agree to participate, I will sign in the space provided to confirm that I have read and understand the content of this consent form. I will receive a copy of this consent form to keep for my records.

Purpose:
The purpose of this research is to provide a better understanding of the use of City and County of Honolulu operated Social Networking Services (SNS), including Facebook and Twitter. In addition this research will provide insight into issues regarding citizens’ use of these services. The results of this research study will assist in the assessment of City and County of Honolulu operated SNS being provided by the City and County of Honolulu for citizens.

Benefit:
The anticipated benefit of participation is the opportunity to discuss and share knowledge, perceptions, and issues related to City and County of Honolulu operated SNS. Additional benefits to participation include an overall assessment of City and County use of Social Networking Services.

Duration and Location of Study:
My participation in this study will last for approximately 30-45 minutes and will take place at a location of the participant’s selection.

Potential Risk and Discomforts:
I understand there are no known or anticipated risks associated with participation in this study.

Confidentiality/ Anonymity:
This study is not anonymous. I understand that my name, job title, department of work, and links to my department’s webpages will be used for this study. With your permission, the researcher can quote you.
Please mark an [X] in one of the following checkbox to pertains to you:

☑️ I give my permission to be quoted.

☐ Yes

☒ I do not give my permission to be quoted.

No

Audio Tape and Written Records
For the purpose of accuracy this interview will be recorded through audio tape and written notes. Follow up questions may be asked for clarification. To ensure objectivity and validity, a summary of results will be provided for each participant to review for accuracy and potential feedback. All audio tape and written note recordings will be kept secured in a lock file for three years, after which point it will be erased.

Please mark an [X] in one of the following checkbox to pertains to you:

☑️ I give my permission to be audio taped.

☐ Yes

☒ I do not give my permission to be audio taped.

No

Compensation for Participation
I will receive no compensation for my participation in this study.

Right to Refuse or Withdraw
My participation in this project is voluntary. I may withdraw and discontinue participation at any time without penalty. If I decline to participate or withdraw from the study, no one in the City and County of Honolulu will be told.

I understand that if at anytime I feel uncomfortable in any way during the interview session, I have the right to decline to answer any question or to end my participation.

Offer to Answer Questions
If I have any questions about this study, I may call Cassandra S. Harris at (XXX) XXX-XXXX or email her at csharris@hawaii.edu. If you have any questions about your rights as a research subject, you may call the UH Committee of Human Studies at 956-5007, or write to 1960 East-West Rd. Biomedical Bldg, B-104, Honolulu, HI. 96822 (email: uhirb@hawaii.edu).
I voluntarily agree to participate in this study and I have been given a copy of this consent form.

____________________________  ________________________  
Participant’s Signature  Date

Person Obtaining Consent:
I have explained to the above named individual the nature and purpose, the potential benefits and possible risks associated with participation in this research. I have answered any questions that have been raised and I will provide the participant with a copy of this consent form.

____________________________  ________________________  
Researcher’s Signature  Date
Appendix H. Policymaker Personal Information Pre-Interview Questionnaire

1. Who is your current Employer? I am currently employed by____________
________________________________________________________________________
________________________________________________________________________

2. What is your current job title? My current job title is _________________
________________________________________________________________________

3. Are you currently involved in the management of a Facebook account for your Department? Please mark [x] in the appropriate box.

   Yes  No

4. Are you currently involved in the management of a Twitter for your Department? Please mark [x] in the appropriate box.

   Yes  No
Appendix I. SNS Participation Citizen Recruitment Letter

Aloha ________.

My name is Cassandra Harris and I am a Masters student at the University of Hawaii at Manoa’s School of Communications, working with Professor Jenifer Winter. This is a request for your assistance in a focus group for an important research project.

I noticed that you are a member of a City and County of Honolulu Facebook/Twitter account. I am studying citizens’ thoughts on the use (actual or potential) of Facebook and Twitter by the City and County. My goal is to hold the focus group at a convenient place on the Manoa campus next Thursday (September 2, 2010) in the early evening for about an hour. The discussion among your fellow citizens should prove interesting, and I plan to share the results of this study with the City and County to possibly inform their future directions with these important communications vehicles. Free parking, pupus and soft drinks will be provided. Should confidentiality be of concern to specific participants, pseudonyms or the use of first names only will be offered.

If you are interested and can make that timeframe, please message or email reply to me. I will follow up quickly thereafter with specific start time and place.

Mahalo,

Cassandra Harris
Appendix J. SNS Participant & Nonparticipant Citizen Pre-Focus Group Discussion Questionnaire

Pre-Focus Group Discussion Questionnaire

Start here

Gender

Male  ____
Female  ____

Age

18-25  ____
26-35  ____
36-45  ____
46-55  ____
56-65  ____
66 or above  ____

Ethnicity

American Indian and Alaska Native  ____  Native Hawaiian  ____
Asian Indian  ____  Samoan  ____
Black or African American  ____  Vietnamese  ____
Hispanic or Latino  ____  Other Pacific Islander  ____
Caucasian  ____  Other Asian  ____
Chinese  ____  Other  ____
Filipino Guamanian or Chamorro  ____
Hispanic or Latino  ____
Japanese  ____
Korean  ____
**Education**

Less than 9\textsuperscript{th} grade  

9\textsuperscript{th} to 12\textsuperscript{th} grade, no diploma  

High school graduate (includes equivalency)  

Some college, no degree  

Associate degree  

Bachelor’s degree  

Graduate or professional degree  

**Current Profession:** _________________________________________________________________

__________________________________________________________________________________

**Please mark [x] for the all of the following locations that you have access to a web-based computer from:**

Mobile Device  

Home  

School  

Work  

Public Library  

Other (please specify)  

**Do you have an active Facebook account?**

Yes  

No  

If yes, are you a fan of one or more City and County of Honolulu government-operated Facebook page(s)?

Yes  

No  

163
Do you have an active Twitter account?

Yes  ___

No   ___

If yes, are you a follower of one or more City and County of Honolulu government-operated Twitter account(s)?

Yes  ___

No   ___

End here.

Thank you!!!!!!
Appendix K. Citizen Informed Consent Form

Consent for Participation in Focus Group Discussion

Researcher’s Name and Contact:
I have been asked to participate in a research project conducted by Cassandra Harris (XXX-XXX-XXXX) an MA student at the School of Communications at the University of Hawaii at Manoa. Participation involves being interviewed by a researcher from the School of Communications at the University of Hawaii at Manoa. I will be one of approximately 7-9 people from the City and County of Honolulu public offices being interviewed for this research.

Introduction:
Below is a description of the research procedures and an explanation of my rights as a research participant. Please read the following information carefully. If I agree to participate, I will sign in the space provided to confirm that I have read and understand the content of this consent form. I will receive a copy of this consent form to keep for my records.

Purpose:
The purpose of this research is to provide a better understanding of the use of City and County of Honolulu operated Social Networking Services (SNS), including Facebook and Twitter. In addition this research will provide insight into issues regarding citizens’ use of these services. The results of this research study will assist in the assessment of City and County of Honolulu operated SNS being provided by the City and County of Honolulu for citizens.

Benefit:
The anticipated benefit of participation is the opportunity to discuss and share knowledge, perceptions, and issues related to City and County of Honolulu operated SNS. Additional benefits to participation include an overall assessment of City and County use of Social Networking Services.

Duration and Location of Study:
My participation in this study will last for approximately 30-45 minutes and will take place at a location of the participant’s selection.

Potential Risk and Discomforts:
I understand there are no known or anticipated risks associated with participation in this study.

Confidentiality/ Anonymity:
This study is not anonymous. I understand that my name, job title, department of work, and links to my department’s webpages will be used for this study. With your permission, the researcher can quote you.
Please mark an [X] in one of the following checkbox to pertains to you:

- I give my permission to be quoted.
- I do not give my permission to be quoted.

Yes

No

Audio Tape and Written Records
For the purpose of accuracy this interview will be recorded through audio tape and written notes. Follow up questions may be asked for clarification. To ensure objectivity and validity, a summary of results will be provided for each participant to review for accuracy and potential feedback. All audio tape and written note recordings will be kept secured in a lock file for three years, after which point it will be erased.

Please mark an [X] in one of the following checkbox to pertains to you:

- I give my permission to be audio taped.
- I do not give my permission to be audio taped.

Yes

No

Compensation for Participation
I will receive no compensation for my participation in this study.

Right to Refuse or Withdraw
My participation in this project is voluntary. I may withdraw and discontinue participation at any time without penalty. If I decline to participate or withdraw from the study, no one in the City and County of Honolulu will be told.

I understand that if at anytime I feel uncomfortable in any way during the interview session, I have the right to decline to answer any question or to end my participation.

Offer to Answer Questions
If I have any questions about this study, I may call Cassandra S. Harris at (XXX) XXX-XXXX or email her at csharris@hawaii.edu. If you have any questions about your rights as a research subject, you may call the UH Committee of Human Studies at 956-5007, or write to 1960 East-West Rd. Biomedical Bldg, B-104, Honolulu, HI. 96822 (email: uhirb@hawaii.edu).
I voluntarily agree to participate in this study and I have been given a copy of this consent form.

____________________________________  ________________________  
Participant’s Signature  Date

**Person Obtaining Consent:**
I have explained to the above named individual the nature and purpose, the potential benefits and possible risks associated with participation in this research. I have answered any questions that have been raised and I will provide the participant with a copy of this consent form.

____________________________________  ________________________  
Researcher’s Signature  Date
Appendix L Extended Tabular Analysis

Transcriptions of the data collection process are contained in the appendices. Each transcript was annotated in terms of specific respondent to the degree that information was available. This section utilizes those response annotations and analyzes them in tabular format pertinent to the research questions.

Phase II: SNS Participant Citizen Phase

This section presents tabular analysis of coding obtained from the SNS participant citizen’s data collection process.

Table 22. M2. Main Issues Received Information About

<table>
<thead>
<tr>
<th>Citizen Source:</th>
<th>Maleko</th>
<th>Kalei</th>
<th>Leilani</th>
<th>Healani</th>
</tr>
</thead>
<tbody>
<tr>
<td>Issue Received:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Road conditions, traffic</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Refuse / recycling</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tree trimming</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Infrastructure</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Budget</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Main issue at hand</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

This table presents focus group responses concerning government issues on which they receive information.
Table 23. M3 & M8. General Extent Citizens Communicate Views About Issues

<table>
<thead>
<tr>
<th>Citizen Source:</th>
<th>Maleko</th>
<th>Kalei</th>
<th>Leilani</th>
<th>Healani</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Extent</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communicated:</td>
<td></td>
<td></td>
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<tr>
<td>Do not communicate views</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Communicate views</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mayor</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Friends / family</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>In person</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Send to Media</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>City &amp; county Twitter account</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Blog</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Meet with council members</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Media website</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Letter to the editor</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>

This table presents focus group responses concerning the general extent to which they share their views.

Table 24. M9. Main Reasons for Using Facebook

<table>
<thead>
<tr>
<th>Reason:</th>
<th>Maleko</th>
<th>Kalei</th>
<th>Leilani</th>
<th>Healani</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social connection</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marketing</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

This table presents focus group responses concerning their main reasons for using Twitter.

Table 25. M10 & M19. Member of City and County Operated SNS

<table>
<thead>
<tr>
<th>SNS:</th>
<th>Maleko</th>
<th>Kalei</th>
<th>Leilani</th>
<th>Healani</th>
</tr>
</thead>
<tbody>
<tr>
<td>Member of Facebook</td>
<td>X</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Member of Twitter</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>

This table presents focus group responses concerning their membership in government-operated SNS.

169
Table 26. M11. Reason for Joining Government Operated Facebook

<table>
<thead>
<tr>
<th>Citizen Source:</th>
<th>Maleko</th>
<th>Kalei</th>
<th>Leilani</th>
<th>Healani</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reason:</td>
<td>Wanted Information</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>

This table presents focus group responses concerning reasons for joining government-operated Facebook.

Table 27. M12. Method of Learning about Government Operated Facebook

<table>
<thead>
<tr>
<th>Citizen Source:</th>
<th>Maleko</th>
<th>Kalei</th>
<th>Leilani</th>
<th>Healani</th>
</tr>
</thead>
<tbody>
<tr>
<td>Method:</td>
<td>Unknown</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Twitter</td>
<td></td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>

This table presents focus group responses concerning how they learned about government-operated Facebook.

Table 28. M13. Potential Consideration of Joining Government Operated Facebook

<table>
<thead>
<tr>
<th>Citizen Source:</th>
<th>Maleko</th>
<th>Kalei</th>
<th>Leilani</th>
<th>Healani</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consideration:</td>
<td>Would not Consider, Facebook is Social</td>
<td>X</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

This table presents focus group responses concerning their potential for joining government-operated Facebook.

Table 29. M15. Extent in Which Citizens Would Consider Communicating Views on Facebook

<table>
<thead>
<tr>
<th>Citizen Source:</th>
<th>Maleko</th>
<th>Kalei</th>
<th>Leilani</th>
<th>Healani</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extent of Communication:</td>
<td>No, better vehicles</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Yes, if pages were active</td>
<td></td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>

This table presents focus group responses concerning the extent to which they would consider communicating views on government issues on Facebook.

Table 30. M16. Problems Faced by Citizens Using Facebook

<table>
<thead>
<tr>
<th>Citizen Source:</th>
<th>Maleko</th>
<th>Kalei</th>
<th>Leilani</th>
<th>Healani</th>
</tr>
</thead>
<tbody>
<tr>
<td>Problems:</td>
<td>Pages not active or engaging</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>City policy for employees not to use</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>

This table presents focus group responses concerning problems encountered by citizens on government-operated Facebook.
Table 31. M17. Benefits Faced by Citizens Using Facebook

<table>
<thead>
<tr>
<th>Benefits:</th>
<th>Maleko</th>
<th>Kalei</th>
<th>Leilani</th>
<th>Healani</th>
</tr>
</thead>
<tbody>
<tr>
<td>Potentially generate interest, feedback</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Potentially enriched public discourse</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Demographic not otherwise reached</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Wider audience than e-mail, phone</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

This table presents focus group responses concerning benefits they perceive using government-operated Facebook.

Table 32. M18. Main Reasons for Using Twitter

<table>
<thead>
<tr>
<th>Reason:</th>
<th>Maleko</th>
<th>Kalei</th>
<th>Leilani</th>
<th>Healani</th>
</tr>
</thead>
<tbody>
<tr>
<td>Info, news, traffic</td>
<td></td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Fun, new things</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Community to share ideas</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

This table presents focus group responses concerning their main reasons for using government-operated Twitter.

Table 33. M21. Problems Faced by Citizens Using Twitter

<table>
<thead>
<tr>
<th>Problems:</th>
<th>Maleko</th>
<th>Kalei</th>
<th>Leilani</th>
<th>Healani</th>
</tr>
</thead>
<tbody>
<tr>
<td>All departments not engaged</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not coordinated for disasters</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

This table presents focus group responses concerning problems they face using government-operated Twitter.

Table 34. M22. Benefits Faced by Citizens Using Twitter

<table>
<thead>
<tr>
<th>Benefits:</th>
<th>Maleko</th>
<th>Kalei</th>
<th>Leilani</th>
<th>Healani</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current / Real-time</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

This table presents focus group responses concerning benefits they perceive from government-operated Twitter.
Table 35. M23. Foreseen Future Problems for Citizens with Government via Facebook

<table>
<thead>
<tr>
<th>Problem:</th>
<th>Maleko</th>
<th>Kalei</th>
<th>Leilani</th>
<th>Healani</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hacking, Miss-ID</td>
<td></td>
<td></td>
<td>Rarely</td>
<td></td>
</tr>
<tr>
<td>Coordination among departments</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

This table presents focus group responses concerning future problems they foresee with government-operated Facebook.

Table 36. M24. Foreseen Future Opportunity for Citizens for Government via Facebook

<table>
<thead>
<tr>
<th>Opportunity:</th>
<th>Maleko</th>
<th>Kalei</th>
<th>Leilani</th>
<th>Healani</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communicate a complaint</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

This table presents focus group responses concerning future opportunities for government-operated Facebook.

Table 37. M25. Foreseen Future Problems for Citizens with Government via Twitter

<table>
<thead>
<tr>
<th>Problem:</th>
<th>Maleko</th>
<th>Kalei</th>
<th>Leilani</th>
<th>Healani</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less likely to get response</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>120 character limitation</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

This table presents focus group responses concerning future problems they foresee with government-operated Twitter.

Table 38. M26. Foreseen Future Opportunity for Citizens for Government via Twitter

<table>
<thead>
<tr>
<th>Opportunity:</th>
<th>Maleko</th>
<th>Kalei</th>
<th>Leilani</th>
<th>Healani</th>
</tr>
</thead>
<tbody>
<tr>
<td>Search / hash tag</td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Get community pulse</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Alert to info like furlough days</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

This table presents focus group responses concerning future opportunities for government-operated Twitter.
Table 39. M27. Future Opportunities on Other SNS

<table>
<thead>
<tr>
<th>Citizen Source:</th>
<th>Maleko</th>
<th>Kalei</th>
<th>Leilani</th>
<th>Healani</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opportunity: No</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>

This table presents focus group responses concerning future opportunities they foresee with SNS other than Facebook and Twitter.

Table 40. M29. Citizen Recommendations for Government SNS Achievement

<table>
<thead>
<tr>
<th>Citizen Source:</th>
<th>Maleko</th>
<th>Kalei</th>
<th>Leilani</th>
<th>Healani</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recommendations:</td>
<td>Adapt to information sharing</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Schedule messages to go out</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Research best practices</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>Change restrictive internal policies</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

This table presents focus group responses concerning their recommendations for government actions in its development of SNS.

Phase III: SNS Non-Participant Citizen Phase

This section presents tabular analysis of coding obtained from the SNS participant citizens’ data collection process.

Table 41. M2. Main Issues Received Information About

<table>
<thead>
<tr>
<th>Citizen Source:</th>
<th>Noelani</th>
<th>Koa</th>
<th>Ikaika</th>
<th>Anueha</th>
<th>Pualei</th>
<th>Makana</th>
<th>Mahea</th>
<th>Kaipo</th>
<th>Palika</th>
</tr>
</thead>
<tbody>
<tr>
<td>Main Issue: Road conditions, traffic</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Refuse / recycling</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tree trimming</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Infrastructure</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Budget / property taxes</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Main issue at hand, rail</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Events, parking</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

This table presents responses concerning the main information categories of interest.
Table 42. M4 & M5. Extent Citizens Communicate Views About Issues on Facebook

<table>
<thead>
<tr>
<th>Extent Communicated via Facebook:</th>
<th>Citizen Source: Noela</th>
<th>Koa</th>
<th>Ikaia</th>
<th>Anna</th>
<th>Pualei</th>
<th>Makana</th>
<th>Mahea</th>
<th>Kaipo</th>
<th>Palika</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do not communicate views</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communicate views</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>Rarely</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Status Updates</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Link to Article</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reposting</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

This table presents responses concerning use of Facebook to share views on issues.

Table 43. M6 & M7. Extent Citizens Communicate Views About Issues on Twitter

<table>
<thead>
<tr>
<th>Extent Communicated via Facebook:</th>
<th>Citizen Source: Noela</th>
<th>Koa</th>
<th>Ikaia</th>
<th>Anna</th>
<th>Pualei</th>
<th>Makana</th>
<th>Mahea</th>
<th>Kaipo</th>
<th>Palika</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do not communicate views</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communicate views</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Re-tweet</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

This table presents responses concerning use of Twitter to share views on issues.

Table 44. M12. Reasons for Decision Not to Consider Joining Facebook

<table>
<thead>
<tr>
<th>Reason:</th>
<th>Citizen Source: Noela</th>
<th>Koa</th>
<th>Ikaia</th>
<th>Anna</th>
<th>Pualei</th>
<th>Makana</th>
<th>Mahea</th>
<th>Kaipo</th>
<th>Palika</th>
</tr>
</thead>
<tbody>
<tr>
<td>Have enough news sources</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dislike Big Brother connotation</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Facebook is social, not news</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Implied endorsement not appropriate</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

This table presents responses concerning reasons for not considering joining a government-operated Facebook account.

Table 45. M13. Extent in Which Citizens Would Consider Communicating Views on Facebook

<table>
<thead>
<tr>
<th>Extent of Communication:</th>
<th>Citizen Source: Noela</th>
<th>Koa</th>
<th>Ikaia</th>
<th>Anna</th>
<th>Pualei</th>
<th>Makana</th>
<th>Mahea</th>
<th>Kaipo</th>
<th>Palika</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Questions only</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

This table presents responses concerning the extent to which focus group members would consider communicating views on Facebook.
Table 46. M17. Reasons for Decision Not to Consider Joining Twitter

<table>
<thead>
<tr>
<th>Citizen Source:</th>
<th>Noelani</th>
<th>Koa</th>
<th>Ikaika</th>
<th>Anueha</th>
<th>Pualei</th>
<th>Makana</th>
<th>Mahea</th>
<th>Kaipo</th>
<th>Palika</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reason: Prefer Facebook</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Separate Use</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Possibility of Confused Train</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>M18</td>
<td>M18</td>
<td></td>
</tr>
</tbody>
</table>

This table presents responses concerning reasons for not considering joining a government-operated Twitter account.

Table 47. M18. Extent in Which Citizens Would Consider Communicating Views on Twitter

<table>
<thead>
<tr>
<th>Citizen Source:</th>
<th>Noelani</th>
<th>Koa</th>
<th>Ikaika</th>
<th>Anueha</th>
<th>Pualei</th>
<th>Makana</th>
<th>Mahea</th>
<th>Kaipo</th>
<th>Palika</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extent of Communication: Re-tweet</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>@replies</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

This table presents responses concerning focus group members would consider communicating views on Twitter.

