

Santa Clara Police Department Community Feedback Results, Analysis, and Conclusions

July 2017 to April 2018



Data collected, analyzed, and presented by My90 with funding provided by Silicon Valley Community Foundation.



Overview

In July 2017, the Santa Clara Police Department and My90 launched an initiative to take the pulse of the Santa Clara community on policing. Supported by the Silicon Valley Community Foundation, the Santa Clara Police Department and My90 partnered to collect feedback through three initiatives.

1. My90 conducted an anonymous citywide opinion survey in September 2017 in which 284 people who lived, worked, and/or attended school in the City of Santa Clara participated;
2. From July 2017 to April 2018, My90 collected data from questionnaires completed by a panel of community leaders; and
3. From January to March 2018, My90 hosted three events at the Central Park Library in Santa Clara to collect feedback in person. These events included two focus groups and one citizens' policing workshop.

The aim of these initiatives was to develop a nuanced understanding of the Santa Clara community's opinions on the Santa Clara Police Department's performance and their ideas about how to maintain a strong relationship between the police and the community.

Overall, feedback from a total of 330 people is included in this report. These participants were recruited via direct outreach, word of mouth, social media, email campaigns, flyers, and canvassing. Participants in the community panel and focus groups were offered \$20 gift cards each time they gave feedback. No incentives were given to participants in the citywide survey or the citizens policing workshop.

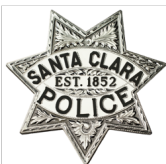
This report provides in-depth analysis of the data collected throughout this project, including major takeaways and recommendations. Full results and relevant documentation of the citywide survey, community panels, and events are included in Appendices A, B, C, and D.

Santa Clara PD wants your feedback!

The Santa Clara Police Department is conducting a citywide survey in partnership with My90, an independent company, to collect your opinion anonymously.

To start the survey, follow instructions on the back of this card.

Standard message rates apply. This is not an emergency service.




Send a **text message** that says "SCPD" to

72803

or visit

www.textmy90.com/santaclara

Example of business cards distributed by SCPD officers to encourage participation

The Citywide Survey

Summary

In September 2017, My90 conducted a survey in the City of Santa Clara to measure public opinion of the Santa Clara Police Department. The survey was offered in English, Spanish, and Vietnamese. The survey was open to residents of Santa Clara and people who had recently interacted with the Santa Clara Police Department. My90 initially presented findings from the survey to the Santa Clara Police Department in November 2017. That complete report is available in Appendix A.

This report includes an overview of the methodology used to conduct the survey, the demographic data of respondents, and highlights the quantitative and qualitative responses that most influenced the overall project.

Survey Platforms

My90 made the survey available via SMS and online from September 1, 2017 to September 30, 2017. Respondents accessed the survey by texting “SCPD” to 72803 or by completing the survey online at www.textmy90.com/santaclara. Paper copies of the survey were also provided at the Santa Clara Senior Center.

Outreach

Both the Santa Clara Police Department and My90 conducted outreach to promote the survey. Beginning September 1st, the Santa Clara Police Department promoted the survey across their social media platforms including Nextdoor, Facebook, and Twitter. The Santa Clara Police Department also promoted the survey in Inside Santa Clara, on Cable 15, the Santa Clara Police Department and City of Santa Clara websites, eNotify, Nixle, and through Santa Clara Unified School District’s flyer distribution service, Peachjar. Some Santa Clara police officers handed out cards encouraging residents to participate in the survey.

My90 promoted the survey via Google AdWords and Facebook ads to Santa Clara residents interested in policing, social justice, and local government. My90 also promoted the survey at events including National Night Out, the Santa Clara Art and Wine Festival, and the Senior Center Ice Cream Social.

Selection Bias

All surveys are prone to some degree of selection bias. In this particular survey, the Santa Clara Police Department conducted outreach to their existing followers on social media and My90 advertised to Santa Clara residents interested in policing and similar relevant issues. There is a strong likelihood that some respondents were already more interested in the police than the average resident.

About the Analysis (continued)

In order to address the potential bias of respondents, including non-response bias from residents who may have been less likely to take the survey, each answer has been weighted to create a representative sample of Santa Clara residents. The survey was weighted based on self-reported gender, ethnicity, and age.

The weight of each individual response was calculated by comparing the demographic breakdown of the survey sample compared to the demographics of Santa Clara according to the the U.S. Census American Community Survey 2011-2015 estimates. For example, the survey sample was 13.1% Hispanic/Latino and Santa Clara's population is 18.5% Hispanic/Latino. Each answer from a Hispanic/Latino respondent was therefore multiplied by 1.41. Continuing this example, a Hispanic/Latino woman between the age of 35-44 would have an overall weight of 1.41 (ethnicity) * 0.86 (gender) * 1.08 (age) for an overall weight of 1.31. Any respondent who selected "prefer not to respond" for any demographic question had that response multiplied by 1.