Table 48. M19. Foreseen Future Problems of Facebook

<table>
<thead>
<tr>
<th>Citizen Source:</th>
<th>Noelani</th>
<th>Koa</th>
<th>Ikaika</th>
<th>Anueha</th>
<th>Pualei</th>
<th>Makana</th>
<th>Mahea</th>
<th>Kaipo</th>
<th>Palika</th>
</tr>
</thead>
<tbody>
<tr>
<td>Problem: Censorship</td>
<td>X</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Cyber-bullying</td>
<td>X</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Consistency among future Mayors</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>

This table presents responses concerning future problems with a government-operated Facebook account as foreseen by the focus group.

Table 49. M20. Foreseen Future Benefits/ Opportunities of Facebook

<table>
<thead>
<tr>
<th>Citizen Source:</th>
<th>Noelani</th>
<th>Koa</th>
<th>Ikaika</th>
<th>Anueha</th>
<th>Pualei</th>
<th>Makana</th>
<th>Mahea</th>
<th>Kaipo</th>
<th>Palika</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benefit/Opportunity: Facebook Polls</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Events</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td>X</td>
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<tr>
<td>FBMLs</td>
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<td></td>
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<tr>
<td>Reminders for Tax Deadlines, etc.</td>
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</tr>
<tr>
<td>Link for Road Closures, etc.</td>
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<tr>
<td>Active Monitoring for Replies</td>
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</table>

This table presents responses concerning future benefits/ opportunities with a government-operated Facebook account as foreseen by the focus group.
Table 50. M21. Foreseen Future Problems of Twitter

<table>
<thead>
<tr>
<th>Citizen Source:</th>
<th>Noelani</th>
<th>Koa</th>
<th>Ikaika</th>
<th>Anueha</th>
<th>Pualei</th>
<th>Makana</th>
<th>Mahea</th>
<th>Kaipo</th>
<th>Palika</th>
</tr>
</thead>
<tbody>
<tr>
<td>Problem:</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td>Frustration if not monitored</td>
<td>X</td>
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</tbody>
</table>

This table presents responses concerning future problems with a government-operated Twitter account as foreseen by the focus group.

Table 51. M22. Foreseen Future Benefits/ Opportunities of Facebook

<table>
<thead>
<tr>
<th>Citizen Source:</th>
<th>Noelani</th>
<th>Koa</th>
<th>Ikaika</th>
<th>Anueha</th>
<th>Pualei</th>
<th>Makana</th>
<th>Mahea</th>
<th>Kaipo</th>
<th>Palika</th>
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</thead>
<tbody>
<tr>
<td>Benefit/Opportunity:</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Responsive Account: Answer Questions</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Useful Information</td>
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<td>X</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>Sufficient Resource Commitment</td>
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<tr>
<td>Departmental Coordination</td>
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<tr>
<td>Data source for trend analysis</td>
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</table>

This table presents responses concerning future benefits/ opportunities with a government-operated Twitter account as foreseen by the focus group.

Table 52. M23. General Future Opportunity For SNS Exploitation

<table>
<thead>
<tr>
<th>Citizen Source:</th>
<th>Noelani</th>
<th>Koa</th>
<th>Ikaika</th>
<th>Anueha</th>
<th>Pualei</th>
<th>Makana</th>
<th>Mahea</th>
<th>Kaipo</th>
<th>Palika</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opportunities:</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Alerts tailored to smartphone use</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Forum for public discussion</td>
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<td></td>
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</tbody>
</table>

This table presents responses concerning future opportunities for SNS exploitation by the government.

Table 53. M24. Citizen Forecast for Government SNS

<table>
<thead>
<tr>
<th>Citizen Source:</th>
<th>Noelani</th>
<th>Koa</th>
<th>Ikaika</th>
<th>Anueha</th>
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<th>Mahea</th>
<th>Kaipo</th>
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</thead>
<tbody>
<tr>
<td>Forecast:</td>
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<td></td>
<td></td>
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<td></td>
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<tr>
<td>Status Quo</td>
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<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Caveat: Keep to Facts</td>
<td></td>
<td>X</td>
<td></td>
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</table>

This table presents responses concerning the future of government Facebook and Twitter.

Table 54. M25. Citizens Desired Want from Government Future SNS

<table>
<thead>
<tr>
<th>Citizen Source:</th>
<th>Noelani</th>
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<th>Mahea</th>
<th>Kaipo</th>
<th>Palika</th>
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</thead>
<tbody>
<tr>
<td>Want:</td>
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<td></td>
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<td></td>
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<td></td>
<td></td>
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<tr>
<td>Responsive, staffed operation</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
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<td></td>
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This table presents responses concerning the quality desired from a government-operated SNS.

176
Table 55. M26. Citizens Advice for Government SNS Achievement

<table>
<thead>
<tr>
<th>Advice</th>
<th>Noelani</th>
<th>Koa</th>
<th>Ikaika</th>
<th>Anaeha</th>
<th>Pualei</th>
<th>Makana</th>
<th>Mahea</th>
<th>Kaip</th>
<th>Palika</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create a team with sufficient resources</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Comprehensive strategy</td>
<td>X</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Study best practices</td>
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<td>X</td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

This table presents responses concerning focus group recommendations for the government.
Appendix M. Phase I Policymaker Transcripts

Transcript of Interview for Thesis: Social Networking Services and the City and County of Honolulu

Conducted on July 21, 2010 at the Frank F. Fasi Municipal Building

Department of Design and Construction (DDC)

City of Honolulu Officials Interviewed (with initials to note speaker below):

<table>
<thead>
<tr>
<th>Name</th>
<th>Initials</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr. Russell Takara</td>
<td>RT</td>
<td>Civil Engineer VI</td>
</tr>
<tr>
<td>Mr. Steve Takata</td>
<td>ST</td>
<td>Database Systems Analyst</td>
</tr>
<tr>
<td>Mr. Marcus Rivera</td>
<td>MR</td>
<td>Civil Engineer</td>
</tr>
</tbody>
</table>

Joined during interview by:

Collins Lam CL Deputy Director

Interview conducted by:

Cassandra Harris CH

<Note: There was some preliminary discussion to clarify whether answers would be for the City and County of Honolulu, or for individual departments. ST helped clarify this by the following:>

ST1: The introduction of Twitter to the City was an IT proposal to keep the City up to date with the latest tools for government. We pitched it to the mayor who embraced it and asked the City to run with it. Because each department has its own needs and challenges it was left to them to decide how to apply this potentially powerful tool. The IT department served merely as a facilitator; we helped to standardize the account names and provided technical support for nascent efforts.

<Note: It was then determined that RT (joined by CL later in the interview) would answer for the Department of Design and Construction (DDC), and that ST and MR would add anything relevant. ST would also follow-up with answers related to the Department of Information Technology (DIT)>.
CH: OK, so for the first question: Do you have a Facebook account for your City and County of Honolulu Department?

RT2: No.

CH: OK. Have you considered creating a Facebook account?

RT3: Actually I did. But you have to understand the mission of Design and Construction. … At one point I was going to create a Facebook account to link to the Twitter, because Twitter is limited to 140 characters, and you could create a link to your Facebook account for additional information. But then I realized for DDC, our Twitter messages primarily link to newspaper articles, professional articles, or our City website. So at that point there was minimal need for a Facebook account.

CH: What problems, if you had a Facebook, would you foresee using it?

RT4: I think if we had a Facebook account, and this is assuming that we keep the Twitter account, you would want to integrate both. You don’t want a separate Facebook and Twitter where you had to go back and forth between systems. There are programs that will update Facebook if you update Twitter, or visa versa. But again, I don’t think we would want to be creating a whole bunch of different systems that we would have to input and maintain separately.

ST5: This is true of DDC. But I think that Russell would agree that this is not a global answer because each department has its own focus. For example, later on, off-line, you can go and approach Honolulu Zoo which has an active Facebook account.

RT6: Yes, that’s true. If you go to the other departments, that has a different kind of mission, they may see a value in having a Facebook that you could link to Twitter. They could have a lot more details than you can put on Twitter. But for us, probably not.

CH: OK. Can you see any benefits in using Facebook for you? Or…

RT7: I haven’t seen anything so far for our Department. Although I have a personal Facebook and Twitter. Marcus, what about you?

MR8: I have a personal Twitter, but no Facebook.

CH: OK. With those questions answered, the next question kind of takes off from everything you have just discussed, but, do you see a plan to integrate Facebook in the future of your organization, and if so, how?

RT9: Again, that answer will be made at a higher level than myself. But, looking at it from a: “What’s the future of social networking and all these different programs.” The thing I’ve thought about just now is, say you have a project and you want to upload, 20 pictures of some project that we finished. Facebook would probably be a better vehicle to do it vs. Twitter. So, I guess, going back to question # 5, what benefits, Facebook could give a more comprehensive report on a project that we’ve finished or are working on. You could also upload the drawings, and other project details. Facebook as a better vehicle than Twitter.
CH: OK. Anything else?

RT10: I just realized that when we talk about Facebook and Twitter in this context, it is accounts that are targeted for the public and not for the employees of the organization.

CH: Right.

RT11: OK.

CH: So now we are going to go into Twitter. Do you have a Twitter account for your City and County Department?

RT12: Yes.

CH: When did you decide to create the Twitter account?

RT13: Roughly, in the spring of last year there was a push by the City to have the City Departments create Twitter accounts and, use Twitter. So I was asked to be the Twitterer for DDC. So I created our Twitter account and started populating it with whatever things that we could put in that would be of interest to the public as related to our mission.

CH: OK. What are your main uses for Twitter?

RT14: For our Department, primarily to inform the public of our activities. We do the design and construction for most of the Capital Improvement Program. And as you execute there are situations where you want to notify the public like where we have to close roads for a specific project. So one of the things I put out every week is a “Road Closure Report.” When we have events like groundbreakings or finish of a construction project, it will be put... you may see it on TV or newspapers, or we’ll put out a press release. So I’ll usually link to those media events with Twitter messages. The other thing that we’ve done is when we have job vacancies; we have announced vacancies through Twitter. Either through a direct Twitter message, or, through a hash tags

CH: Yes

RT15: Yes, through hash tags. I follow a lot of professional Twitter accounts. And so you get a lot of engineering and construction type information through those media, through their Twitter accounts. For example, they tell you what’s the latest trends in the engineering or construction industry. So it’s information that’s useful to us as we do execute program. So I’ll pass that out to the bosses and my peers for their awareness.

The other thing I’ve done is try to link to other similar governmental organizations, For example, I’m following 3 or 4 other City organizations that have the same, mission, to see what kinds of things they publicize in their Twitter. I try to follow them, and some of them are following me so we can learn from each other. In addition, for some reason I’ve ended up on some list that suggests engineering-related companies and individuals to follow me. So I’ve got followers from places like Brazil, Tokyo and Latvia.

CH: This is the DDC or?
RT16: Yes, the DDC Twitter. I’ve got like 400 plus followers. Probably 90% of them don’t even know, don’t care about road closures or city projects being done in Honolulu.

CH: Right.

RT17: If I think of anything else I’ll let you know. But that’s the major things we use our Twitter account for.

CH: Feel free to e-mail me, or if you think about it during the interview, tell me. How do you currently integrate Twitter into your organization?

RT18: Probably not too much. Aside from what I have previously mentioned. Getting information from these outside sources, these organizations, professional organizations, or professional media and passing it out to staff, I don’t think it’s really integrated into the DDC organization.

CH: OK. What types of information do you receive through Twitter? Which you kind of answered this, but

RT19: Do you want me to answer it again?

CH: If it’s different. If you have a different answer. But, it it’s the same…

RT 20: I would add one more thing. Once in a while we will get a question from the public. Say if we had a Road Closure Report, someone might ask me “When are you guys going to finish this project?” Our current policy is, we just refer them to our Customer Service Department, another City agency that takes all these customer questions. So there are people in the public that somehow see our Twitter account and, you know, they want an answer to what is the status of a project. But I was told not to go directly back to them.

CH: Oh, OK. Some of these questions might overlap, but it’s just getting room to think. How do you use the information you get from Twitter? And does it vary depending on issue or topic?

RT21: Part of it was for us to figure out what the rest of the world, in the engineering and construction industry, was doing on Twitter. So in my attempts to get sample Twitter feeds from other DDCs throughout the nation. I found out they do similar things we have as to projects or they will link to the status reports regarding what’s going on with their program. I also have access to technical information provided by professional organizations that I follow.

<DEPUTY Collins Lam joins the interview.>

CL22: Hello.

CH: Hi.

RT23: This is Collins Lam
CL24: How are you doing? Nice to meet you.
CH: Nice to meet you.
CL25: Are they treating you good?
CH: They are!
RT26: Collins is our Deputy. So, He would be trying to give you answers for the longer
term, bigger picture things.
CL27: What question are we on?
CH: We are question #10.
RT28: So do want to sit through this discussion? Or do you want to try to answer
probably like questions 19 and 20.
CL29: I’ll let you guys go through the questions.
CH: So is that OK for number 10, Russell?
RT30: Yes, I think so.
CH: OK. So question number 11: What important differences are there, if any, between
information you receive through Twitter and information you receive through other
methods?
RT31: “other methods” being?
CH: Other methods could be through e-mails or through off line approaches.
RT32: My opinion is that with e-mail, you are kind of limited to your universe of friends
or contacts. Kind of like Facebook where you have a limited number of friends Compare
that to Twitter, which is this humungous universe of … I call it network of networks…
because you keep on branching out through all these followers and readers. I think what
you get out of Twitter is a lot of more global type information. It’s more information, but
it’s short little 140 character bursts… But I guess you could say it’s more big picture stuff
that you see through Facebook
But, the things you see from a lot of professional organizations cover big picture subjects
like, the Twitter account called The Infrastructurist They’ll talk about really global issues.
You get a bigger picture idea about what’s going on in the world, vs. what’s going on in
our little design and construction department. Things you probably wouldn’t see through
e-mail or Facebook
CL33: I think in a way, it is getting a lot of information from other places and centering it
into one. tweetering.
RT34: I think it depends on who you follow. For DDC’s, we follow politicians, like Senator Inouye and other local political figures. I’m also following other engineering governmental organizations, some major Engineering magazines / professional journals, etc.

CL35: And you would send us e-mails when you find out what other states are doing, and just link it to us, hey, what so and so is doing.

RT36: For example, there was a recent Twitter message from a professional organization linking to a report on road treatment, longevity of road treatment and increase the life of the road pavement. That’s example of information that I would through Twitter that I probably would not get through e-mail or Facebook, unless I was following.

CH: Collins, because I’m going to e-mail this out to everyone when it’s transcribed to check for validity, could you state your name before so I know that it is you speaking?

CL37: Sure. My name is Collins Lam.

CH: OK, thank-you. The next question is: What are the main problems that you are currently facing using Twitter?

RT38: This is more a big picture answer. When we first started Twitter, my first question was: “What are the rules?” And the answer was “There are no rules.” But I think as we get more mature in Twitter and utilize other social media sites, we will be almost forced to come up with rules. And I think as we evolve, you are going to see policies being developed. It’s not a problem, but I can see at some point we may become more restrictive what you can send out today.

CL39: No. Basically it’s not meant for somebody to put in their personal feelings about anything. Because this is after all, the City’s, the agency’s Twitter account. And, I think a lot of people would look at it as, you obviously shouldn’t put some material out that’s not pertaining to work on Twitter. So, again, it goes back to the tweeterer that we pick to know what information to put out and not what to put out. It’s common sense to other people. I think once in a while you get these people where common sense is not common sense, really. I mean you could put out something that can get you in trouble. So, in that sense I think Russell is saying that there should be rules, but there are none at this point in time, so we need to be careful with what information we put out there. There are things that are confidential or things that we cannot put out for the public… for public consumption. I wish we had rules, but…

RT40: This an issue that is plaguing all of corporate America, or probably all over the world where all of a sudden they realize: that they need to implement some policies. I’ve heard that some big companies are actually drafting up policies. I think the Army recently implemented social media rules.

CL41: And Russell, for the DDC, I think what we are putting in there is basically public knowledge.
RT42: Yes. A lot of it you can get it from the media websites or the City website. Once in a while I’ll publish, or I’ll put out vacancy announcements, which I guess you could get through the HR Department.

CL43: Yes, that’s available through HR.

RT45: Pretty much it’s all information that we Twitter is available on the web. The difference is that instead of, as a reader, you having to go to a website to pull the information, through Twitter we are pushing information out to our followers.

CL46: To me, that’s the safest way to do it, because again, your judgment and somebody else’s judgment is different.

RT47: I’ll tell you something kind of interesting. The DDC Twitter account, follows a number of people including politicians, like Senator Inouye, … and I was following the Mayor of the City and County of Honolulu Well, as of yesterday, the Mayor is not the Mayor anymore, but he kept the same Twitter account. So now all of a sudden today I am looking at the Twitter and the stuff that’s coming from his account are political messages. So I decided to unfollow him today, because to me our account cannot be showing favoritism for one politician over another in a campaign environment. And that’s why I think you have to think of those things… because someone could challenge why are you, as a nonpolitical organization, are following this candidate and not following this candidate.

CL48: Again, this goes back to the basic rule that we have no rules now.

RT49: Right. We are all making up the rules as we go along and that rule was one was made up by me today. It’s a constant adjustment.

CT50: Yes. It’s common sense, but, is there is such thing as common sense. But the common sense to me doesn’t mean it’s common sense to you or anybody else.

CH: Yes. That’s the difference between Collins and Russell…

CH: Oh, no.

(laugh)

CH: That’s OK, I think I can hear the difference between your voices.

RT51: But other than that…besides little technical problems which everybody has… I don’t have major problems with Twitter.

CH: What would you describe as the benefits of using Twitter?

RT52: Again, pretty much what I stated earlier. We get a broad base of information from a range of different sources. It gives you a better, bigger picture of everything, including more global perspective. In the past, in the way I would have to get it, was to go to different websites, read the Wall Street Journal or other national publication. Now, I just follow the right people and get the same information. Now, I am not sure whether that’s
a DDC benefit or just my personal benefit. But, in the military, because I am retired from
the Army Corps of Engineers, one of the things they say is to do your job better, you’ve
got to have “situational awareness” of what’s going on in the big picture. For me that
makes sense. If I know what’s going on in the big picture design & construction industry,
then I probably can do a better job in executing my projects. As far as what DDC’s
benefits are, again, I get information and feed it to the staff. For their awareness.

CL53: I think the advantage is from the outside world… knowing what DDC is about,
what we are doing and how we do things. I guess what Russell was talking about with the
people that are following us on Twitter, the information we are putting out there is for the
benefit of the public. The public is also the ones benefiting by getting a variety of
information from one source.

RT54: Let me go back to 12.

CL55: Are you going to change your statement? Note this: Russell changing his
statement.

RT56: I’m going to add something.

CL57: All right.

Laughter.

RT58: With Twitter, you really don’t know if for the amount of effort you are putting
into Twitter, you are getting a equivalent benefit back. I’ve got 400 people following me,
but I am not sure of those 400, how many guys actually are reading my feeds, and of
those 400, how many guys actually get value from what I’m sending out.

CL59: Next time you send something out you should say, hey, the next 300 people that
call me will get a free pen.

RT60: It’s not a problem, it’s just a question that you have: For the amount of effort we
are putting in, is there a value added? I don’t know what the answer is.

CL61: I’m sure one day they will come up with a study to provide us with that.

RT62: Cassie is going to attempt that, right? You are actually going to talk to people that
follow us. As well as people that don’t follow us.

CH: I do plan to try to set up focus groups.

RT63: Ask my followers, what do you guys use this guy for?

CH: Exactly

CH: Do you have any plans for further integrating Twitter in the future of DDC?
CL64: You know, at this point in time… this is a great initiative that … has started. And Russell has taken it upon himself to really update the information and really use it. So I don’t think we’ve had enough time to assess whether we are going to move forward, to elaborate on the need for it. But, I think that the benefits that Russell has already stated are reasons to believe that there could be chances to get better, to move forward. At this point in time, I think we want to get more time and not move forward too fast. So, at this point in time, to me the point is just to keep doing what we are doing. And there will be opportunities to change or to abort.

RT65: To tag onto what he is saying, I think it depends on how social media progresses. The end point is supposed to be where now you are interacting with the public so that they can get better products and better services to them. We have not gotten to that point yet in DDC. But, the question is … is there value in doing that in our line of business?

CL66: We haven’t got that far yet. We are one-way communication.

RT67: I think where we end up will be a function of how all this social media stuff evolves. I think some organizations are doing two-way communication and others aren’t.

CL68: Again, I think it goes back to rules. Russell just happens to be, has been, a Deputy Director himself, so he knows what kind of things can be put out there, and procurement-wise, what he can say and what he can’t say. You take someone you don’t know… that’s the thing… from a Director / Deputy Director perspective, this is instantaneous. If you say something that you are not supposed to say, you get thousands of people who already saw it. You ask what is the advantage of this. But you really have to trust your own tweeter. Really trust Russell. Russell I think at one point, he’s been in these positions… high level positions and he knows. But if you get somebody very green and things, and not have good judgment, you could get yourself in a really bad pickle. Getting inappropriate things, some could be personal. That’s the drawback and we really need to evaluate what we have before we move on. That’s my two cents. I don’t know about you IT guys.

RT69: Let me add another one then … This isn’t just a Twitter issue rather a social networking issue. This is going back to my days working in the Army for the Corps of Engineers. We tried to develop what is called the “Lessons Learned” System, where anybody, Corps of Engineers, and other federal agencies, state and local agencies, universities, can all feed into this one system. And, if you had a problem, you could feed it into this system and boom… you get an answer, because everybody is watching and everybody can input to your request. Call that a Lessons Learned or Knowledge Management system. Well the biggest problem was – how do you know the information you are getting from somebody is correct? You could be asking some very technical engineering question, you get an answer. Well, who is the gatekeeper that says: that is a good answer. And that’s one of the problems we have with this social media, where people are posting information. And you don’t know whether that’s good information or what.
CL70: It’s everybody’s “I think this is what it is.” Right. Unless they say: OK, this is from this book or whatever.

RT71: Yes, but a lot of people just give you their opinions.

CL72: Yes. It’s opinions. And they don’t even say: “I think…”

RT73: The other thing is, especially as the news media is finding out, is, with social networking, that information is getting out there so fast. For example, when you have a disaster, or there is a tsunami coming, information is just flying around. It is a real challenge to determine what is correct, what is hearsay, what is rumor, etc. And so the poor newspapers are trying to sift through all of this. You know the newspapers have really got to check and double check their information. It’s not a Twitter issue; I think it’s where we are in society right now.

CL74: Communication information overload.

RT75: That’s the way it is. You look at your Twitter account and you are getting this tons of information, right?

CH: Right.

RT76: Your brain is trying to filter out all of this information. I think that little kids can do it now because they have been brought up that way, but us older guys have a hard time piecing this all together, because we are not used to it.

ST77: In terms of managing the message, which is what DDC was struggling with, you have to trust in your tweeter, basically. The different departments… I am just bringing this up because you are not going to interview some of these departments. They have chosen different types of structures. DDC uses a “trusted person” who is smart enough to handle it himself. For the Fire Department… the Emergency Management guys… I said that you couldn’t interview them because they don’t actually have it set up yet. What they were thinking of doing was having somebody prepare the tweet and have it approved by somebody who can double check it before it went out. You obviously wouldn’t want to say that the wrong location is on fire, etc. So in that kind of case it might be best to set up a rigid structure. Like the Zoo, I think they have somebody approving somebody else’s tweets, even though maybe it’s not life threatening like it would be with a Fire tweet. So, I think depending on what you are tweeting or what your mission is, you can choose different styles to protect your people and the public. Basically every tweet is like a news release. It’s a press release and if you make an error, unless it’s going to kill someone, you can always print a retraction. Except if you mention something you are not supposed to mention--it’s kind of hard to take that back. I think the reason we did not, as IT, put out rules on how to do this, is because everybody’s situation is going to be different, how they use it and why they use it. So, something that may not be appropriate for DDC, would be appropriate for the Zoo. The Zoo may say: “We just got 2 leopards and they are so cute!” And whether they are cute or not is not the issue, it’s what they are trying to do with the tweet, which is get people interested.

CH: Right
ST78: So when we were coming out with this, somebody asked: “What are the rules for tweeting?”

RT79: That was my question.

ST80: We passed this on to my Director, and he felt that we were not there to dictate that kind of thing. Everyone has different needs, and if they need to, they can pass the responsibility of tweeting on to the press secretary, or whoever. Our broadest directive from the Director was: just tell them that the Mayor will be watching. If you are not comfortable having the Mayor read this, don’t tweet it. Because you don’t have to tweet anything.

CH: Right.

CL81: And I think like DDC, we’ve been just providing information that is already public knowledge or is an official document. Nothing controversial, really.

RT82: And it’s pushing rather versus people having to pull this information.

CL83: Right. I guess that’s the difference you will see between people who will tweet differently from different places. Very black and white.

ST84: Was that 14?

CH: That was 12 again. We went back there. So now we are going to 15. Do you have any other type of social networking service or media for your City or County of Honolulu Department?

CL85: We don’t have any of msn stuff, like Messenger. No.

CH: It could be Google, or something that you are developing, as well.

CL86: No.

CH: OK. Let’s see. Number 19: Do you plan on integrating any other social networking services in the future and if so, how do you plan on integrating any social networking services in the future? If not, why not.

CL87: I think again, everything really starts from where the IT starts. And we will take it and follow through. At this point in time, the way I see it is, I think Twitter has been great. And I think we have been successful with it. And, I’m not really sure exactly where the future is going to lead us. But as a City and County, I think we will probably be in the same neighborhood with all the departments. It’s not a DDC question, but a global question.

ST88: Yes. What we do in the IT is identify tools that could be useful for the City, and then present them to the leadership, and that would be the Mayor. It was the Mayor’s decision to push this out as an initiative. So, as far as talking about the future, it’s going to fall back on the next Mayor. So we will probably re-present it to the next person in charge and see what direction he will want to take us. Because he could say, no, we want
to shut it off because there are too many possible failure points, so we’ll just put everything out through press releases that are vetted. Or, actually, our current acting Mayor, he seems pretty into the technology side of it, so in the short term, I think we will continue on as we are.

CH: So it’s always at a risk of changing. And then my last question would be: How do you think the City and County of Honolulu will integrate social networking services in the future?

RT89: I don’t know. The big bosses need to answer this one. This is my opinion. One of the things that our last Mayor always pushed for, was for us getting closer to our counterparts in the other counties. And to me, Twitter is a good tool to do that. So, I know one of the things he wanted was for us to contact our design and construction counterparts in other State of Hawaii counties so we can share lessons learned, talk about what kind of good ideas they have, maybe even join together to purchase items that we have commonalities on. The best way to do it, I mean you could do this by e-mail, but, could be via Twitter or Facebook.

CL90: It’s not even question 20, but you know, I’m all for technology. I like e-mails. I used to like fax. Twitter is good. But I think... I don’t think any one of these beat a phone call. I still... I’m into personal interaction… these are all great tools to me… but at the end of the day to me the best communication skills anybody can have is to pick up that telephone and just call. That’s the downfall of tweetering, Facebook; it’s a double-edged sword to me. It’s really nice, but we still have to know how to dial the numbers, I think.

RT91: This is kind of getting off the subject, but, since you are a communications person, have you ever heard of “virtual teams”?

CH: Would that be...

RT92: For example, if you have a project management team to design a project, and a team member is in the Far East, somebody is here, somebody is on the west coast. The theoretical benefit was to use the cheapest labor or get the best qualified people from all over the world. Well it works in theory, but I think what they found out was, you got to have the team members meet face to face at some point in time so that they can create that personal bond and get to know each other. Then they can go back and talk on the phones and emails and teleconference. But somehow you need that thing first where somehow you personally connect to each other. You can’t start off by saying: “OK, Virtual Team, and you guys never meet, and everything will be fine.”

CH: Right.

RT93: think that’s one of the things they found out in this virtual teaming concept.

CH: How things work in theory but not in reality.

RT94: Because a there is an evolving school of thought on virtual teaming.
CH: Right. I read about this in different business articles. And how it has worked and not worked. Any other answers to question 20? A and B are pretty similar to what we have been speaking of, so I was going to skip those… unless you had anything else.

RT95: I think you are going to see other systems in addition to Twitter and Facebook. I mean someone else will try to come up with something else to further revolutionize how we communicate.

CL96: I don’t think any of these technologies by any means replace good communications. Or the way we communicate. These are just additions. I hope these are additions. That we are not going to be tweeting, and this is the way of communications. I think that would be a big mistake. But these are additions to the regular communications that we have. I accept e-mail to some degree. But I’m still into the telephone thing. But it’s a good tool.

CH: OK. Thank-you. Do you have any questions for me?
Follow-up to DDC Interview Questions with Responses provided by e-mail

E-mail received September 17, 2010

Interview Questions provided by Cassandra Harris

Department: Department of Design and Construction

City of Honolulu Official Following-up:

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<th>Name (Initials)</th>
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<td>Mr. Marcus Rivera (MR)</td>
<td>Civil Engineer</td>
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1. What types of information do you receive from Twitter?

MR1: Engineering and technical type info from professional organizations, other City engineering agencies (DDC’s counterparts), local news info, and City of Honolulu department info as well. Russell did a great job setting up DDC’s Twitter, so the info is just fed us. Its up to me to check it out and either pass it along in the form of a re-tweet or let others know about it.

2. How do you use the information received from Twitter?

MR2: I either re-tweet it or I just pass it along via email or word of mouth when talking to my colleagues here at DDC.

   a. Does the information vary according to a particular issue or topic? If so how?

MR3: Yes it varies from informative articles from professional organizations, to webinar or class announcements, to local news articles, and also local City of Honolulu. So the info varies greatly. The challenge for me has been to come up with some kind of loose programming so DDC’s followers have an idea what to expect and when. For example, tweeting the latest weekly roadwork report every Monday and the DDC’s projects that went out to bid for the previous month. If I can come up with a Monday tweet this, tues tweets, and so forth, that would be great. But so far, no time and experience in Twitter yet to sit down and analyze it and come up with something good. Hopefully one day.

3. What important differences, if any, are there between information received through Twitter and information received through other methods?
MR4: Using Twitter, I get tons of up to date info, all in one place and ready to send out with just a click or two. Its much more time and energy efficient once its set up as I do very little searching, relevant is funneled to us. If no pressing work due that morning, try to spend 5 mins looking through the news feeds then either tweet them or find something to tweet. Lots of times the news feeds gives me a lead or idea on what to tweet about it next. Previous to Twitter, I’d get the occasional email from a civil engineering group or a GIS tip from my co-worker, but that’s about it. There’s no way I’d be browsing the City of San Fran’s Public Works website for useful, interesting info. Whereas with Twitter, its all right there.

4. What are the main problems that you face currently using Twitter?
MR5:
A) coming up with a loose program or schedule to tweet about
B) keeping tweets relevant, interesting, fun, yet professional.
C) getting feedback. ideally I’d like to see interaction and input from DDC’s employees, consultants, contractors, and other agencies. I’m trying to think of ways to increase this interaction yet keep within the Scope of DDC’s mission statement.
D) Future support. Craig, our current Director has been very supportive of DDC’s Twitter. Unfortunately, with a new Mayor, comes all new Directors and their own agenda. So, fingers crossed.

5. What would you describe as the benefits of using Twitter?
MR6: Quick, up to date, info from a huge pool of sources and networks. It’s like the internet is the ocean and Twitter is a nice harbor that channels all this info to you. And also the potential for instant feedback. The potential is there if we just use it.

6. Do you have plans to further integrate Twitter in the future of your organization?
MR7: Yes. More like ideas:
A) Get consultants involved. Every year DDC advertises for consultants looking to be on a Qualified List of Vendors that my section generates. Around 150-200 consultants. We get many calls/emails through out the year asking about this. One idea is to give these consultants updates on the list and advertisement through Twitter. Instead of them calling me, they just get updates from Twitter.
B) Get local contractors involved. Each month, DDC meets with the General Contractor’s Association to go over upcoming projects and any pending issues. Also 1-2x/year the contractor groups holds luncheons where DDC does a presentation. Would be useful if we sent reminders and even questions/answers through Twitter regarding the next meetings and any issues they or we may have.
C) Get other city dept’s involved. Each month DDC Admin meets with several City Dept’s on many different issues and ongoing and future projects. I had an idea to post the minutes or main ideas of these on the local City network(Docushare) and then DDC’s workers can read and review these notes and keep abreast on the latest. This could be particularly useful for employees who missed the meeting.
D) If we can get the above local consultants, contractors, city depts, and DDC employees all on the same page, DDC’s Twitter, then you could accomplish a
great many things. The potential usefulness and value would be way huge at that point.

7. How do you think that the City and County of Honolulu will integrate Social Networking Services in the future?

MR8: I think the City will grow into using Twitter and then FB. Doesn’t take much effort once its setup, its hugely popular with the public, and its free. It’s a no-brainer to grow in that direction.
Transcript of Interview for Thesis:
Conducted on July 28, 2010 at the Frank F. Fasi Municipal Building
Interviewer: Cassandra Harris (CH)
Department of Information Technology (DIT)
City of Honolulu Official Interviewed:

Name (Initials) Position

Gordon Bruce (GB) Chief Information Officer (CIO)

CH: Our first question is: Do you have a Facebook account for your City and County of Honolulu Department?

GB1: No. The Department of Information Technology does not have a Facebook account? And it’s not because we are not given permission. It’s just that we have not seen a reason to do one yet. But when that reason presents itself, I have absolutely no problem with this department creating a Facebook account.

CH: OK. Have you considered creating a Facebook account?

GB2: Yes. Just haven’t figured out what the message would be.

CH: Right. What problems would you foresee using Facebook?

GB3: Well, I have a little bit different approach. First, I personally don’t see having problems. But my vision of social networking is such that, it’s just another communications vehicle. And we don’t police everybody’s e-mail. And if you want to go back in older days, we didn’t police everybody’s piece of physical mail that they sent out. So it’s just another vehicle. I think the problems that I would foresee in using Facebook, and perhaps it’s not using Facebook that’s the issue, it’s the verification that the Facebook account that you are looking at is an “official” City Facebook account, and not someone pretending to be someone they are not. Or some organization, or entity, that they are not. And then there’s going to be the standard things that you would hear. Oh we want to make sure the content is accurate, we want to make sure that the content is truthful. We’ll want to make sure the content doesn’t violate any legal or ethic issues. But all those same things, to me, apply to e-mail. Or a phone call.

CH: Right.

GB4: I mean, what’s the difference. That’s why I always struggle with: “What’s the pushback with Social Networking?”

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CH: So, off of that question: what benefits would you foresee using Facebook?

GB5: I think it’s another communications vehicle. It has a following of individuals that prefer to communicate that way. And, if you take a look at it, even though government as Government, is not embracing it and exploding with its use, certainly the political campaigners are. So they certainly see the value of it from a political campaigning standpoint. It just hasn’t reached over into the actual government side to be embraced globally. But, individuals are coming out there now. And you’ll see more and more of those types of accounts being set up. Now we have a few that are out there. And they are targeted. Like rail, and those kinds of things. But they are trying to get out a particular message. But again, it’s just another communications vehicle. With a lot of people who are participating. Active participants. And typically younger. You know, the generation. And I don’t know where the numbers are, but I’ve got to believe it’s somewhere in the teenage years up to 25… maybe 30. That demographic is where you are going to see it. You’re not going to see a lot of the older people, of which I am one, using it. But I use it. I have multiple Facebook accounts. And multiple Twitter accounts. But that’s my business. What I do, and have always done, is tech stuff. So I don’t find it unusual. So it’s a tremendous communications vehicle. And just another one. And it could be used for numerous things. Whether it be ranging from public safety announcements, to updates on what’s happening in government space, to contract information, to road closures, to anything that you would like to get out there. It’s just another vehicle.

CH: OK, great. So the next question is, and you somewhat answered this in questions 1 and 3: Do you plan to integrate Facebook in the future of your organization?

GB6: Yes. I can’t tell you exactly when it will happen. And the reason for that is that we are redeploying our entire internet. And on an entirely new platform. Entire new hardware and software platform. We are going off of Windows Boxes to AIX Boxes. P series hardware. And Websphere is our software development platform. So that’s a massive shift from what we typically have used in the past. And, we’re about ready to roll out the new “beast” if you will. The new hardware, the new software, the new look. And with that come the abilities to bring in the social networks a lot more easily. And integrate them in there. So I would say it will happen. It will happen within a year. From a Facebook standpoint. Other things we may have up before that.

CH: OK, now we are rolling into Twitter. Do you have a Twitter account for your City and County of Honolulu Department?

GB7: Yes, we do.

CH: When did you decide to create a Twitter account?

GB8: April, 2008.

CH: OK. What are your main uses for Twitter?
GB9: Right now, from our Department’s standpoint, we just broadcast tech-news kinds of things. Technology news. If there is a new virus or worm out there. If there’s some piece of interesting technology news that’s there. Some new announcement that’s out there. It’s really more focused to those that are technologists in IT. We may announce if we are floating an RFP for something. We’ll announce … perhaps an award we may have received. Or, we’ll announce an alert of some kind if we know something is happening out there. We’ll use it to post… to keep you abreast of some things that are going on… For example, we were involved in applying for the Google “Broadband” grant. And so, we were getting a lot of calls. And the way I responded was: “Just look at Twitter, and we will tell you what happened.” You know, as things progressed in that. So, that’s essentially how it’s been used. It’s very informal. Not controlled. Which is how I want it to be.

CH: OK. How have you currently integrated Twitter into your organization. So,

GB10: Well, from the City’s standpoint, you can see we’ve got… We took a pro-active position on it. And, I can’t remember the exact dates… talk to Steve and he’ll give you the dates. Because he knows, he set it up. My concern was that, if we didn’t set up Twitter accounts, there would be people out there who could set up a Twitter account and say they are a particular City agency. So, we (we, being the Department of Information Technology) took it upon ourselves to create standard City and County of Honolulu internal and external facing Twitter accounts. And by internal and external, what I mean is, the external facing Twitter accounts are those accounts open to anybody, and broadcast to the world. We also set up internal Twitter accounts that are “approval only” approved to participate, that we can use for internal communications. And we set those all up. Standard naming conventions. And put them all in place before any agency even came to us and said: “We want a Twitter account.” And then we announced that we have Twitter accounts. If you are an agency that wants” to have a Twitter account, we have already set up your standard account. It has a standard look. Standard logos. So, everything. So when you get one of those City and County of Honolulu tweets, or you go to the Twitter account, they all look the same. Except for the logo and the name. Because, you know, they will see: “Honolulu, underscore DIT”, “Honolulu, underscore DTS”. And those guys will see that, throughout. And when that happened, then there are about, what is it we have now? 1, 2, 3, 4, 5, 6, 7, 8 agencies that have embraced that, and are using Twitter. There’s a couple of them (I think the Zoo is one) that did not follow the standard. But, we’re going to bring them into the fold.

CH: OK.

GB11: There may be a couple of them out there that didn’t follow the standard, but we will eventually bring them into the fold. And the reason that they didn’t follow the standard is that they are maintained by a voluntary group outside of the 8. Outside of the City. They are not City employees.

CH: OK

GB12: But it’s still a City agency. So we’ll look at bringing those into the fold at some point in time.
CH: So IT was in charge of rolling out Twitter?

GB13: We rolled it out. We set the standards. Our first tweeter, after DIT, was the Mayor.

CH: OK. Mayor Mufi Hannemann?

GB14: Mayor Mufi Hannemann. So, when we introduced this idea to him, we said: “As the Mayor, we think this is a way you can get messages out. We showed him that other Mayors were doing it. There weren’t many, but one was the San Francisco Mayor. Gavin Newsome was a very pro-active tweeter. And, he agreed to test it for a month. To see if he felt it was worthwhile. And after that one month, he did feel it was worthwhile. And so, the “Honolulu Mayor”, which is not Mufi’s account, it’s the Mayor’s account, the “Honolulu Mayor” Twitter account became the standard. And he took “Mufi Hannemann”, and that’s his own personal Twitter account. So Mufi Hannemann, when he was the Mayor, had two Twitter accounts, one was the “Honolulu, underscore Mayor” Twitter account, and the other was his personal Twitter account called: “Mufi Hannemann”. Now that he’s running for Governor, he is no longer the Mayor. Kirk Caldwell, as the Acting Mayor, does the tweets for the Mayor. Under that “Honolulu Mayor”. And Mufi keeps his own personal one as his own personal one. So that goes back to my whole issue of knowing that the person that’s sending out those tweets is the authentic person.

CH: Right.

GB15: I think you will see now in Twitter, some accounts, when the name comes up… it says “verified”. So Twitter is starting to go out and verify individuals. To verify that they are who they say they are. So if you go to Mufi Hannemann’s Twitter account, it says “verified”.

CH: OK.

GB16: But if you go to “Honolulu DIT”, it doesn’t say “verified”. Because they haven’t verified it yet. And I don’t know what their process is. I don’t know how they… Well, I know how they picked Mufi Hannemann, because they called me. And wanted to know, because he was growing by such leaps and bounds, they wanted to verify that he was who it said he was. And since my name was on the account, that’s how they contacted me and verified that. But I don’t know what their process is. I’m sorry that I’m jumping around, but

CH: No, no. This is good. My next question is: What types of information do you receive from Twitter?

GB17: Me, personally?

CH: The Department… or you.

GB18: Yes, well, the Department, I think. I don’t get a lot. I’m just thinking of the Department alone. The Department alone gets the occasional direct message on
something that we may have announced. We may. I do see the occasional re-tweet of something that we’ve announced. Now. I have… there’s the “Honolulu DIT” Twitter account, then I have a personal Twitter account called “Techczar”, and then I have my own private company that has a Twitter account. And then there’s another one, where I pretend to be… and for my own purpose I do it… this Twitter account looks like it’s a City agency providing emergency management information. But it really isn’t. It’s me. But I have that out there, because I want to prove my point about authenticating who you really are.

So, I get a fair amount of it back on my Techczar one. Because it’s got more followers than the Honolulu DIT. But many of the things that the Honolulu DIT tweet, tweets, Techczar tweets. Or vice versa. Because I’ve tied the two together. I use HootSweet. So I can do multiples. So, if we send out a Honolulu DIT tweet, and I think it’s a pretty good one, I’ll also send it out under Techczar. But, most of the stuff you get back is not something, per se, as direct to the tweet that I sent out. But I will get… because I follow people… you get sales calls, marketing calls, you get technology announcements. I mean those kinds of things you get, you know, depending on who you are following. We don’t follow many under the Honolulu DIT. Should we? That’s an interesting position to be in at this point. But, Twitter is still in its kind of growing pains and growing stages. It may become at a point in time, something you use to keep abreast of what’s happening in the Tech industry. But, who are you going to follow is the real question? And who’s going to spend all the time deciding who it is you are going to follow? Who is going to review everything? You have your Twitter for that. You add that to my Google alerts. And you add it to your Facebook. Now from a personal standpoint, I’ve integrated my Facebook and my Twitter together. And my Linkedin. And, if and when DIT creates their own Facebook account, we’ll integrate the Facebook and the Twitter account together. So if you do a broadcast on Facebook, it will get tweeted. Or if you so a tweet, it will get posted to Facebook. Those kinds of things.

CH: Right. How do you use the information that you receive from Twitter? And does the information vary according to the particular issue or topic?

GB19: Yes. Well, I’ll focus on the one that’s… the Techczar one. And again, Techczar is because I am the CIO for the City. So, in town it’s kind of a running joke. That name was handed to me a long time ago and people that follow me, know me… and so they see me as Honolulu DIT anyway, in a lot of ways, I think. So, because I get a lot there. I get a lot of good information with the links. And those are the real important ones. So, some of the key ones I get: I’ll get security. We are one of the largest physical security systems in the state that we have deployed here in Honolulu. And as such, I follow a number of security… physical security-related, entities. So I get a lot of their updates. And with that, the associated links. So for me, instead of going out and searching for things, it comes to me. So I get a lot of those. I get a lot of things that I track that are happening in a particular industry. Whether it be the wireless industry, or in government, in the technology industry. So I’m following other CIO’s. So one of the key players that I follow is the CIO for the City of Seattle. And, who is a voracious tweeter. He does at least four a day. And he’s all over the page. But they are all tech oriented. So I get a lot from him. Then, I’ll go and he’ll announce some particular thing that’s happening in
Seattle. And since they’ve got Microsoft, and Boeing, and a lot of the big players.. you kind of get a “heads-up” on some things that are happening. You know, like Starbucks is giving free Wi-Fi. And then, like 3 days later, they announce that Honolulu is going to have Starbucks with free wi-fi. So, there’s those kinds of things. I feel as thought in some ways it gives me some kind of an edge. Because it’s like a pre-announcement. I hate to use Michael Jackson as an example, but, when Michael Jackson died, I was at a tech meeting with 15 CIO’s from around the state. I got tweeted that Michael Jackson had died. And I said” “Oh, I just got a tweet that Michael Jackson has died.” If it had been an emergency situation or something, we would have known it right then and there - instantly. But it alerted them to the fact that: well maybe we should have some kind of Twitter notification in our organizations if you are going to get those kinds of things quicker. The fiber cable break yesterday. I got it over Twitter before I got it on the news. And it was one of the people I was following who tweeted it shortly after it happened. And the only reason he knew about it was that the company he owns was impacted by it. So the fiber gets broken, his company is impacted, he tweets it to all his clients and those that are following him, so I now know that fiber is down. I can call my operations group and give them a “heads-up” that hey, I just heard that the fiber is down and we could be impacted by it. Now, we weren’t impacted by it, but we were aware of it before even the news media got it. So, it’s those kinds of things that are really special when they happen. When you get those. So, Twitter is integrated with my exchange. My Outlook. It’s on my phone. Both my personal and my City phone. And I’m careful who I follow, so I don’t get the junk. You know, I’ll delete those ones that I don’t need to be bothered by. I don’t follow the actors and the actresses. I don’t care about that stuff, so it’s not what I want to hear about. But most of the stuff I want to hear about is related to tech. So, I’ll get those and I’ll use them as best I can. Sometimes I’ll get them… and it’s great… I’ll forward it to my e-mail account so that I know that I have the link, and then I’ll go to the link later. You’re not always readily available to jump on it. So I find myself at night, maybe looking at 2 or 3 links that were sent to me by tweets from people in the tech industry. Like, I follow the Chief Technology Officer for Cisco. And she tweets a couple of times a day. Well, maybe about 4 or 5 times a week. There’s always some great tech thing that she tweets on. And so I’ll definitely go follow up on those. I follow some IBM stuff. follow Cisco. There’s certain vendors I will follow when they go to announce things.

CH: What important differences, if any, are there between information you receive through Twitter and information you receive through other methods, both on-line and off-line methods?

GB20: That’s an excellent question. So, let’s say we’ll use yesterday as an example. I get a tweet that says that the fiber is broken between A and B. How do I know that that particular tweet came from an authentic person and is real? Now if it’s an e-mail, I have the same situation. But there’s a little bit more behind an e-mail, because at least I can see with the e-mail account, like who sent it… If I wanted to do more digging, you can actually see from where it was sent and all those kinds of things. And then if it’s the traditional paper medium, by the time it gets to you, it’s gone though a number of reviews, right. Before it gets issued. Whether it be the news medium, the newspaper medium, or whatever. I think what keeps coming forward in my mind in that authenticity of what came out. But, I’ll go back to the fact that I filter who I follow on Twitter. It is a
pretty good chance that what I get is real and not something that is imaginary or blown out of proportion. It also helps if it comes with a link. Those are the key ones. You know. And I think you will see that a lot of the tweets that I send out, come with an associated link. And I do that on purpose.

CS: Is that the ow.ly link? Or what link?

GB21: Well, I’ll take the website link. Let’s say there was an announcement of a new worm that was discovered. And it was announced by ComputerWorld. What I’ll do is that I will cut and paste the link to the ComputerWorld article. Interesting. It’s a ComputerWorld paper article on line, I’ll cut and paste the link into my tweet, and tweet that there’s a new worm out there, and there’s the link, which takes you to a ComputerWorld website, which tends to lend authenticity to what went out there. Whereas, if I had just said there is a new worm out there doing such and such. Hum… Well, prove it to me. This kind of like, acts as the proof. And that’s why I like to do it more. And why, as Twitter has matured, I see more of those kinds of tweets coming with an associated link to it. It adds that validity part. Now if you are going to tweet, like baseball scores: five to four. Well, I mean. OK. So what, if they are wrong. But if I’m going to tweet that the fiber is down between Molokai and Oahu, I want to make sure that’s right before I re-tweet it to someone else. Or do anything at all.

CS: What are the main problems that you face currently using Twitter?

GB22: For me, it’s not getting embraced enough. I still don’t think the departments realize what a valuable tool it is. And how they could, internally, with a click of the button, communicate to all of their people. A lot better than e-mail. You know, it’s a one-to-many kind of a situation. So, I just don’t… I am somewhat disappointed that it has not been embraced as much as I would have hoped it would have been. And the next question would be like: Well, why hasn’t it been embraced. Well, one is that we are not exactly out there pounding the pavement asking everyone to set up a Twitter account and use it. And marketing why they should use it. Two is, people are busy doing other things. And the last thing that they want is another thing to do. So there is that, that is out there. Then there is just the phobia. There is the technophobes, who are not inclined to want to use technology. So all those kinds of things. So, for me, that’s been the biggest problem that I find… is that it is not getting adopted by government agencies fast enough. I mean, the Department of Emergency Management could be using this for Amber alerts, for example. State Civil Defense could be using this. I mean, you could just go down the: The Police Department. Fire. Fire could be using it to give out fire messages, or you know, those kinds of things. And, there’s lot’s of applications that could be written that could tie things together. You could tie a major City application that we have to Twitter so that things could be automatically sent out. So, that for me has been my biggest “problem” if you will. It has not been embraced fast enough.

CH: What would you describe as the benefits of using Twitter?

GB23: I think that I have kind of been over it. The one-to-many communications. Those kinds of things. Another vehicle. Another market. It’s a fresh new way. I think there are benefits out there that we haven’t even realized yet. It seems like every day… not every
day, but every so often, some thing pops up there. I have a friend now who is writing a
Twitter application that’s going to tweet the bus schedule. Oh, not bad. So, then I can
follow a particular bus route. Well, wait a minute now… so if I take number 55, then I’ll
get a tweet every so often about where it is on the route. Wouldn’t that be kind of
cool. Because then I would know, whether it’s behind schedule, or on schedule, or what.
So, those are the kinds of things that are benefits. But, is it a far-reaching benefit? The
link that shows every traffic accident as it happens. Strips it off the Police Department
website. So I get a tweet. I follow that. So I know there is an accident at the corner of A
and B Street. Before anybody knows. Because it got real time rebroadcasted from the
Police website. So, there’s lots of those. If there was a fire, and lots of things that you
could see happening.

CH: And then… Do you have plans to further integrate Twitter in the future of your
organization?

GB 24: Yes. I wanted to spend at least the first year, once we got the standards in place,
just to sit back and see what would happen. What agencies would embrace it. And if we
would get any kind of pushback. And we did. And we do. And it’s that paranoia factor.
Well, what if someone tweets something that they shouldn’t? My answer is, what if
someone e-mails something that they shouldn’t? What if someone says something to the
media that they shouldn’t? I mean, does that mean that we shut everybody up? What if
someone said something wrong on the phone, they shouldn’t. We won’t let them answer
the phone? So, we got those kinds of pushbacks. I think it’s getting people educated. I’ll
go back to what I said earlier: that migration to our new web platform. Our hardware and
software platform (where we are really going to be, where we will be concentrated), will
be the key to rolling out more social media types of applications, i.e., Twitter.

CH: Do you have any other type of social networking service accounts for your City and
County of Honolulu Department?

GB25: I am going to say no, and I know there are a couple out there. Because I believe
the bus has a couple. The bus is under contract to the City Department of Transportation
Services. So I know they do. Rail. Which is again a consultant under the Department of
Transportation Services. But they are still agency-related. But things like Facebook,
which I’m finding it a hard thing to do nowadays: Define “social networking”. Define
what a social network is. Even those are starting to blend. Is Instant Messaging a social
network? Well, kind of. So definitely there are areas of Facebook and the areas of
Twitter. And you know, Google is going to come out and with a new Facebook/social
media-type App real soon. Knowing Google, how will they integrate that with their
Google Maps and their Google Docs. And everything else. Oh, I just thought of one that
we use. A lot. But you won’t hear a lot of people who know it. It’s called Groups. Well, it
used to be called Collective X. That was the URL. And it got bought by a company called
GroupSite.Com. And so we use it. We being the Department and the City. We have a
number of… Well, let me tell you first of all what it is. What GroupSite is, is a way to
take, to invite people to become part of a group. So, if you are working… I’ll give you an
example. We set up a group called the CIO Council of Hawaii, which was a vision that
the Mayor, Mufi Hannemann, had. And he asked me to take the ball and run with it. And
so we created the CIO Council of Hawaii, which is essentially all the CIOs who are
interested in Hawaii. We get together on a regular basis and discuss problems and issues, and how we can work together with the private and public sectors. Public safety, those kinds of things. Now, we use this GroupSite as the vehicle to communicate with each other. So you can do e-mail blasts, you can post articles, you can calendar events, and you let those that have been invited to participate in that GroupSite to do that. So that’s another kind of social media. It’s rather focused in its target. But, you can use it for a lot of things. And I have about a half a dozen GroupSite groups that I have set up. You know, one is to do with a Waikiki security project. One has to do with the CIO Council of Hawaii. One has to do with all the CIOs that are at the various counties: Maui, Kauai, the Big Island, and myself. We have our own GroupSite. So I have a number of those, where we can do, keep it closed, but at the same time, use that social vehicle and be free to communicate in another way.

CH: Do you plan to integrate any other social networking services in the future? If so, how do you plan on integrating any social networking services in the future? If not, why?

GB26: We are. We will. And I’ll use the one I just talked about, GroupSite. I know the Mayor’s Senior Advisor has set up…. Oh, I think the Sustainability website, is actually a GroupSite website that was made to look like a Web page. But, it’s really a social media site. You see that in Facebook, too, right? Some people create Facebook accounts that look like a corporate website.

CH: FTML?

GB27: FTML. So that site, I believe, is totally, or at least significantly, the group setting social media tool set to create that website. To me, they are just another set of tools.

CH: Would the City and County create their own social networking-type site?

GB28: I don’t think we would write our own. I know we wouldn’t write our own. Why would you, when there are so many out there. The Collective X is an example. So if we decided to create. Now, we do have some things. For example, we do use Lotus Quickier. Which is kind of like a social media. But we use it internally. We use CA’s product called Clarity, which is kind of like a social media, but we use it internally. So, yes we will be using them. And yes, we will be integrating them. But people won’t even realize, in some cases, that this is a social media. But I can’t see us writing our own.

CH: How do you think that the City and County of Honolulu will integrate social networking services in the future?

GB29: I think that the big opportunities are going to be in the Department of Emergency Management for their broadcasts. Rail. Definitely rail. Anything to do with transportation. The bus. Organizations like street closures because of sewer main breaks, or street closures because of potable water supply breaks. Any of those kinds of things that can give the citizen a “heads-up” about something that is happening. You know, if there is an event happening, or a road closure going to be happening. Or any of those kinds of things. Twitter should be integrated into those applications, to let the people know that those things are going to occur. A simple one-to-many. But, it wouldn’t be your only. That’s the one thing I would have to say, is that: It wouldn’t be your only.
Because there is no guarantee that Twitter will always be up. You might get that flying cow, or the whale. You might get the whale. So, it’s just another vehicle. So when we do the alarms. You know, the Civil Defense does the alarms, every month. Why not integrate Twitter into that particular application. So when the alarms are going off, there are tweets that are going off to say this is a test of the Twitter broadcasting component of the Department of Emergency Management, or of the Civil Defense.

CH: So do you have any questions, or anything you wanted to add?

GB30: Those are good questions.

CH: Thank you.
Transcript of Interview for Thesis:
Conducted on August 23, 2010 at Honolulu Hale Office Building
Department: Budget and Fiscal Services

City of Honolulu Official Interviewed:
Robert Morita (RM) Position: Departmental Staff Executive Assistant
Interview conducted by:
Cassandra Harris (CH)

CH: OK, so the first question that I have is: Do you have a Facebook account for your City and County of Honolulu Department?

RM1: No, we don’t have Facebook.

CH: Have you considered creating a Facebook account?

RM2: Yes.

CH: What were your reasons for considering it?

RM3: Primarily, I didn’t see the immediate need to create one. And actually, I have gotten a little bit smarter since then. Because, probably what - you know, if I had done this several months ago, I guess: getting into Facebook. I probably would have set up a personal page for the department. Which now I understand that, you know, it would probably be better suited for us to go ahead and set it up as, like a business page. That would probably be more - so anyway, that's kind of a fine line.

But, you know, there was no immediate sense of need. And our IT Department kind of started to be in charge. So what they did was, they had set up a whole bunch of Twitter accounts, actually, for every City agency out there. They set it up as a convenience, rather than force every department to start sending out tweets and whatnot. Kind of let it evolve. And so when I noticed that they had these Twitter accounts already set up, then I inquired and the City agreed. So they kind of gave me the login and everything, and then go ahead and manage. They made it sort of simple. They kept it organized that way, too. So, that sort of thing. They are sort of behind, regarding Facebook, yet. I don’t know, I think they are picking up on that. But, we are - I am considering it. For the department, anyway. As far as technical stuff goes. So, I think at some point I am going to advocate that’s what we have. Set up a Facebook account. And use it sort of as an extension of our official City and County webpage for our department. It has a lot more benefits for, you know, compared to the static, the official website. Which kind of requires, yes, it requires effort from the user to go out and seek information from you. As opposed to the whole social part of it, where you post something out there, and if people are interested they can
dialogue. So, It’s a real nice partnership, I think, with the official website. So I am probably going to get there at some point.

CH: OK, great. So the next question is: What problems would you foresee using Facebook?

RM4: Probably, keeping it relevant. Well, maybe not relevant, just keeping it interesting. For us, we are the Department of Budget and Fiscal Services. So, we are the financial arm for the City and County. So, unless you are an accountant or a financial analyst, it’s a challenge to keep it interesting. Unless you want to talk about taxes. Then, everybody is interested, sort of.

CH: Right. What benefits would you foresee in using Facebook?

RM5: Like what I mentioned. You know, the ability to engage in a dialogue. Keep people interested in what you have to say, I guess.

CH: Do you plan to integrate Facebook in the future? And I think you answered this, but…

RM6: Yes, we plan to use it as an extension of our current website. Right now I do have a link on our official City website to our Twitter account. So probably in the future, yes, we will have the same thing for Facebook, as well.

CH: Do you have a Twitter account for your City and County Department?

RM7: Yes.

CH: When did you decide to create a Twitter account?

RM8: About twelve months ago.

CH: What are the main uses of Twitter?

RM9: Primarily, to push out information. Like what I do is primarily, when certain deadlines come around. Like, with the last couple of days. I mean, real property taxes were due today. So I sent a couple of tweets.

CH: How have you currently integrated Twitter into your organization?

RM10: We haven’t done too good of a job. Like I said, I use it when we do have certain key deadlines, filings of properties or filing deadlines, say like a tax. But, you know, what I really wonder is, do I have the right kinds of followers, I guess. Am I, you know, am I just putting something out there and nobody is really listening? Or what? So, that’s one of the challenges that we have: Are we getting the right sort of followers? So that they will actually go ahead and re-tweet, you know, to their followers. I haven’t seen - when I look at the metrics and stuff, I haven’t been too successful at that.

CH: Have you seen what types of people are following you?
RM11: A lot of media. A lot of other government agencies. And a lot of, a lot of folks that are into marketing, I guess. I would say I have about 175 followers. But, I would say, maybe, what I consider to be legit followers are about 30%. So, that’s a challenge, you know. In order to get that 25% of the folks who are actually following, to at least make the subject matter interesting enough so that they will re-tweet it.

CH: Are you seeing citizens following it?

RM12: A couple. Very few. I don’t think there are more than 10 to 15 who I think are private citizens.

CH: What types of information do you receive from Twitter?

RM13: The main thing I use it for is monitoring certain big meetings. Whether it’s here with the City and County, or for the State government. For example, if the Governor is giving the State of the Union - no, State of the State - Address. When those types of big events, you know, you’ve got, especially for the newspapers. I monitor their Twitter accounts. Because what they are doing is they are giving live updates on, the State of the State Speech or in special meetings, that sort of thing. So it helps to get more, I mean instead of me hanging out in front of the TV, trying to listen to whatever is happening. So, I use it for that. What I think it’s helpful for, it’s really for immediate feedback. So, like, especially for Twitter. That search function: Search.Twitter.Com. Just for example, when Facebook went down, I wasn’t sure whether it was my connection, my account, or whatever. So, I went out to Twitter and did a search, just on “Facebook”. And, yes: there were, like pages and pages and pages saying: “Facebook is down”. So it was a validation of that. About 2 or 3 weeks ago when we had that earthquake tremor, on the weekend, and that stuff. You know, I felt it. But, I was not sure what the heck it was. So, you know, I just went to Twitter and confirmed all over the Island, they were saying: “What the heck was that”. That’s why, I think, for my department, ah, not so much. Because we have so very few critical issues like that. But, I can see this being a big boom, civil defense situation. I could have seen this being big, say like, well when we had that Island-wide power outage. People were trying to confirm: is it isolated or is this an Island-wide issue? You know. My understanding is that people were checking their Twitter feeds and finding out: it’s everywhere, it was the entire island. You know, that was, too, where our civil defense guys, our police, they would have to actually go and send people out where it’s happening. If they had developed their Twitter following, or their Twitter knowledge, then they could have just, you know, leveraged all that. And within a few minutes they could have probably realized that.

CH: When was that situation, again? It was during the earthquake?

RM14: Yes, we had two really good size earthquakes, and all the power plants shut down. The whole island went down at once.

CH: Right. I remember that. I was just making sure that I was thinking of the right thing.

CH: We talked about this a little bit: Do you use any information from Twitter, and does the information vary according to a particular issue or topic? If so, how?
RM15: You know, I use it as, what I always like to say, I just use it as another way to kind of keep involved. I would never use it as a source, or citation, or any stuff out there. That’s the tough part about Twitter, as well. A lot of information - people purporting to report a lot of information. Your ability to be able to verify that information: that’s tough. I do use it as another tool.

CH: What important differences, if any, are there, between the information received through Twitter and the information received through other methods?

RM16: It is like what I talked about: being able to validate and verify. I would have a tough time, even if it came from a credible source. If it was a journalist or someone, say, some credible source out there. Just because they threw the tweet, it’s not, like, it’s not necessarily something that - I would sort of have to preface everything, it’s like: “From Twitter - “ but, you know: “This person said, this - ”.

CH: Right. This goes into that, too. What are the main problems that you face currently with Twitter?

RM17: Yes, so that. Well, there’s that: being able to verify information. And, maybe it’s just me, but it’s more just the volume of information. You know, for the life of me, I don’t know how people follow, when they have a massive following. How they can actually manage their messages. And, then, the thing I mentioned earlier: Trying to attract the right types of followers. What I do put out there becomes relevant.

CH: Are you doing anything right now to try to poll followers?

RM18: At the moment, no. At first I was, just through - just through reciprocation, right. I was, trying to follow - I was beginning to follow the kinds of people who I thought would help to legitimate myself, I suppose. And hopefully, their followers would latch onto me. So that was probably the only true effort. I am not interested in just numbers. It was more of a qualitative thing. Which, according to the advice given out there, I was trying to get.

CH: Right. Is there anything else?

RM19: No.

CH: OK. What would you describe as the benefits of using Twitter?

RM20: My big thing is the earthquake scenario, and everything goes down. If I waited to, like search the Star Advertiser website or something like that, it would be four hours later that maybe - maybe that information would be out there. That’s the nice part about Twitter. You put in a few key words.

CH: Do you have plans to further integrate Twitter in the future of your organization?

RM21: Yes, well when you say, “integrate”, what do you mean? You mean, just more incorporating it into our business process?

CH: Yes.
RM22: Yes, I suppose so. Now there is a certain limit as far as how much information, you know. Largely our process is - it’s the budget development. The budget is a weird thing. As soon as the budget is passed, and everybody agrees upon it, and then it goes into effect for the year, they all lose interest in it. It’s sort of like yesterday’s news. What people want to know is: What about that budget that isn’t done yet? What are you guys planning to do? How are you going to help certain programs? How are you going to repave my road? That sort of thing. That’s what people are just dying to get at. And you would think ideally, well, that would be just perfect for something like Twitter. You know, you just put it out there and give people a little bit of what they are looking for. But, no, realistically we can’t really do the entire - Because things change, and budgets sometimes only come together late. So that’s the unfortunate part. In that, I know that if we were to take that approach where we actually start to release information prior to the budget being passed, then that would be kind of fun. For sure I know I would attract a lot of followers. But that’s just not how business is done. I plan to integrate it, yes. But, you know, it’s in the form of just announcements: Here is a deadline coming up.

CH: Do you have any other types of social networking service accounts for your City and County of Honolulu Department?

RM23: No. Aside from looking at the setting up Facebook.

CH: And then: do you plan to integrate other social networking services in the future?

RM24: Yes. So, again. So, as much as we integrate Twitter, I would imagine we are going to.

CH: Do you have any ideas about how you would integrate Facebook?

RM25: I mean, sort of. Putting a link on our official website. From there, probably - honestly, I really don’t. I think, what kind of interests me, yet scares me at the same time, about Facebook, is the ability to engage in a meaningful dialogue with folks who choose to follow you. Say if we could get into a subject. Say I put something out there, saying, ok City Council passed real property tax rates. And so, you know, folks will add their comments. Then, it becomes a little bit deep. You are a government entity. And, you want to keep things open. Yet, at the same time, do you want people, like, ripping on you? About your policies, and whatnot on your own Facebook page? So, you know, you run into this problem of: Do you need it? Which, I really don’t think you should. So, you begin to wonder: Do you want to get into this in the first place? That’s the part - that’s my challenge right now. All the different scenarios and how we would respond to them, before we actually put out a Facebook page.

CH: Is that something you see different from Twitter?

RM26: Right now, like I said, I am not getting into any kind of conversations, or any type of threading, on Twitter. But I could potentially see it with Facebook. And I have read about a couple of other, mainland jurisdictions that have run into that issue. Where someone had questioned something about that particular jurisdiction. You know, salaries, say. There is sort of this question about - they had actually asked that jurisdiction for an answer on their Facebook page. And while they did answer it, you know, later, the host -
they actually removed an earlier question. Now you are getting into, you know: is that really proper? I don’t know. So, those are the kinds of issues that we want to make sure that we get squared away before - how we are going to manage that. Because it’s going to happen…

CH: Right. And then: How do you think the City and County of Honolulu will integrate social networking services in the future?

RM27: That’s a good question. I would be interested to hear what Gordon Bruce had to say. We will probably take the direction from him. It will sort of depend. You know, in the City and County, anyway, probably more so than the satellites, it is centralized. So, whoever sits in the Mayor’s Office -- they may choose that. We will take our direction from there. We are our own little part of the world, but we are still a part of them.

CH: OK. The other questions I had were about the future of Facebook and Twitter, which we have reviewed. But, do you have anything to add?

RM28: We should try to leverage, I think, some of the power of that. But, what I would like to see is, when the opportunities come, I would like to have government be able to outsource some. The traditional way, right, is we are meeting, we do a survey. So, say if on a land that was not being developed. What would be the best - what would be a good use for that? That’s the kind of question I would like to throw out there. And find out what comes back. And maybe city government then would find out, ok: What’s the most important thing in certain communities that the city can help with. Maybe it’s not potholes anymore. I just think that maybe we need to be able to send - to get more interaction. A lot of people show up, you know: if you want to get your opinions known, stand up and be recognized. But, that’s not for a lot of people. Again, using it as an additional tool to do that. It’s good. It’s good for the younger generation who are going to be around for a long time. There are a lot of older people out there. We’ve got to make sure we don’t leave anyone out.

CH: Would you like to add any thing else?

RM29: No.
Transcript of Interview

Data: Thesis regarding Social Networking Services & City and County of Honolulu

Conducted on August 13, 2010, at the Honolulu Hale Office Building

Department: Office of the Mayor

City of Honolulu Official Interviewed:

Bill Brennan (BB)

Department: Office of the Mayor  Position (Press Secretary)

Interview conducted by:

Cassandra Harris (CH)

CH: Do you have a Facebook account for your City and County of Honolulu Department?

BB1: At present, I don’t believe we have a Facebook account for the Office of the Mayor.

CH: Have you considered creating a Facebook account? Why or why not?

BB2: I don’t think it has really been seriously considered. And I’m not sure exactly why or why not that is. I think… As you know, we have a Twitter account for this Office that was created for us by our Department of Information Technology. So, we kind of accepted that as something we could look at using beneficially for the citizens of the City and County of Honolulu. We haven’t gone much beyond there to needing a Facebook account.

CH: Since you don’t have a Facebook account, I have some hypothetical questions to ask.

BB3: Sure.

CH: What problems would you foresee using a Facebook?

BB4: I don’t know that there would be any problems, per se. One of the things to consider would be the amount of time needed to be devoted to keeping that current. It may or may not be a lot of time. I wouldn’t know.

CH: What benefits would you foresee in using Facebook?

BB5: Well, I would imagine that the benefits would be similar to the benefits that exist from using the Twitter account. And that is basically having an additional communications tool to relate information to followers, or in Facebook’s case, “friends”, I guess. Provide them information. And, as those people are likely to be connected to
other people, that it could, like, have a multiplier effect. So that would be a benefit I could see, and one that I know exists from our use of our Twitter account.

CH: Do you plan to integrate Facebook in the future of your organization? If so, how?

BB6: Sure. That decision would be made. It might be something that the next Mayor and our Department of Information of Technology would make.

CS: Do you have a Twitter account for your City and County Department?

BB7: Yes.

CH: When did you decide to create a Twitter account?

BB8: Actually, I think it has been a couple and a half years.

CH: What are the main uses of Twitter for your Department?

BB9: We have used it to provide information. Also, to comment on news of the day. To share that with the residents of the City.

CH: How have you currently integrated Twitter into your organization.

BB10: Pretty much that way. As I say, as an additional communications tool to reach… and actually, with the followers we’ve had, we certainly reach more than just the residents of Honolulu.

I should explain something. Initially, we had an account…. It was called “Mufi Hannemann” who was the Mayor. And that was a City account. And the information that was provided through that account was related to the Mayor and his role as Mayor. It came to a point where we realized that he was going to become a candidate. At that time … or there was a possibility that he was going to become a candidate… At that time, the Department of Information Technology created a new account, called “HNL underscore Mayor”. The thinking behind that being that, whoever the Mayor is, and for as far into the foreseeable future, could use the HNL Mayor account. The Mufi Hannemann account then became a personal account of the man that is now the former Mayor. And even while he was still Mayor, it was a personal account of his. So that he could put… because there are ethics rules governing use of City premises, equipment, etc. for campaign purposes. Mayor Hannemann wanted to be sure that there was no question or conflict between what would become his campaign and official City business. He has always been very careful of being above board ethically, with those kinds of things.

So.. And basically, I maintained the HNL account, and would make sure that there was only City-related business or information provided on that account. And what he did on his personal account was done somewhere else by someone else, separate and apart from City government. We had to make that distinction.

CH: Do you still maintain that account for the City?
BB11: Yes. But I haven’t in recent weeks since Mayor Hanneman left office. He left on July 20th. I worked on July 21st. Then I went away to San Diego. So, I am just recently back, as you know. So I haven’t put anything on there since my return. And I don’t think there is anything on the Honolulu Mayor, entered on the Honolulu Mayor since he left office. So there are probably a couple of weeks that I need to go in and catch up on. But I’ve been catching up on other work, so it’s something I need to get back to.

CH: What types of information do you receive from Twitter?

BB12: I don’t know that we get. … Any information that I get, some of it is provided by other City departments. So, DDC, for instance,… and Russ and his gang will put something out about some construction project that they’re about to begin. And that will show up on my Honolulu Mayor account. So that information I have. But I kind of know about that stuff anyway from where I sit in my office as Press Secretary for the Mayor’s Office. Other information comes from places… maybe outside of Honolulu. So if I put out something about… let’s say for instance the Federal Transit Administration says something… or approves our City application to move into a certain phase with our rail transit project. Someone from another city where there is already in place a rail transit, will comment and say… you know: “we’ve exceeded our ridership expectations in the last year and a half.” Something like that. I think more often than not, just by the nature of the Office, that is, Mayor, there are more comments made than there are… than there is, information provided. You know, it’s more like: “hey, keep up the good work”.. or “that’s great news, can’t wait till we finally build the transit… the train…” So it’s more commentary, I think … than information. Because we are kind of the information hub. We are the providers of information for the City. As I say, for the Honolulu Mayor account, being that it’s an elective office, and a political job by nature… What I see at Honolulu Mayor….. are more comments. Some information, but mostly commentary from our followers.

CH: From the information that you do receive: How do you use the information that you do receive from Twitter? And does the information vary according to a particular issue or topic? If so, how?

BB13: Basically, if it’s information that I think needs to be shared, I’ll re-tweet. Or maybe I’ll even make a call to the Department that has provided the information, and ask them more about it. And kind of refine the message, and put it out another time. So,… I’m just trying to think of a “for instance”. Let’s say that somebody in one of our departments realizes, like there is a bad accident and the freeways are closed. And, maybe they tweet that before I get the information to tweet. Then I will see that, and I will think: “Oh, you know…. I should share this, too”. Because the Mayor’s Office has many more followers, so this would help disseminate that information to a wider audience. So I will either re-tweet that, or maybe I will re-tweet it and make a call, get more information, and update it. Or when the accident is finally cleared, I’ll put that information out. So, yes, that kind of thing. It’s more kind of breaking news, or possible emergency-sort-of situations. I know the morning that … were you here for the tsunami… that wasn’t?

CH: Yes.
BB14: You know like at 10 at night … 11 at night, they said it would be here at 11 in the morning. It was on the news: blah, blah, blah. I think I tweeted from home. I think on the site, I tweeted: “Hey, tsunami warning…” and maybe went to bed. And said in the morning, hey you got to come in… blah, blah, blah. Before I left home… you, know. I tweeted kind of thing, you know. And just to let people know. And maybe, I’m trying to think, if The Department of Emergency Management, who is kind of our closest department to that kind of mission, put some of that out, too. I would have to go back and look at who tweeted what that day.

CH: What important differences are there, if any, between information received through Twitter and information received through other methods?

BB15: Well, the message via Twitter is concise. Usually, though, there is … and in a lot of the information we provide, we provide a link to further and more thorough explanation of the 140 character message you have room to send. So, I guess as far as … I mean, let’s just say for instance, I get a tweet with a link to a newspaper article. The information in the newspaper article (which I can read with or without having been notified through the Twitter account). Now maybe I wouldn’t have read it, if it weren’t for me seeing the tweet with a link to that particular article. So, I think the source of the information might be the same. But, the sources put more in front of your face via Twitter, than leaving it up to me alone to go and find that same information. Does that make sense?

CS: It does make sense. What are the main problems that you face currently using Twitter?

BB16: I don’t know, I don’t see problems. You know, I think it’s a good tool for government to use. And I think it supplements information that the mainstream media decides is worth reporting. You know, I think it’s good for us to call attention to news and information that happens in the City every day, or every week, or every month. that you would not find because of some editorial decision at some television station or some newspaper. The nature of the news that they want may not include all of the information that we would like to put out. So, I find that very helpful and important.

CH: This goes along with what your are saying: What would you describe as the benefits of using Twitter?

BB17: Just, wider dissemination of some information that we want to get out.

You know, another thing I’ve noticed… and this is just what I’ve noticed… in the online version of newspapers, the last couple of years, they have a “comment” section, where people can go in anonymously, and say something about the article that is presented. And it doesn’t even have to be… and often times does devolve into less than appropriate commentary. It’s an opportunity for people to take potshots and disseminate misinformation, for an agenda (political or otherwise) that they might have. With the Twitter account… I find most of the people who want to comment … and as I mentioned earlier, what I see more is commentary than information for this particular account… most of that is much more civil, appropriate and positive. And I like that. You know,
because I am used to … I mean, from where I sit… I see a lot of negative things, and incorrect things, said in commentary sections of online publications. And I don’t really have time to answer all of that. Nor do I… or I wonder whether I should. I don’t know if it should be a way that I use my time as a City and County of Honolulu employee.. But, it’s refreshing, then, to see much more.. as I say… civil, appropriate and positive comments on the Mayor’s Twitter account. Provide information or news or commentary for the Mayor. Let’s say we are repaving roads in Kaimuki. “We are sorry for the inconvenience, but you will be happy when it’s over”… kind of thing. “Thanks, Mayor, for redoing my road. Hey, the new 6th Ave. is a joy to drive on again.” And if the newspaper decided to do that story… and they may or may not…. You could get comments like: “Oh, what a waste of taxpayer money.” Or, you know: “This should have been done 10 years ago.” Or, you know: “How come it cost so much?” Or: “I bet contractors are..” you know.. “giving a lot of money to your campaign, and that’s why you are giving them work.” You, know. And its, “Well, how come you are only doing it, where like rich people live?” Or…you know, it’s really bothersome, sometimes, to see where the commentary goes. I find a lot of it very offensive. Very racist, sometimes. Very insensitive. Very untrue. Inaccurate. And no one seems to care. Whereas, I see in the Twitter account, it’s like: “Mahalo, Mayor, for doing this.” You know… and it’s nice to see. And I don’t know why that is, necessarily. I think, maybe because if you choose to follow someone, and it’s not necessarily a “friend” thing… but it’s a “friendlier” thing… You know, like: “I want to follow… I want to know what the Mayor has to say. Not because I want to rip him every chance I get. But, I just want to know what’s going on.” So I think that there might be more of that kind of a positive connection between follower and Twitter account holder, than there is where there is this anonymous cyber-land, you know: “I can say whatever I want, nobody is going to know it’s me. I can not be truthful, or honest. Or, I can say whatever I want and hide.” That’s just another observation of mine, in keeping this account for the last couple of years. Now, the Mufi Hannemann account, when he was Mayor, grew to about 600,000 followers. And so some of it is, kind of, international. I remember people writing back in languages I didn’t recognize, and stuff. Which was kind of fun. National and international. So, like when the Mayor would … well one time, he went to a … He was kind of a trustee and an officer of the U.S. Conference of Mayors… which is the national body of Mayors… and they meet regularly. In Washington, or other places around. And I know that one time he went to Rhode Island for something associated with the U.S. Conference of Mayors. And I tweeted something about him… you know, being there at those meetings in Rhode Island… and you see people, who are transplants from here… who are living in Rhode Island… who respond: “Oh, you know: “I didn’t know …. maybe I’ll see Mufi at dinner tonight.” Or, somebody will write and say: “I did see Mufi at dinner tonight.” You know: “I didn’t know he was here. It was great to see him. I didn’t realize he was so tall.” Or, whatever. You know, that kind of thing. So, I think, with that kind of following, nationwide and internationally, was a way for people who once lived here, or who have relatives who lived here, or that kind of thing, to also stay in touch with the Mayor. And that was kind of a nice benefit, too.

CH: Have you used any of the comments that people have replied on Twitter as information in your office?
BB18: Not often. But sometimes I would call to the Mayor’s attention, something I had read that had been brought to my attention. Like: “Look at this use of alternative energy in, you know, Sacramento, California.” For instance. Or something like that. So, yes, something like that, that I would say: “Hey, I got a re-tweet from somebody maybe I don’t know.” Or some reply that will take you with a link to an article, and I will print and share with him and others in the Administration: “Hey, here is something that someone said we should look at.” And I don’t know necessarily that’s gone anywhere beyond that, because then it’s kind of out of my view. But, yes there have been times that I have done that.

CH: Do you have plans to further integrate Twitter in the future of your organization?

BB19: I feel it’s pretty integrated. You know… We are using it. I mean, I’m glad the Department of Information and Technology thought that this would be a good thing. Initially it was like experimental. You know: “let’s just see what we do with this. And, if we get any followers, if anybody cares.” And we found that it did. That people re-tweet our messages. And that’s a good thing. You know, so that it has that multiplier effect. It gets out to a wider audience. So, yes, I mean, I feel … As I say, it is mostly a Department of Information and Technology creation, as opposed to this Office’s creation. So, the DIT Director called me or e-mailed me and said: “Hey, we created a Twitter account for the Mayor. Here’s the account name, and here’s the password. So, you know, go in there and use it, and have fun, and that kind of thing.” So it’s created outside this Office, but I really think that for a couple and a half years, that a lot of good has come out of it… And some of it is kind of on the lighter side, too. You know, “Congratulations to this Little League team that just won the World Series in Pennsylvania. They make us proud.” You know, that kind of thing… where the Mayor would… I mean he would sincerely feel that, and say this is something we need to get out. It might not be, you know, crucial information, or even City government-related. But it is the Mayor of the City, you know, feeling proud about an accomplishment of residents from here who have achieved …You know, whether it’s a robotics competition, or an athletic event, or a culinary class at KCC, or something that does well in a national contest. So, a lot of it is kind of on the lighter side, too. But, I think that helps people see it in a more… like away-from-the-office–side of the office holder. And get to know his personality a little.

CH: Do you have any other types of social networking service accounts for your City or County of Honolulu Department?

BB20: Not that I know of, no.

CH: Do you plan to integrate other social networking services in the future?

BB21: I wouldn’t rule it out, but I don’t think there is anything on the drawing board for now.

CS: How do you think that the City and County will integrate social networking services in the future?

BB22: I don’t know… I think it would be more of, like an expansion of what we are doing now. I don’t how many, or if all departments, have Twitter accounts. I just don’t know.
You know, they may or may not. But, for those that may not have, it might be something that might be considered. Some departments are probably more comfortable and Twitter-savvy, and use it well. And other people are just kind of feeling there way around it initially. I mean, I can see the day where … probably in the not too distant future… where every department has an account, and someone is assigned to maintain and provide service to that account. At least as part of their job, or something. I don’t think it would ever be a full time job. I don’t know that the public would necessarily approve of having .. you know… a Twitter account guy in the Mayor’s Office where that would be his only job. But, as I do… as Press Secretary and somebody who is in a position to provide information to the news media and residents who call, etc., it would be just one more assignment, or part of your job description. And I can see that happening. And I don’t know what the State does. But, you know, they are bigger. And they are all-islands, and state-wide… That might be something they might want to use that way.

CH: So do you have any questions, or anything you wanted to add?

BB23: No, not really.
Interview Questions with Responses provided by e-mail

Data: Thesis regarding Social Networking Services & City and County of Honolulu

Email received on September 24, 2010

Department responding: Department of Transportation Services (DTS)

Interview Questions provided by Cassandra Harris

1. Do you have a Facebook account for your City and County of Honolulu Department?

2. When did you start using the account/s?
   DTS 2: Early 2009.

   a. What are the main uses of Facebook?
      DTS3: The Honolulu Rail Transit Project uses Facebook as an online social media tool to connect with the community and educate the general public on the project. It’s a part of our overall integrated communications strategy that includes traditional practices such as marketing, public relations, advertising, and promotions, along with interactive media efforts. In addition to our Facebook presence, we use our website, electronic communications (eNewsletters & eBlasts) and other social media tools.

   b. How have you currently integrated Facebook into your organization?
      DTS4: Facebook, as well as Twitter, YouTube and Vimeo are online social media tools that we use to reach different audiences to provide information to people who want to learn more about the project. Facebook allows us to provide information, photos and videos in “real time,” or much more quickly than more traditional routes. Social media tools such as Facebook also allow us to connect with different segments of the public: Facebook users tend to be ages 20-45 with a heavy concentration of users in their 20s and 30s.

3. What types of information do you receive from Facebook?
   DTS5: Although most of our activity is sending information out to the public, from time to time, we also receive comments back from users on important issues or news related to the project. Some users may ask us direct questions, which we may respond to publicly or direct their question to the appropriate person for a response.

4. How do you use the information received from Facebook?
DTS6: It’s used as feedback on the project and also helps inform our messaging. For instance, if there are questions around a certain topic, then we can adjust our efforts to provide more information to the public in that particular area. Feedback is particularly important on a project of this size and scope.

a. Does the information vary according to a particular issue or topic? If so, how?

DTS7: Feedback may vary from topic-to-topic or issue-to-issue. Generally, comments are quite positive on our social media sites.

5. What important differences, if any, are there between information received through Facebook and information received through other methods?

DTS8: Facebook and social media responses usually follow something that is published online (news stories, news releases or new information) or it may be a general comment left by a user who has seen or heard news elsewhere (traditional TV news, newspaper, etc.).

6. What are the main problems that you face currently using Facebook?

DTS9: The general issues that we face in using our social media tools include keeping our content fresh and making sure we have regular posts. In addition, online social media tools like Facebook and Twitter can sometimes create an online personality for the organization that it serves. We have yet to make that leap. Our main concentration at this time is to primarily provide information on the project to the public.

7. What would you describe as the benefits of using Facebook?

DTS10: The benefits of using Facebook are that the information provided is immediate, you can receive feedback and you create an online community of people who take a great interest in what your organization has to say. It also serves as a “living document” of news and communication from your organization, with an automatic archive of what’s being sent out to the masses.

8. Do you have plans to further integrate Facebook in the future of your organization?

DTS11: Facebook is part of our online media communication plan and strategy along with our website, electronic communications (eNewsletters and eBlasts), and other social media tools like Twitter, YouTube and Vimeo.

9. Do you have a Twitter account for your City and County Department?


10. When did you decide to create a Twitter account?

a. What are the main uses of Twitter?
   DTS14: Same as Facebook, to educate the general public on the Honolulu Rail Transit Project and provide information to large audiences regarding rail.

b. How have you currently Integrated Twitter into your organization?
   DTS15: Yes, in the same manner as Facebook.

11. What types of information do you receive from Twitter?
   DTS16: Same as Facebook response above.

How do you use the information received from Twitter?
   DTS17: Same as Facebook response above.
   a. Does the information vary according to a particular issue or topic? If so how?
      DTS18: Same as Facebook response above.

12. What important differences, if any, are there between information received through Twitter and information received through other methods?
   DTS19: Our Twitter feed is produced via our Facebook posts, however sometimes we do have some personalized tweets that go out on Twitter in a short and concise 140-character post. In addition, we may post quick photos from an event on Twitter as it occurs to share an experience with users (example: a photo of the mayor visiting our transit booth at a trade show accompanied with a brief caption).

13. What are the main problems that you face currently using Twitter?
   DTS20: It’s hard to communicate in 140 characters – so Facebook’s ability to connect to Twitter and generate a Facebook post as a tweet is great as we complete two posts at once.

14. What would you describe as the benefits of using Twitter?
   DTS21: Same as Facebook response above.

15. Do you have plans to further integrate Twitter in the future of your organization?
   DTS22: Same as Facebook response above.

16. Do you have any other type of Social Networking Service account for your City and County Department?
   DTS23: No, there is no IM or blogging features at this time.
   a. If yes, please note the name of the service/s.
      i. What are the main uses for this service/s?
17. Do you plan to integrate other Social Networking Services in the future?

DTS24: Possibly.
   a. If so how do you plan on integrating other Social Networking Services in the Future?
   b. If not, why?

DTS25: Blogging and IM services are quite time intensive as a representative needs to manage blog and IM activity as they occur or at least on frequent schedule.

18. How do you think that the City and County of Honolulu will integrate Social Networking Services in the future?

DTS26: Right now, the City and County of Honolulu utilizes the basic online social media tools – the Facebook, Twitter and YouTube for instance – in conjunction with website.

   a. Specifically, how do you think that the City and County of Honolulu will integrate Facebook in the future?

DTS 27: Certain departments have already integrated Facebook and Twitter into their overall online communications plan. Its use and expansion is based on the department’s need to communicate with public via a social media medium on an on-going basis and if they need to push information out to the general public to educate and/or inform them on a topic or issue on a regular basis.

   b. Specifically, how do you think the City and County of Honolulu will integrate Twitter in the future?

DTS 28: See response above.
Appendix N. Phase II SNS Citizen Participant Transcripts

Transcript of Focus Group for Participating Citizens

Data: Thesis regarding Social Networking Services & the City and County of Honolulu

Conducted on September 01, 2010, at the University of Hawaii at Manoa Campus Center

Focus Group: Participating (in government Social Networking Services) Citizens

Conducted by: Cassandra Harris (Moderator)

Moderator transcriptions annotated with “M” with a number designate questions cited in tables designed to analyze responses by focus group members.

Moderator

M1. We are now recording. I am going to ask you questions in two sets namely general methods of receiving information; these will include some questions regarding Facebook and Twitter. And then the second set will be general ideas for the future use of government of any social networking service. Actually I’m asking four sets, I’m sorry. General ideas and then I’ll ask two sets of Facebook and Twitter questions. The Facebook and Twitter questions are going to be in the middle, we can go over those quickly; the meat of the questions are going to be the first set and the last set. Our first question I’m going to ask you are going to be about the general methods. How, if at all, do you currently receive information about the City and County of Honolulu Government news and activities?

Maleko

I think most of the information that I would perhaps receive from the website, county website, but as far as notification of when to go to a website maybe, through the news.

Kalei

I get mine through e-mail.

Leilani

I’m Leilani, I just started following them on Twitter so they haven’t done anything recent or too recently, so I get a little bit from there but for the main part it’s going to be either morning or nightly news or if it’s something specific that I need to know, that I’m trying to find out for myself I’ll go to the website.
Healani

I actually work for the city so I’m the one who update it. So I get my information of course from meetings, we’re the ones who draft the press releases; we get it internally so really, the reason I’m here is to hear how effectively the messages are –.

Maleko

I want to get on the press release mailing list.

Louise

Ok yeah. Are you on it; is that what you were saying?

[00:01:50]

Moderator

M2. What are the main issues about the City and County of Honolulu Government, about what you receive information?

Leilani

For me generally it’s about, like the most recent issue at hand or mainly I guess politically what’s going on or if they’re doing construction on the road or anything or if it’s going to cause a big problem in Honolulu or it’s going to affect traffic a lot as usually, just going on what to be expected but nothing too specific. Nothing like as specific as what I’ve seen on their Twitter pages, for example.

Maleko

Can you rephrase the question?

Moderator

It’s what are the main issues about the City and County of Honolulu Government or what are the main issues such as what’s going on in the news, would it be pot holes or that area you’re…

Maleko

I think I would be interested in their recycling program. I mean it’s good that they have sort of a recycle now, where you have regular refuse and you have green and you have combust. That’s kind of a good thing to know about, I’d like to kind of keep up on that and stuff like if there’s programs to recycle your gear and things, I think there may be some programs, I think UH is doing something but I’m not sure if the city is. I guess the other things that would have most to do with refuse, like there’s days when they can come and pick up larger pieces of stuff and it’s not a regular day so you have to kind of find out when that is, so that’s another reason to go in and try to find out when that pick up might be. Another thing that I know I’ve had to try to find out, is the trees that are planted along the street, sometimes those get overgrown or they need some kind of
trimming or something, that’s another reason why you’d have to kind of go in to find out who the right person is to contact.

**Moderator**

That’s a good point but this is the issues that you’re currently hearing about, what information are you currently receiving? Not just in Twitter but through a more global search about the city.

**Maleko**

Stuff like community infrastructure, whether that’s able to sustain the population size. You always hear about streams overflowing because of refuse, we’re hearing a lot of that especially coming on to winter season. You also hear about stuff like, sewer overflows and whenever that happens it gets dumped into Ala Wai or gets dumped into something, you also hear about that.

**Leilani**

I agree with the infrastructure especially about the rail and everything that’s going on with finances, city finances because I guess, those are the things that are most concerning to the public and what everybody is really wanting to know about. Like, do we have enough money for certain things, is this really going to happen, like various things like that and I think those are the things that get put forward the most, probably just because they know that it’s an issue that they have to deal with and address and that’s what people are wanting to hear about.

**Moderator**

M3. That was Leilani and prior to Leilani it was Maleko. Do you generally communicate your views about this issue to anyone?

**Kalei**

Maybe if I even thought of it, then the Mayor.

**Moderator**

The acting Mayor would be Kirk Caldwell?

**Kalei**

Caldwell.

**Moderator**

That would be Kalei, this could be with people, this could be with friends or families.
Leilani

I wouldn’t say on a daily basis, but it comes up and people ask me, what you would prefer the hot lanes or the rails and we’d just kind of have a short conversation about it, maybe four times a month, just kind of talking story with people that would come up.

Maleko

Yeah this is Maleko, it always it comes up maybe in the water cooler discussions and mostly at work.

Moderator

M4. With whom do you communicate their views or do you discuss that? Do you communicate your views on Facebook?

Maleko

Not usually, I mean not in this case.

Healani

Yeah I do. If there’s an article like in the Star Advertiser or in any of the local publications like Midweek or anything like that, I have to monitor the media all the time but I know a lot of other people don’t have time to read the paper or don’t always get a chance to watch the news, so I will share that on my Facebook page and I will re-tweet – when we get to the Twitter – but yeah and so then, people who are interested, can see it in a different form if they’ve missed it on the newspaper or on the news.

Leilani

I do but only when it’s a view or an issue that I feel particularly strongly about but not regularly, especially if its an issue that if I’m talking about it, everyone kind of knows what I’m talking about because it’s not that big of an issue or like I said if it’s something that I really feel —.

Moderator

M5. Is there a specific way that you communicate your views on Facebook?

Leilani

Just in my status updates, I guess. Is that what you’re looking for?

Maleko

I think in terms of expressing views, because we’re not the source of the information, we would be expressing some opinion that we might have about a situation and normally I would tend not to necessarily express that view just purely on Facebook unless it was something that really bothered me. So, let’s say they didn’t come pick up the rubbish or
something, I don’t think I’d go and say oh they didn’t come pick up my rubbish and put it on Facebook, it wouldn’t be something that would prompt my desire to do that.

**Moderator**

Right and how do you communicate your views on an official City and County of Honolulu Government operated Facebook?

**Maleko**

No.

**Leilani**

No.

**Moderator**

M6. Do you communicate your views on Twitter?

**Healani**

I re-tweet constantly, for the same reason that I share on Facebook because people may have missed it.

**Moderator**

That was Healani.

**Healani**

Healani, yeah.

**Maleko**

You know on Twitter, I remember twitting something about when it was raining I noticed that there was a lot of suds kind of on the road, like it was getting foamy and this seemed to be happening on a number of different roads, not just in one spot, it was across miles of roadway and I remember twitting that and wondering, what is it about the substances on the roadway that would cause this sort of sudsy. But that’s just an observation, right. It’s not necessarily a view or opinion but it had to do with the roadway.

**Moderator**

Right.

**Leilani**

For me on Twitter, it’s not often but I’d say more so than I would on Facebook just because of the immediacy of Twitter and how it’s just kind of more little thoughts because it’s less than 140 characters and it’s what’s on your mind at the moment, whereas my status updates on Facebook I feel like general and I don’t really update it everyday.
but on Twitter it’s multiple times a day so I think I get more out. When I do communicate my views, I think it would be more so on Twitter than it is on Facebook.

**Maleko**

You know, what I normally do is, I push my tweets up to Facebook anyway, so if it goes on Twitter, it would go on Facebook, but I don’t necessarily put specific stuff on Facebook, it would normally go first to Twitter and then pushed up to Facebook.

**Moderator**

Have you communicated or how have you communicated…Luisa went over, is there any other way besides re-tweeting that people communicate about their views on Twitter?

**Healani**

I was sending it to specific media, like mainly the media.

**Moderator**

Have you communicated your view on an official City and County of Honolulu Government operated Twitter account?

**Kalei**

Sure I have.

**Maleko**

What do you mean by that, have you communicated your views on an official government – we wouldn’t be communicating our views on that account because we don’t run that account?

**Healani**

But if you reply or if they posted something and then you replied to it that’s communicating with them or if you mentioned that like what she said.

**Kalei**

Yeah.

**Maleko**

Ok, ok. Yeah, I read this differently I just thought if you communicated your views on an official or maybe, you know what I mean?

**Kalei**

Yeah, kind of.
Moderator

M8. Do you communicate your views in any manner other than Facebook and Twitter?

Maleko

Yeah, I would probably put something on a blog if it was sensitive enough to warrant a longer form of communications in the form of a post or something. So, where Facebook and Twitter tends to be short form, blog post would be at least a couple of hundred words.

Kalei

On only blogs? What if it’s a person?

Moderator

No, it can be a person.

Kalei

I meet with the council members.

Healani

I will certainly comment on the website of like the Star Advertiser or something. If the article doesn’t have the correct information or if other people that are commenting are like off the track or they have the wrong information I will do that. I also send memos to the editor.

Moderator

Do you have anything to add?

Kalei

No.

Healani

Call the complaints line. Just kidding.

Moderator

M9. So I’m now going to ask you a set of questions specific to Facebook. What are your main reasons for using Facebook?

Leilani

For me it’s more a social connection, staying in touch with old friends, new friends, people I meet, just kind of build my social network, especially if I meet someone once and they add me on Facebook or something, we’ll stay in connection just by commenting
on each other’s statuses and pictures and if I run into them again, I feel like there is more of a reason to talk or approach then and say, “hey it’s me.” Rather than if I met them one time and I don’t think he’s going to remember me, I’m not going to say hi. And also, just to kind of keep myself up to date with organizations or other businesses that I follow and stuff like that.

**Maleko**

I think Facebook, as compared to Twitter, Facebook you can have this threaded conversations, so even though most of my Twitter posts would get pushed to Facebook, it’s interesting that on Facebook, you could have this threaded conversation where people would comment on that, whatever message or status that you put up there and other people could come in and respond to that as well and then there is this sort of ongoing conversation that takes place because whenever somebody posts a message to that thread, everybody gets emailed that another comment has been posted to that thread. So, whereas in Twitter you can have a lot of people that reply you, but it’s not like it’s connected, it’s not like all the people that have replied you on a particular topic all get informed that that’s happened, whereas if it were to take place on Facebook, everybody who replies to that post will get notified that somebody replied to something. So then, what’s interesting is when people post photos and you’re in the photo and somebody says something about the photo and then those threads get longer and then everybody is jumping in there and they all get emailed that somebody has responded to that post. So it’s kind of an interesting dynamic.

**Kalei**

It’s really good for marketing.

**Moderator**

**M10.** Are you connected to any City and County of Honolulu Government operated pages on Facebook?

**Maleko**

If you consider Mufi Hannaman part of the city, I’ve got his page or part of his group or like his fan page or something.

**Moderator**

I’m just going to jump in.

**Maleko**

Sure.

**Moderator**

Anyone else?
Kalei
I follow a lot of other groups.

Healani
Me too, all the ones that I know of anyway.

Kalei
Yeah.

Moderator
Ok.

Maleko
Which ones are you aware of?

Healani
The Zoo.

Maleko
On Facebook?

Healani
Yeah.

Kalei
The Aquarium.

Maleko
The Aquarium is UH?

Kalei
Oh.

Moderator
Ok. I’m going to jump in because I don’t want to …But there are few Facebook pages then there are Twitters.

Healani
Yes. I think if there was somewhere where they were consolidated like on the main Honolulu.gov website, there is a Twitter like symbol and if you click on that it has the...
drop down of all the Twitter page so far. So you can just add yourself to all of them whereas for the Facebook, I don’t think there is anywhere you can find all the links, so you’d have to kind of look for them in Facebook which is a hassle.

**Maleko**

There is a unique link to each one of the Facebook pages which you could hyperlink from [Honolulu.gov](https://honolulu.gov) so that if people were to be interested in all the Facebook fan pages that exist for the city, you could create those links in there.

**Healani**

Yeah, I think you’d have to, yeah.

**Kalei**

As long as it’s legit though.

**Healani**

I think you’d have to, yeah.

**Maleko**

Well if it’s on their website it would be legit.

**Kalei**

Yeah as long as you just check it out and make sure.

**Maleko**

Yeah, yeah that would be good.

**Moderator**

**M11.** Those are good comments so we’re moving on to the next question, which is, why did you decide to join your local government Facebook pages?

**Healani**

Because I wanted to know what information they were putting out.

**Maleko**

Same thing, just to find out what’s going on.

**Moderator**

**M12.** How did you find out about the particular Facebook pages?
Maleko

How did we find out about the Facebook? There is no rhyme or reason my finding out, I mean if I just happen to hear about it I think, like I expressed earlier I am not aware of too many Facebook pages.

Healani

I might have from a link from the Twitter site, that’s how I find like the Zoo one. If I know for sure I’d look for it, but sometimes in the tweets, it will like link to their Facebook pages, I think that’s how I find out.

Moderator

M13. Anything else? The next question is, if you’re not connected to any City and County of Honolulu Government pages on Facebook, why not and would you consider joining a City and County of Honolulu Government operated page?

Leilani

I guess this would apply to me. With Facebook like I said, for me it’s like the social thing, so I just kind of never come across it, I haven’t really used Facebook to really gather information from them, I mean, from other businesses and things that are going on locally, but its more of a recreational use, not really where I’m going to go to find government information. That kind of stuff, I’d go to the news or I look it up online and I just never come across any government managed page. I’m sure if I had or maybe someone suggested that I did, I probably would follow them but –

Moderator

M14. And then do you communicate with your local government through Facebook if yes, how? If not why?

Healani

I do.

Maleko

I don’t

Kalei

For officials, I mean the council members.

Maleko

Which you do live, right?

Kalei

No, I do it on Facebook too.
Maleko
Oh.

Moderator
How do you do that?

Kalei
Just private messages.

Moderator
If not, why?

Maleko
If not why, because I guess I feel that if I don’t have the connection with whoever I’m communicating with, the likelihood of them responding to me is unlikely, so I wouldn’t necessarily venture down that path and there hasn’t been any exhibit of a two way communication through that medium, so it wouldn’t strike me as a means to get to –.

Leilani
I think I would rather use email.

Moderator
Would you consider communicating with your local government through Facebook?

Healani
No I wouldn’t, only because I think the other ways of communicating are probably better.

Moderator
Ok.

Leilani
I would if I felt like the pages were active, like if I feel it was going to be worth my time to actually try to get their attention or get a seen.

Maleko
I probably would communicate with them through Facebook or perhaps even Twitter if I knew that was a means by which they would expect to see some feedback.

Moderator
M16. Ok, so the next question is what are the current problems that are being faced by criticizes engaging the City and County of Honolulu Government through Facebook?
Healani

Do you mean like the issues or do you mean the problems with the communication?

Moderator

The problems, issues that you see or have noticed or problems that you might face as a citizen

Leilani

I don’t even follow them and I guess to me it seems like the issues that they are just not active on Facebook or they’re not engaging enough people.

Healani

I think the problem is that, as city employees we’re not allowed to use Facebook. So I know for a fact that the Zoo one, is not run by the city, its run by the friends of the Zoo which is like a private organization that raises money for the Zoo and is connected to the Zoo, but they’re not city employees, which is fine because then they can be on Facebook. But we at work, during work time we can’t be on Facebook, so if people are trying to send us complaints on Facebook or trying to get information from us, it’s impossible we cannot write back to them, I mean I do because I’m on my phone, but we can’t use the city computers for Facebook.

Maleko

That’s an excellent point.

Leilani

Yeah.

Healani

That is a big problem. I mean I am the city’s Operation Officer, I need to be on Facebook and I need to be on Twitter and they don’t understand that. They think I’m on there for personal reason which I’m not; I’m trying to develop the city’s face in social networking, getting over that hurdle.

Moderator

M17. Does anyone have anything else they’d like to say? Ok, so the next question is what would you describe as the current benefits of using Facebook to participate in government?

Leilani

Like potential benefits?
Moderator

Potential benefits.

Leilani

Kind of building over what Healani has just said, I guess for potential benefits, if they have realized how active the public is on Facebook and on social media, it could generate a lot of great discussion for the government it will be good for them to hear feedback, really get people engaged so that they know what the opinions and the views of the public are so they could kind of address it. For the people it would be beneficial for them to be heard with limited censorship, because on Facebook everything is public like Maleko had mentioned. The threads are public, the commenting and everybody gets notified, it’s an ongoing discussion and so for that to be displayed there without anybody addressing it, I think it would give government officials more of an incentive to address it because obvious people are talking about it and if nobody says anything, then it’s just like the public is being ignored.

Kalei

Which is good information for our website, it’s additional…

Healani

I also think it’s a great way to communicate with people. There are some people out there and I’m kind of one of them that email to me is old, I don’t even use email anymore it’s all about Facebook and Twitter, so if you’re not on Facebook I kind of can’t communicate with you, you know what I mean, and there’s a lot of people that are like that. So they’re not going to call the complaints line they’re not going to call the information line to get information, that’s how they want to get their information, is through Facebook and the city needs to be able to provide that which I don’t know if we are right now.

Maleko

You bring up a good point, there are these things called touch points of engagement, that’s where people are, that’s where people are spending their time and they’re spending their time on Facebook and Twitter and like you describe the current benefits of using Facebook, if the city were to put something on Facebook and it was a new benefit or an issue or something that was happening and people started responding to that, and then there’s this dialogue that takes place and then everybody who is in that dialogue gets emailed the fact that this dialogue is taking place, so then there’s more people that might come in and that’s a good way to get a gage as to what the community is saying, right there in that Facebook thread and to me that’s a great way of engaging some kind of public conversation, which in email it’s just like one to one.

Healani

Right and a phone call as well.
Maleko

Yeah one to one and you don’t really know if that is just a singular voice in the force or does it resonate with the rest of the community, whereas in Facebook you can sort of get a sense that maybe there is more than just one person having this problem or maybe everybody likes this new feature that the city is coming out with because of the fact that this conversation is taking place.

Moderator

M18. So we’re going to move in to Twitter. I’m now going to ask you a set of questions specific to Twitter. What are your main reasons for using Twitter?

Kalei

To get my info, the news, traffic.

Healani

Same thing. I also like to know what people are talking about so if I do a search for Honolulu Rail, I can find out what people are tweeting about or whatever the hot topics are, it’s really great to find out what people are saying as well.

Leilani

I would agree with both of them, it’s also fun to kind of see where they have all these features where you can kind of use voice grant, check into places and I guess your tweet will kind of update that for you and for me, it’s kind of good to learn about new places, do things, what’s going on, not just about news but just fun stuff too.

Maleko

You know the cool thing about Twitter is that you build this community and this community follows you and you follow them and so this community is a place that you can share your views and it’s an easy way to share your views because you’re limited to 140 characters. So when you have something like that, you can announce something, so Twitter is a great way to just announce what you’re doing or what you’re experiencing to that community and then that community can then respond to that if it resonates with them. So, it’s a great way to have this sort of dialogue with this community that you’ve built and I think that’s what, at least draws me to it.

Moderator

M19. Ok, the next question is why did you decide to join your local government Twitter account and how did you find out about the particular Twitter account.

Maleko

Well, I follow a couple of them like Mufi Hannaman, Gordon Bruce and I would find some of the other city Twitter accounts because of who they might follow. But I notice that they don’t follow many people back so it’s pretty clear that.
Healani
Mufi has like 650,000.

Maleko
Yeah but he has like, maybe a hundred people that he follows and that’s fine but the message that I get as a result of that and even Gordon Bruce, they don’t really follow you back and the message there, is that they don’t really want to hear what you have to say, they are more interested in what they have to say. So, it’s kind of a more one way conversation

Healani
One-way communication, yeah.

Kalei
Informational.

Healani
Yeah but that’s not good.

Maleko
Yeah.

Healani
Because that’s the whole thing, like some of your questions, do you communicate through these mediums and they’re not following you back you can’t. I joined for the same reason I joined Facebook because I wanted to see what information they were putting out. I found out about it through the Honolulu.gov site where it has the Twitter icon whatever and the drop down has all of the city.

Leilani
For the same reason, also to see what kind of information right now because my interest is PR and I’m interning for a PR firm right now, I do a lot of their tweets and it’s kind of interesting to see the different and the same thing is that really just to see what they were putting out and I heard about it from a friend.

Moderator
M20. Do you communicate with your local government through Twitter, if not why?

Healani
Well, you can’t if they don’t follow you back.
Maleko

That’s exactly right. I mean, if you want to communicate with somebody you have to have this mutual kind of two-way communication channel that is set up and if they don’t follow you back on Twitter then you don’t have the two way.

Kalei

[00:29:17]

Moderator

M21. What are the current problems that are being faced by citizens engaging the city and county government through Twitter?

Healani

I think the departments that do have Twitter accounts, really are not utilizing them as well as they could be, they need to be twitting more and also I think they should be in communication with each other as well, in terms of like when we have disasters it’s a good way to get information out right away. When we had the Tsunami threat, I was sitting in the OEC and I was telling all the directors, all of you guys that have Twitter accounts, can you make sure that whoever is in charge of your account is putting out all the same information that we’re putting out. They didn’t even know who was in charge of their accounts and they didn’t know how to contact them. Like I said, the Zoo one, they’re not city employees, so who knows where they were when the tsunami we thought might be coming. But that was like the perfect time to say, “Ok, all you people who follow the Zoo that animals are ok, put that information out,” because I was doing searches on Twitter and people were so concerned about what’s going to happen to the elephants if there’s a tsunami. So the Zoo Twitter account should have been putting that information out and not just saying this is what’s happening at the golf courses, this is what’s happening at other city facilities as well so that we can get the information out there. They are not together enough right now to do that.

Maleko

You bring up an excellent point, where we would want to hear what’s happening from the city is especially in cases of disaster and right now, I don’t even know where I would turn to on Twitter if there was some kind of, let’s say a tsunami warning or something. I know Civil Defense is not part of the city –.

Healani

No, but we do have our own, Emergency Management.

Maleko

Right, so that would be another Twitter account that I think would be important to have so that people could subscribe to that.
Healani

And the thing is, people need to know about it now, they need to subscribe now, not when there’s an emergency and every thing is crashing.

Maleko

Right, right.

Healani

Yeah definitely. The thing that I was doing, I mean the whole time I was on there, I was on Facebook and I was on Twitter and I was just blasting the information out as much as possible and telling everyone to just re-tweet and also, I was monitoring the media to make sure that they were putting out the correct information because a lot of times they don’t. They’ll get an initial report which is incorrect and then it just goes out and out and out. Like when we had that black out, in December when the Obama’s were here and everything, in initial reports – because no body knew why the power went out, but they were investigating and everything and some journalist said there was an explosion at H Power Plant before the power went out so that spread all over the place and everybody was like it’s terrorism, it’s this, they were all speculating and I have the EMV director right there and I was like, was there an explosion at H Power and he was like no. So we put a stop to that rumor right away but luckily I was monitoring it to make sure, like what information people were putting out. We were able to do that but if people aren’t following and they’re only listening to that reporter that put out wrong information, they don’t know. So we need to be developing these Twitter account and getting as many followers as possible now before there is an emergency.

Maleko

One of the things that I noticed is that, let’s say the Star Advertiser which is a news organization and they put out news stuff and they have somebody behind their Twitter account. When they put stuff on Twitter they usually put on half a dozen tweets on at the same time, but they’re all different stories of things happening in town. I would image that there’s enough stuff happening with the city that you would have a city news account that just pushes out like a bunch of stuff periodically and what happens is with the Star Advertisers, when you see those Twitter messages come on, it sort of catches you because you see them all in a row. It’s not like you’re monitoring it all the time but when you do see it you see them all in a row and they sort of takes that page up so you tend to look at it and read it. Like I said there is enough stuff happening with the city where they could probably do something similar, where they can put up half a dozen tweets at the same time, especially during a disaster, like boom, here it is and I think it would catch people’s attention quite quickly.

Healani

I think especially during a disaster like that last tsunami alert that we had, people don’t loose power, they were online the whole time, people were getting their information from Facebook and Twitter even more so then like on TV or anything like that and even when
we do lose power a lot of people will still have back up power in their laptops for a couple of hours after you lose power, so it’s still a good way to get information to people. Because if the TV is out how are you going to watch it, how are you going to get your information from Perry and Price, I mean everybody just listens to them but even their phone lines get jammed, we’re trying to get information to them and they can’t get it out. If we have control of all that through Twitter and Facebook and we can blast it out so that people can get their information directly from us, not have to wait for it to go through the media, that’s the goal.

Moderator

M22. Ok, so the next question would be what would you describe as the current benefits of using Twitter to participate in local –.

Maleko

I think the benefit would be the fact that it’s real time, it’s as current as you can be because as soon as you send a tweet up, that’s like right now, now if you can get a response that’s the challenge, if you can get a response from a city person, then at least you have sense that it’s being addressed I think again the benefit is that it’s real time.

Moderator

M23. Ok, so now we’re going into the next set of questions which is the last section and that’s going to be questions regarding the general ideas for future use by government of any social networking service or social networks. Do you foresee any future problems of using Facebook that would be encountered by citizens engaging with the city or county of Honolulu government?

Healani

Unless we got hacked or something, other than that I can’t image people making up fake city pages.

Maleko

I think the problem or the challenge would be coordinating all the different city departments and having a board meeting message that goes out, you’d have a Facebook page and let’s say multiple departments have Facebook pages and if for whatever reason different messages got put out that would be somewhat of a reflection of dis-coordination or sort of the gap between the ability to communicate within those departments. So, that would be a potential problem.

Healani

Yeah I was going to say that, that’s a current problem actually.

Maleko

But it would just be brought to further light.
**Moderator**

Felecia do you have anything to add?

**Leilani**

No.

**Moderator**

**M24.** Ok. Do you foresee future opportunities for the City and County of Honolulu government that are not being exploited on Facebook?

**Healani**

I know of other cities that are using social networking, we have a complex branch but right now, the only way that you can file a complaint with them is by calling them, emailing them or filling out a form, like there’s a tell it to the mayor form. I think that presents an opportunity where there should be other ways that you can communicate a complaint or even a suggestion or if you had a good experience at a city facility and you want to share that experience, there should be ways to do that on Facebook and Twitter and I guess there is, I mean if you just follow them and you want to put it on their page you could, but I think it should be encouraged that you do that which it isn’t right now.

**Moderator**

**M25.** So we went through if so, how do you do that? Do you foresee any future problems in using Twitter that are being encountered with citizens engaging with the City and County of Honolulu government?

**Leilani**

I think a potential problem would be because the threads are not public like they are on Facebook, I think people might feel it’s a lot easier for them – that’s how I would feel, I’d feel like it was not worth my time to try and… less likely that they would –

**Healani**

The thing with Twitter is sometimes the limited amount of characters is not enough to get your —.

**Leilani**

Right.

**Moderator**

**M26.** Do you see future opportunities for the City and County of Honolulu Government that are not being exploited on Twitter?
Healani

Yeah.

Leilani

I don’t know if it’s being done already but like re talking about hash tagging and stuff like and like Healani was saying that she would search – I don’t think that enough people do that. Like search to see what people are talking about and what’s being talked about, what information is being thrown around out there, if they did that, it would be much more easily addressed and I think people like the government would benefit in knowing what people are concerned about, what they are talking about and what they think is going on because it may not be correct like Healani had mentioned.

Maleko

You know the opportunity would be to get a pulse of what’s going on within the community. The challenge would be how do you search on the right terms to find what that pulse might be? Hash tags would be good but you’ve got to let everybody know that this is hash tags that if you don’t talk about this topic. So I guess what I’m trying to say is that using Twitter would be a great way to find out what is going on out there, but then it takes a lot of resources on the part of whether it’s the city or whoever to monitor it and determine what is the current opinion about something and in order for you to uncover that you’d have to spend a lot of time sifting through all of that information and that’s not a trivial task. Hash tags are great because you can search on a hash tag, but it’s going to be rare that people are going to post their comments about whatever they are posting and having a specific hash tag to associate with a goal. What else do you search on unless you’re searching on stuff like Honolulu and see what people are saying about Honolulu in general and then get engaged as to if there are topics within those messages that pertain to any issues that could get – then again that’s sifting through all information.

Louise

Ok, so I’m not sure if there’s a way to do this on Twitter or not but on behalf of us, as the city like today, Friday is a Furlough Day for the city and because furloughs are still so new for the city, every time there’s a furlough, we get a bunch of complaints from people that didn’t know it was a furlough and went and stood in line at the Satellite City Hall, so I’m trying to figure out how to get that information out in a timely manner. So today I have my followers enlists, so I have one list that’s just people in Hawaii and one list that’s the media, so I was like how do I just send a tweet saying Friday is a Furlough Day, Monday is a Labor Day holiday most city offices close for four day. How do I send that to my home of Hawaii list, is it possible, does anyone know? Or do I have to go through and at each person?

Kalei

But whoever follows you see it.
Healani

If I post it on my – Yeah I did that, but I want to mention specific people as well to make sure that they get the message, can I just send one and tweet to a whole list? I couldn’t figure out how to do it.

Maleko

There’s programs that you can DM a bunch of people but that’s a separate Twitter add on or something.

Healani

Yeah because I couldn’t figure out how you do that, because I did post it on my page and I did say please re-tweet so a few people who follow me re-tweeted and I was like ok good. So hopefully it will all get it out there, but to me that’s a limiting thing on Twitter whereas like on Facebook, if I have lists, I can just select the list and send the message to everyone on that list in one go.

Maleko

Right.

Healani

If you can’t do that on Twitter it’s kind of useless.

Maleko

But once you send it on Twitter it goes to everybody that follows.

Healani

Yeah, I know but not everybody sees every tweet.

Leilani

Yeah.

Kalei

Yeah.

[00:42:50]

Healani

People will start following me and will keep on keep sending me messages –.

Maleko

I know of some tweeters that will tweet the same thing like every other hour.
Healani

Yeah, oh ok, I just thought you guys might know how to do that.

Maleko

The other one is just get a program that does group DMs.

Leilani

Yeah.

Healani

Ok, thanks.

Kalei

Just send it to the top Twitter people.

Healani

Yeah, well I send it to the media hoping that on tomorrows news in the morning they’ll put it out, because tomorrow is your last day, if you have to renew your drivers license and do whatever, if you don’t do it tomorrow you can’t do it until Tuesday. So that’s what I want to get out there because I want to prevent those people from calling the complaints line and saying no body told me that it was Furlough and a holiday.

Moderator

M27. Ok, so the next question is, do you see future opportunities that are not being exploited on any social network and services other then Facebook and Twitter and if so how do you suggest each be best pursued?

Leilani

No

Group

(laughs)

Moderator

What was that an agreement with Leilani?

Louise

Yeah.
Moderator

M28. Ok. If you think of any you can just jot them down and I’ll write them down. The next question is what do you believe will be the future for the City and County of Honolulu’s use of networks like Facebook and Twitter?

Leilani

I think that they’re going to have to jump on board, they’re going to have to become more active and more engaging with the public, just because there are so many potential benefit for them, more so than there are – it will help them way more then it will hurt them just because everyone is so engaged and there is so much information that’s getting thrown out from the internet and like Healani had mentioned before, emails is not as effective as it used to be with mobile phones and smart phones everything is in the palm of our hand now, this is how people are getting information and I think that they’re going to have to understand that and try to get more engaged. I was looking at – I can’t remember which one it was but I think it was the Design and Construction maybe and I notice that they’re using Hootsuite which is something that you can use to schedule tweets or you can just reply to people or send them all directly, otherwise you’d schedule them to go out every so often. Then you do it as many times as you want, I think it’s really a good tool for them to use to save time, yet have information going out whenever they want it to go out and be able to go in and intercept it if something changes, they can delete it and fix it and edit it and go in and say hey this is happening right now and still have that kind of immediacy, but I really think that it’s going to come to a point where the government is going to actually have to have a department of people just managing social media sites and accounts for the government.

Kalei

I’m agreeing with that, I believe the city needs to use it as an additional source for getting information out there, not the primary source, I mean you still have TV, you still have radio, you still have print.

Maleko

You know how often times government felt like it’s an entity that you can’t communicate with and that the people feel so much disenfranchised when having to deal with the government and I think when more young people are using Facebook and Twitter and they are expressing their views and if the city can at least listen to those views and perhaps even respond to those views, then I think younger people will feel more connected with that branch of government and I think all government needs to fell that the people, the citizens are engaged. So in order for them to be engaged, they have to play where the citizens are playing and be able to create this two way dialogue that allows people to feel like they’re connected and not disenfranchise. So I think that’s why they have to get Facebook and Twitter.
Healani

I think as well it should complement the website and it should work in conjunction with the tools that we are already using, like the city and county website is kind of hard to navigate really, unless you know the city and most people don’t. So if you go on Honolulu.gov and there’s a button that says email us, if you click that it comes to my email inbox so just from the questions that I get in there I can tell that people have no idea how to search for the information that they need. The information is on there, they just don’t know where to go and we’re dealing with military people who are from the mainland and they don’t know how government works here and so I think, we already have the website, we already have all the information on there but if we use something like Facebook or Twitter which people are more used to using, it might help them to find the information that they need and to be able to ask questions and that kind of thing, which maybe they don’t know how to do now or to give feedback or to file complaints or whatever. There’s a lot of ways that we could be getting that information from people that we’re not right now. So, like I said, it should be complementing what we already have and expanding on that as well.

Moderation

M29. Based off of that, this is going into the last question, what would you like the future of the City and County of Honolulu use networks like Facebook and Twitter to be and what specific actions could help the City and County of Honolulu?

Leilani

Like we said, I think whether we like it or not, they’re going to have to adapt it as a major form of information sharing, but it’s not going to work properly unless they utilize it properly and I think a really good way to do that is to be really be engaging, to have people that are specifically monitoring social media and that is focused on social media because even though you’re online and you’re not technically talking to someone directly like we are right now, but there is still a presence and I think it’s detected by the public and the followers. We can tell if you’re just spitting out random useless information as opposed to – yeah, you might have scheduled things going out but in between you’re responding to the public, you’re applying to the public, you’re addressing certain needs and you’re talking about what’s going on right now and you’re researching what’s going on like amongst and between the public and the government.

Kalei

I think what they need to do right now, is find out who within the government is actually using Facebook, you currently have Donovan, you have in staff council members who can make these changes or implement these changes. Find out what they like, how they’re getting information out there or the pros and cons.

Maleko

They definitely have to coordinate the use of Facebook and Twitter, I think there needs to probably be a cultural change within the city to allow city employees to at least use
Facebook within their office environment and there’s got to be a sort of attitudinal change that just because a lot of people are using Facebook and Twitter for their information, it’s not a play thing, I mean it could be enjoyable because that’s where a lot of information is transferred and some of it is for entertainment purposes, but at the same time there’s a lot of useful information that could be conveyed thorough Facebook and Twitter and I think unless the attitude changes within the city that allows that kind of flexible use, I don’t think they will ever be really, a proper adaptation of this tool within the city unless that attitude changes

Healani

I think just within the city itself, a lot of the city employees are older and because they don’t use social networking, they don’t see the benefits of it. I’ve gotten so much negative feedback from people when I’m trying to do stuff and they’re like, most of the people that we deal with don’t go online, they’re older, a lot of them don’t even have computers so try to target just the young people through social networking isn’t getting to the citizens of the City and County of Honolulu, which most of the people who work in the city think is just like them. So a lot of people are not being even thought about, like there’s this stereotype of the little grandma in Manoa. If we do Twitter and Facebook we can’t reach her so we just shouldn’t do it, but there’s a lot of people that they’re not thinking about.

Kalei

That’s the same way, when the first email came up.

Healani

Yeah, right.

Kalei

It’s just new and how you adapt to it.

Healani

Right and people are really anti Twitter, a lot of people are. They’re like, oh I don’t have time for that, I’d rather watch the news at six o clock and I’m like why wait for the news at six when you can get the news at two or one. They don’t understand what it is and they just hear Twitter, oh I don’t have time for that, I’m too busy for that.

Kalei

It goes to show too, you have Neil and you have Duke and you have Mufi, our social media directories for the County, so it shows how important it for them.

Maleko

Yeah.
Kalei
Shows how important it is for them too.

Healani
But that’s politically.

Kalei
Yeah.

Healani
Will they keep it up when they get an office and you know what I mean? For the benefit of the state.

Kalei
Yeah.

Leilani
I think this is just kind of part of the process like how you were saying, it’s like email it’s new, people have to get used to it. We talked before about how a lot of people just like their newspaper, they don’t want to go read it online because they like their newspaper. Well, I think the government adapting it and becoming engaged in it, would kind of push people to follow along and help them to get on board with it too just so that – as Healani had said that they don’t use it so they don’t understand the benefit of it. If they do use it they can share the benefits with people and say hey, it actually is a really good thing for us and you should do it so that information is getting to you immediately, right when you need it you have it. So I think it goes both ways, it’s a mutual relationship, like the public is really engaged, they have to be engaged too if they want everybody to follow and get on board with them too.

Maleko
It’s kind of a classic generation gap that’s being perpetuated because, if management within the city feels that Twitter is for kids or Facebook is just for playing and they don’t use it because they think that for whatever reason, then it creates this gap and this gap just keeps widening and before you know it, it’s like when your parents frowned upon listening to rock and roll music because they don’t listen to rock and roll music. The same thing with this, if management feels that this is just something that’s trivialized, but then everybody who is coming up in age from high school to college to entering to the workforce and they’re all accustomed to Twitter and Facebook, then your constituents are here. You got the guys out here that are falling off because they’re passing on but, the ones that are coming into the workforce, you want to continue to be engaged with them and you want to feel that they’re connected with their – whether it’s their city government or their state government and you want to be able to converse with them and I think if they lose sight of that ability to converse with them, then I think it will
perpetuate the separation between government and the citizens and again Facebook and Twitter are great tools by which they can help to engage both parties.

**Moderator**

Anyone has anything to add to this? No
Appendix O. Phase III SNS Citizen Nonparticipant Transcripts

Transcript of Focus Group for Non-Participating Citizens

Data: Thesis regarding Social Networking Services & the City and County of Honolulu
Conducted on August 31, 2010 at the University of Hawaii at Manoa Campus Center

Focus Group: Non-Participating (in government Social Networking Services) Citizens
Conducted by: Cassandra Harris (Moderator)

Moderator transcriptions annotated with “M” with a number designate questions cited in tables designed to analyze responses by focus group members.

Moderator

M1. So we are recording. I’m going to ask you questions in two sets, mainly general methods of receiving information, these will include some questions regarding Facebook and Twitter and then the second set will be general ideas for the future use by government for any social networking service. So it could be anything including Facebook and Twitter or outside that realm of Facebook and Twitter. So, for the first set, I am now going to ask you a set of general method questions. The first question is, how if at all, do you currently receive information about the City and County of Honolulu government news and activities.

Noelani
I usually find information either online or television news.

Koa
I agree as well I usually do news online or television news, sometimes media sites, but rarely do I do that, more television news if anything and online news.

Ikaika
Occasionally the city will mail something to my residence that will be of interest, so I guess direct mail.

Anueha
Probably through news, watching the news, if it’s something very specific then I’ll just go directly to… I know what I’m looking for, what’s happening or what’s going on.
Pualei

The TV, newspaper has articles.

Moderator

Does anyone else want to add anything?

Anueha

Yeah, I know we’re not following City and County on Twitter and Facebook but sometimes people who I’m following on Facebook or who are following me, I’ll see it in the stream, like an interesting article or their viewpoints and then that will spark my interest so it’s not directly from City and County.

Makana

Just like Anueha said following people, but also face to face, somebody will mention something that I would examine.

Mahea

Sometimes word of mouth, just hearing other people talk about it, that I think is really effective too.

Moderator

M2. Ok, great you guys are all doing a really good job by saying your name. Are you ready to move on? Ok, what do you believe are the main issues about the City and County of Honolulu government about which you receive information? You can narrow it down to a couple of issues. I just wanted to have a collective knowledge about this.

Ikaika

Property taxes.

Noelani

Construction or roadwork, just because of my job.

Pualei

The rail project, changing of leadership, resignations in leadership, corruption.

Koa

I will say events, usually if there are special events, parking, sometimes I’ll know where to park, usually it’s somewhere recreational, type of events. In that regards.

Anueha

I would say construction or road work in my neighborhood.
Moderator

M3. Anything else? We’ll move on to the next question. Do you generally communicate your views about these issues to anyone?

Noelani

Yes.

Anueha

Yes.

Mahea

Yes.

Koa

Yes.

Palika

Yes.

Makana

Yes.

Ikaika

Yes.

Pualei

Yes.

Kaipo

Definitely.

Moderator

M3A. If so with whom do you communicate your views with?

Noelani

I communicate with peers, people I know that I can be a little [00:03:46] about it, otherwise I don’t know that person I’m not going to go off on the topic.
Anueha
With peers and every once in a while, depending on how my day is going I guess, I might even hop on to the website and submit a [00:04:01]

Mahea
Usually my parents or friends.

Koa
It would be co-peers or close peers that I’m comfortable with, that I have that rapport relationship where I feel I can go off on issues and talk about it passionately, doesn’t necessarily have to be someone that is like minded but someone that can see both sides of the issues as well.

Palika
Peers.

Makana
Peers and colleagues, people who would actually [00:04:31]

Ikaika
My wife, my parents actually, I talk to them quite a bit, co-workers and friends.

Pualei
Friends, co-workers and family.

Kaipo
People I work with, co-workers.

Moderator
M4. Ok, do you communicate your views on Facebook and if you do, who do you communicate your views on Facebook with?

Koa
No.

Mahea
No.

Ikaika
No.
Noelani

Does complaining about the traffic mean sharing my views? Because, I do that all the time.

Moderator

Yes.

Noelani

Ok, yes then.

Anueha

Sometimes.

Palika

Sometimes, depending on the subject.

Pualei

Yes, occasionally.

Makana

Yes, especially if I’m passionate about it. [00:05:17]

Moderator

M5. So for those of you that said yes, how do you communicate your views on Facebook?

Anueha

With a status update or with a link to article that I’m talking about.

Noelani

The same with Anueha or a reposting.

Pualei

The same as Anueha and Noelani.

Moderator

M6. So the next question is do you communicate your views on Twitter?

Noelani

Yes my Facebook and Twitter are connected.
Anueha
Yes and more actively than I would do on Facebook.

Mahea
No.

Koa
No.

Palika
Yes.

Ikaika
Yes.

Pualei
No.

Moderator
M7. For those of you who said yes, how do you communicate your views on Twitter?

Noelani
Like Anueha said earlier about the status update or a link to whatever it is, because my public Facebook page is linked to my account. I usually like to put whatever I’m talking about on Facebook because you’re allowed more characters and also I will link there for the full post.

Anueha
I’ll do just my regular tweets the [00:06:25] my Twitter to my Facebook, sometimes I’ll post the links on Twitter and then sometimes it’ll all just be @reply or a re-tweet if I think that someone posted something that I was [00:06:38]

Ikaika
I do exactly what she does.

Moderator
M8. Ok, if there is nothing else, do you communicate your views in any manner other than Facebook and Twitter and if so how?

Noelani
Through face-to-face conversation. Family.
Anueha
Through face to face conversation and I mentioned it earlier, if something that’s really getting [00:07:01] I’ll try to find the complaint action on the actual website to tell whomever is listening on their end, this is what I think.

Mahea
Mostly face to face, sometimes like text messaging or a phone call.

Koa
Face to face and lots of phone [07:19].

Palika
Face to face.

Makana
Face to face usually especially with co-workers.

Ikaika
Very similar to Makana, face to face.

Pualei
Face to face and then log on discussion groups.

Kaipo
Face to face.

Moderator
M9. So the next question is, I guess this will be before the study; are you aware that the City and County of Honolulu is using Facebook?

Noelani
Before the study no.

Anueha
Before the study no.

Mahea
Before the study no.
Koa
Before the study, yes.

Palika
Before the study no.

Makana
Before the study no but I assumed that they did.

Ikaika
Before the study no.

Pualei
Before the study no.

Kaipo
No.

Moderator
M10. Would you consider joining a City and County of Honolulu operated Facebook account?

Anueha
Yes.

Mahea
Yes.

Koa
Yes, that it is along the lines of City and County of Honolulu, not going under those guidelines.

Moderator
Sorry you’re right City and County of Honolulu operated.

Koa
Yes then.

Palika
Yes.
Ikaika
No.
Pualei
Maybe.
Kaipo
No.

Moderator
M11. Ok, if for those of you who said yes, why would you decide to join it?

Noelani
So you’re talking about Facebook like page?

Moderator
A page.

Noelani
Like become their friend or something?

Moderator
Or like.

Noelani
I would join it just to keep updated with whatever is going on. A lot of times we are trying to figure out why is this happening because we don’t always get to catch the news or we don’t always get to read the paper or look at the website or go to the City and County website, so if there is a Facebook feed or updates just for that specific purpose and what’s happening, to me it’s beneficial.

Anueha
Yes just because I think it will be another way for me to get information when I may not be thinking about it, and maybe click on it click on it because most times I’m the one looking for something, I’ll go onto a website, but if it’s on Facebook.

Mahea
I agree with Noelani and Anueha, just for convenience of it being there and it just showing up on your newsfeed, it just kind of gives you the information right away. Just like when you go on the Internet and you go on yahoo and it has all that news that’s currently happening, it’s kind of the same thing on Facebook.
Koa

Yes with the newsfeed option, the newsfeed part where it gives you that news right away, if there is something that’s interesting I’ll know right away and I’ll look into it further after I see that highlighted on the newsfeed. I think that sometimes the things that you like to click like on, for some of the things like restaurant you like or food or actors or actress and I think for me it will be Honolulu like and I get another motivation to do so as well.

Palika

Yeah, more just to kind of keep updated with what’s going on and that when there’s going to be construction or something maybe beforehand.

Moderator

Anyone have something else to say?

Anueha

I feel like using the Facebook platform for communicating, sometimes because it’s more casual, it doesn’t feel like I’m going on to a website and submitting a form and a form a complaint and I feel like it’s the social networks sometimes, organizations who are running pages or businesses who are running pages, most get back to you sooner than if you actually went to their website and did the whole form and they had to get in their inbox versus, they shoot you an email or shoot you back a message.

Noelani

And in addition to what Anueha said, I would say that it’s also easier for me to check on always on it, being mobile, I’m always on my phone and because it’s not like Twitter, Facebook you can see people and what everyone else says, Twitter you won’t be able to see or have a conversation and that’s what [00:11:40] see how the community reacts to it as well if it’s something important that the City and County [00:11:43]

Moderator

Pualei, I did have a maybe in here, but if maybe why maybe?

Anueha

Or did we convince you?

Pualei

I said that if the particular department was of interest to me I would think that I would join for the same thing that some of the other people have been saying, like just keep updated. The difference with Facebook is there are conversations, so you don’t really know what is going on with the particular post and as people start talking about it then it starts to make sense so you get a larger sense of the complexity of whatever is being presented because it’s just not sort of an update, but people start talking about it and you
become more familiar with what’s going on. So I think I would, if it was broken down also by department and then [00:12:35] there I have more interest in, but general city, I’m not sure.

Kaipo

I would say yes just for the newsfeed.

Moderator

M12. For those of you show said no, if no, why not?

Makana

I said no, mainly because I get my information from the City and County other news sources, I don’t feel I need [00.12:57] another thing is that I don’t like big brother looking into [00:13:00].

Ikaika

I was a no. A couple of things, the way I use Facebook primarily isn’t as a news source to find out what’s happening in the world, I’m kind of old fashioned, I really just use it to keep up with family and friends, people that I actually know, so I don’t look to it as some people do, sort of a news website. Makana’s point I think is really good. There is something to liking a particular page whether it’s a band or a group or a club, that sort of implies endorsement a little bit and I’m just a little leery of doing that with a government entity.

Pualei

I’m not sure that they could automatically see – I don’t know, is that true? They can automatically see into your page, can we see into everybody?

Unknown Speaker

You can’t do that.

Pualei

[00:13:51] we can’t get into everybody’s page that likes us.

Anueha

It depends on the person’s privacy settings.

Pualei

Oh, privacy settings.
**Moderator**

**M13.** Ok so, if you said yes, would you communicate your views on such accounts and if so how?

**Noelani**

No, because I’ve seen news organizations where people like that news organization. A lot of times the comments are negative and if someone posts something positive they eat you alive, random strangers do. So I would use it purposely for information. Maybe I’ll like something but I won’t comment on it, I’ll like an article that they post.

**Anueha**

I wouldn’t communicate my views, but I would use it maybe to ask a question. Lets say there is a water main break, hey do you know what’s the estimated project completion time, something that’s just a question versus, this is retarded, what’s going on blah, blah, you know? Just can you give me this information?

**Mahea**

I agree with Anueha, sometimes it’s easier to ask a question when it’s more informal, but as far as sharing my views I’m more of a private person so I wouldn’t really want other people to really see everything.

**Koa**

I would not leave my views on anything for the same things that I talked about.

**Palika**

No, kind of like what Noelani had said about people. Sure whatever you can blame me for that, I’d be more [00:15:34].

**Noelani**

But with that said, people are still going to comment regardless. When they’re passionate about something they will give their views and opinions no matter what anyone says, maybe we wouldn’t comment but there will be people who comment.

**Pualei**

Yes I would comment and I wouldn’t care if people yell at me back or not.

**Noelani**

There you go.

**Moderator**

**M14.** Ok so, for our next questions are you aware or were you aware before I contacted you, that there are City and County of Honolulu Twitter accounts?
Noelani
No.

Anueha
No.

Mahea
No.

Koa
Yes, especially with the defense updates, the emergency service updates, especially with the black out, Twitter became the source of communication, actually the city knew the information first hand of what supermarkets were open, where people were going before it actually hit the news where to go, so that Twitter became valuable communication tool with that regards, that’s how I really first started hearing from them.

Palika
Yes.

Ikaika
Yes.

Pualei
No.

Kaipo
No.

Moderator

M15. Next question is, would you consider joining a City and County of Honolulu operated Twitter account?

Anueha
Yes I would follow them.

Noelani
Yes.

Kaipo
No.
Pualei
Yes especially stick with the defense.

Mahea
No.

Koa
No.

Palika
Yes.

Makana
No.

Ikaika
Yes.

Moderator
M16. If yes, why would you decide to join it?

Noelani
Just another means of getting information and you know, people tend to re-tweet a lot of stuff.

Anueha
Same reason as Noelani.

Moderator
Ok, does anyone like to add anything?

Pualei
Convenience, access to information.

Ikaika
Just to add on that, if there was a city operated account, departmental or just an overall, there’d be an expectation that if I had a question that I could do an @reply to that account and I would at least have some expectation that I would get a reply, maybe point me in the right direction, that kind of thing. And if they didn’t reply I would complain about it.
Unknown Speaker
On Twitter?

Ikaika
On Twitter.

Moderator
M17. For those of you who said no, if no, why not?

Koa
I am more of a Facebook person, I know that you can link it as well but I don’t even have it linked. I just feel I’m on Facebook all the time, I’m mobile and those status updates will also be there as well, so I just don’t feel the redundancy of having to do that as well, more along the lines of just more Facebook.

Mahea
I agree with Koa. I use Facebook more, I actually have a Twitter account but I have never really actively used it, so I think Facebook would be easier for me to access information.

Makana
It’s not because of the big brother but my Facebook Friends and the people on Twitter are actually separate groups of people so the things that I put up on Twitter that I see relevant.

Moderator
M18. If yes would you communicate your views on such accounts, if so how?

Ikaika
I would go ahead and do @replies to the account, I would include links in a tweet that I thought was relevant, I would feel comfortable expressing my views about a city issue knowing that a city account was [00:19:18]

Anueha
I would also probably do @replies or re-tweets of links, plus Twitter is limited to 140 characters and if you’re doing a re-tweet it would probably a re-tweet accompanied by a wtf or wth or what’s up with this, something really brief, nothing that’s really heavy in my opinion, [00:19:44] mark what do you think.

Palika
If anything it would be more of a re-tweet and maybe a glimpse it wouldn’t be necessary my opinion, it would be just kind of interesting to see how it works.
Noelani

I agree with Palika and Anueha.

Makana

I don’t know if they have a position of a live person behind, but that would be one of my concerns that this is some bot just punching out [00:20:09] you have tons of people who would add them as a friend and they don’t get the immediacy, I have a question, just some brat and everybody’s just commenting on everybody.

Anueha

I also agree with that. For my job I manage Twitter and Facebook accounts and it’s hard with Twitter because as a Twitter user, I expect more of an immediate response and with Twitter on your page feed if you have a certain number of followers or if you’re following a certain number of people, it’s like one minute and your page is a completely different page and you might miss something. So, to know that there is an actual person monitoring it throughout the day, would be a lot better than, they’re just putting out information and then checking it every other day or something.

Moderator

M19. Any additional comments, thoughts? So I am now going to ask you a set of questions regarding the general ideas for future use by government of any social networking service. The first question is, do you foresee any future problems in using Facebook that would be encountered by citizens engaging with the City and County of Honolulu?

Makana

Censorship. Talking about so far that problem of City and Counties now that are talking about a public page and cyber bullying somebody, if I see you because I know what you look like now, they’re arguing if I catch you on the site.

Noelani

I agree with Makana, for example on our KITV fan page, our like page, we have someone constantly monitoring it, so anytime something’s up, you control it immediately like please kokua on this page or show your aloha, for the purposes of censorship or for a news organization, we will be deleting your concept. It’s really helpful like Makana said to have someone there as well as the discussions.

Anueha

I agree with both Makana and Noelani

Moderator

Anyone else have anything to add?
Koa

Not if they have the page up, so the question is once a new administration comes in, do they either continue it or will they take down the page again and people would have to re-like it, there’s that issue right now. We’ve only they had the Facebook page in existence through the current administration so we haven’t had that challenge yet. The world of different administration aside, I want to just take that all down and [00:22:47] I think that would be a potential issue I guess.

Moderator

M20. I’ll go on to the next question. Do you see future opportunities for the City and County of Honolulu Government that are not being exploited on Facebook? If so how would you suggest any opportunity cited could be best pursued? We will go yes, or no for the first question. Do you foresee future opportunities for the City and County of Honolulu Government that are not being exploited?

Noelani

I’m not sure I understand that question.

Moderator

Do you see anything that the City and County is not doing on Facebook that you would recommend to them or that you would think the City and County need to further look into or explore on Facebook?

Noelani

Like adding other stories outside the City and County?

Moderator

Whatever you can come up with.

Anueha

I’m not familiar with their Facebook page, so I don’t know if they’re using those Facebook polls but maybe they could start using Facebook polls to be able to get information from people of upcoming projects or just another way for them to pull information from people quick and easy.

Palika

Along the lines of what Anueha, polls that is coming out, those types of city events, if you’re not able to catch it on the newspaper or online, almost everyone has a mobile device now, that would be a good way to get out.
Noelani

I agree with Palika in a way, that’s actually a really good idea doing these events or putting notes, because notes you can see them once you put in the not app, you can see all the past events or notes that they’ve written up, whether it be whatever, as Palika was saying. The other thing with Facebook Fan pages, they have those tabs where you can create your – what are they Anueha?

Anueha

FBML.

Noelani

Yes FBMLs for whatever they would need it for.

Pualei

They could probably run ads, especially if it’s important thing or deadlines. They have services where [00:24:57] if they want to have decreased taxes or something like they have to apply by certain times. There are different types of services where there are deadlines annually, so seniors might not be using the page but there might be other –.

Noelani

Like events

Pualei

Yes, like a lot of seniors might not be using it but they may be, in fact, some of them might be and so, they can see it or other people might see it or there might be other services where if ads are coming out, it’s just the expense right now with the economy but in the future it might be a good thing to do.

Anueha

I don’t have anything specific but on Facebook you can create applications so they can also explore creating applications for reminders for things or some download the City and County application that would remind you when road works are going on in your applications or on Facebook but maybe they can look into that.

Moderator

M21. Does anyone else have anything else to add? The next question is do you foresee any future problems in using Twitter that would be encountered by citizens engaging with the City and County of Honolulu?
Palika

Going back to what Makana had said about if it’s actively being monitored and then, also if a lot of people are re-tweeting, @replying on that Twitter page that you had posted earlier is [00:26:15]

Moderator

M22. Anyone one else, are you all in agreement? Do you see any future opportunities that are not being exploited on Twitter?

Ikaika

Yeah, if the city is really committed to really engaging with residents, with citizens, I think there is a real opportunity if they are able to put in the resources, they really have a responsive type of account that will answer questions, put out useful information, help people get the information they need. So if I had a question that said, so when is the bulk pick, I live at whatever, not that I put that in a public, but you know what I’m saying. I need to find out when you can come pick up my junk, they’d help you get that information, direct you to the right place, I just think it’s a real untapped resource that I think a lot of people will respond positively to if the city was able to really have a very responsive type of approach and really want to engage with [00:27:09].

Noelani

With that said, if they were planning on doing this seriously, they would need to hire full time. Not just one person but –.

Ikaika

No, no, no, it’s resource.

Noelani

But it has to be like a whole department like Ikaika was saying.

Ikaika

I agree wholeheartedly.

Anueha

I also agree about a team of people working on it and then I also think that something that’s cool with Twitter is that, it will show trends in things, so the City and County might post out a few articles of situations or whatever that’s happening and because of re-tweet or @replies or hash tags that get thrown on to things, they can kind of see which ones are deemed more important to the citizens versus the ones who, kind of fall into the list of tweets. So thing that the city County might thing, oh this is something that we should be worried about, what if it’s not, what if it’s something else that they’re putting out which is just about bulk pick, that we had no idea that so many people were worried about that. Those are opportunities to get that kind of data I think.
Makana
Like Anueha said, they do need a team. [28:15] They’ll stack on. Hey, by the way, once it starts to fall off, quality. Another suggestion or opportunity I think, especially in the election year, where they do debates like Twitter feeds [00:28:26] all the debate is happening, you have that channels. I’ve never heard of a topic that they’re talking about [00:28:34].

Anueha
Also, if there’re going to be taking in complaints or having to refer someone to somewhere else, one of my biggest pet peeves is when you make a complaint on Twitter or ask for something on Twitter and then they give you the number for customer service and then you’re thinking, I just called customer service and didn’t answer that’s why I tweeted it. It’s almost like if this program would develop they would have to think of, ok we have a customer service but then what about our customers we need to actually make a phone call to because we can explain to them the situation in 140 characters, who can they call or the person on the other line knows this person already made a complaint on Twitter and knows what that complaint is, versus just getting the run around; go back to customer service, go on to our online form that’s is generic for everyone.

Noelani
I totally agree and I think it could be really successful if you have the right operation going on, no overstepping on toes and people are properly trained because Anueha does it full time for her job and I do it part time as my job and it’s understandable where these complaints would come from. You have a system that all works together and will cooperate with each other, a team now, not just one person, it would really put Hawaii on the map I believe and really make us shine as a state too, that engaged.

Moderator
Any additional comments?

Koa
Can I just ask a question, does City and County of Honolulu have also sub departments who have pages as well?

Moderator
Departments do.

Koa
Like with the commission I know they had one and so forth but for this purpose here, we’re specifically talking about the main City and County of Honolulu?
Moderator

We are talking about the main City and County, but we can also separate it into department. So if you have a specific idea for a department, please feel free to add as well.

Koa

So, in that case though, I guess that kind of ask the question of, if there is a specific department and one is interested in wanting specific information from it, updates on, I guess that would make sense that or like that, but also I guess that would be another additional one that you may like with the main City and County page as well. So I guess that would be something where some people may be ok with liking several different departments, and some maybe add another one, have another one to add and another one to add, I just want everything in one shop type of deal.

Moderator

M23. The next question, do you see future opportunities that are not being exploited on any social networking services other than Facebook and Twitter?

Ikaika

I don’t know if these are per se social networking, but you know these are geo location based services like Four Square, I’d be really interested in services like, I check into a restaurant and I can then have the restaurant inspection scores or I check into a particular location and the road construction which we’ve talked about, so I’m sure there are a lot of really intelligent people that could really come up with some really innovative use for some of these GPS based services that I think the city could really make some good use for.

Anueha

Going off what Ikaika said, what’s it called or if it’s still going on, maybe you might know? It’s like in the highway.

Noelani

[00:32:15]

Anueha

If you have questions about what’s going on, on the highway you can email them, but yeah, something along those lines, I should have to email or call them I should just have alerts that I can turn on my I-phone or something, so when I’m driving to areas, the morning for the traffic or something where there’s road works going on, it could just alert you, oh you’re entering this area, this is going on. I don’t know if it’s social networking.

Noelani

That’s brilliant, I would use that service.
Makana

Yeah I guess what they’re saying, not necessarily a social networking site, but to have an app development team where they post these updates which is a lot easier than logging into my account, Twitter account or Facebook account then getting to the like page to look at it, where as it’s something I can just click that will bring me to that.

Noelani

I agree with Makana, having a City and County of Honolulu app that has all those things, would be really great for people who don’t used social network.

Makana

Right agreed.

Koa

You know those huge old signs that normally just say or they used to say when traffic was happening or construction was happening, I think it’s revised where they could actually use. I mean that’s what would need to be considered if such an app were to be created, if any sort of streaming were to occur.

Moderator

M24. Ok, I have a few more questions, you guys are doing great. The next question is, what do you believe will be the future for the City and County of Honolulu’s use of networks like Facebook and Twitter?

Ikaika

Status quo.

Moderator

Does everyone else agree with Ikaika?

Kaipo

I agree, the site should basically give information and go beyond commenting or political views, for example bread and breakfast, pull something on breads and breakfast and people start commenting, some people may have personal motives to say, hey it’s a great thing. It should be limited to what it is now, just information, events, this is what’s happening.

Koa

I completely agree with Kaipo.
Moderator

M25. The next question, what would you like for the future of the City and County of Honolulu’s use of networks like Facebook and Twitter to be?

Koa

I think from what Ikaika, Anueha and Makana touched on was, making sure that there was someone there that is able to respond back properly with the response that would he hopeful and a good answer to the question.

Unknown Speaker

Yes.

Moderator

M26. We’re all in agreement? What specific action or actions could help the City and County of Honolulu accomplishes this or what your wants are?

Noelani

As we touched upon it earlier, creating a team, division with full time employees who are staffed, even around the clock because it’s as social networking site, to cater to the needs of others.

Ikaika

I agree completely, it could be with existing staff, there maybe people in sort of generic customer service type positions in various departments that could be retrained or repurposed so it doesn’t necessarily have to be additional resources, maybe it could just be a smarter deployment of existing resources.

Makana

Actually completing a need of success rather than just everybody has one so we’re going to make one, it should be done right with resources on this.

Anueha

I defiantly agree with Makana, they would need to have a strategy for Facebook and for Twitter that would be different because although they’re both social networking sites, they’re very different and the users and the demographic of users is different, so before they dive into their bigger picture it would need to be a strategy on how they’re going to engage, how they’re going to monitor and understand when they’re one and expect from them before they actually try to go out and do it.

Noelani

They’re learning from people who are currently using it, especially for campaigns right now, it’s such a huge thing, they can learn form that as well. How they have succeeded
and how they failed with their use of social networking sites, because they’re not only using Twitter and Facebook but they’re using Flickr to share photos and YouTube.

Moderator

Kaipo, you look like… do you want to add anything

Kaipo

No, sorry.

Moderator

Ok, does anyone else want to add anything?

Mahea

I totally agree too, I think maybe they can try and see if there’s other city and counties in other areas that are doing the same thing and see what’s working, what’s not working and then go based on that too.

Anueha

I also think that they would probably want to continue doing studies like this to see what users want and what users expect and trends and what not.

Koa

I think San Francisco has pretty much been known to be very cutting edge in their social media capabilities and what they’ve done that maybe looked into further, see what they’ve done.

Anueha

Free Wi-Fi everywhere.

Noelani

Yes, totally agreed.

Palika

Agreed.

Mahea

Agreed.

Pualei

Triple quadruple.
Moderator

Ok. With the wrap up, does anyone want to add anything to this conversation or any thoughts that they want to put out into the area? Ok so Kaipo? Ok, I’m going to be turning this off right now, I’m going to tell you when I turn it off.