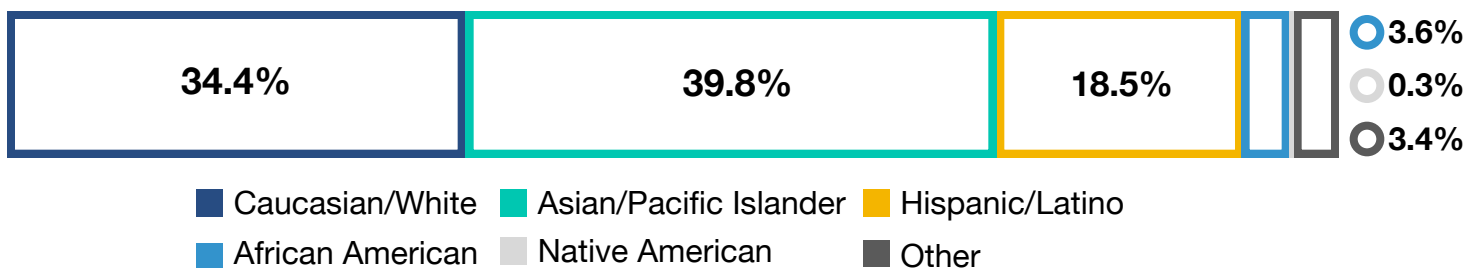
Weighted Demographics

The demographics used in weighting each survey respondent are presented below compared to the demographics of residents in the City of Santa Clara.

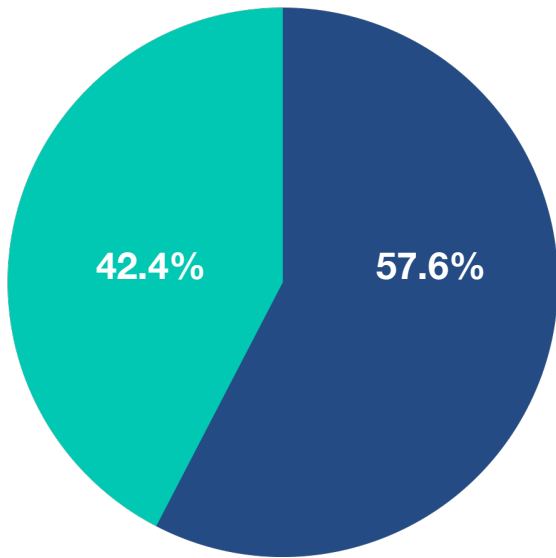
Ethnicity - Survey Respondents $n = 259$



Ethnicity - City of Santa Clara

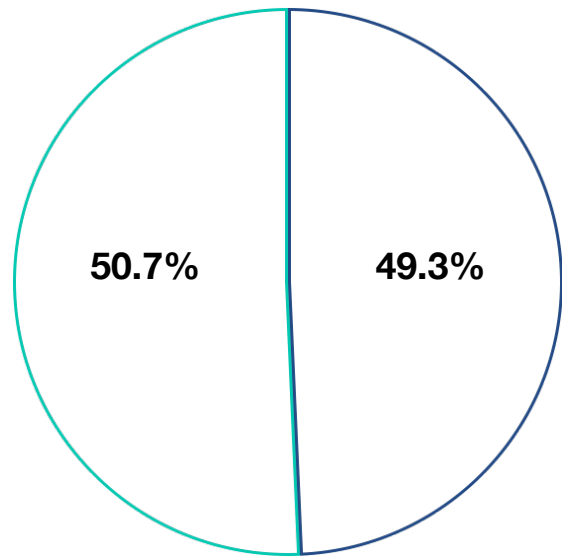


Gender - Survey $n = 276$



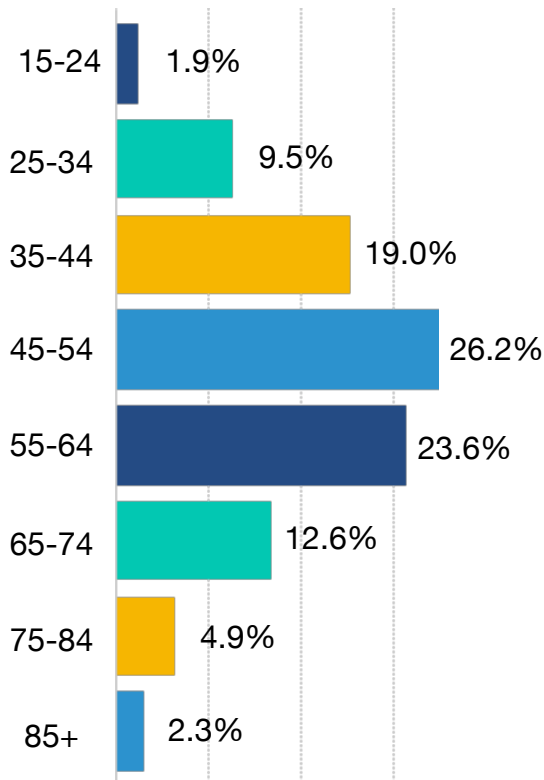
Male Female

Gender - City of Santa Clara

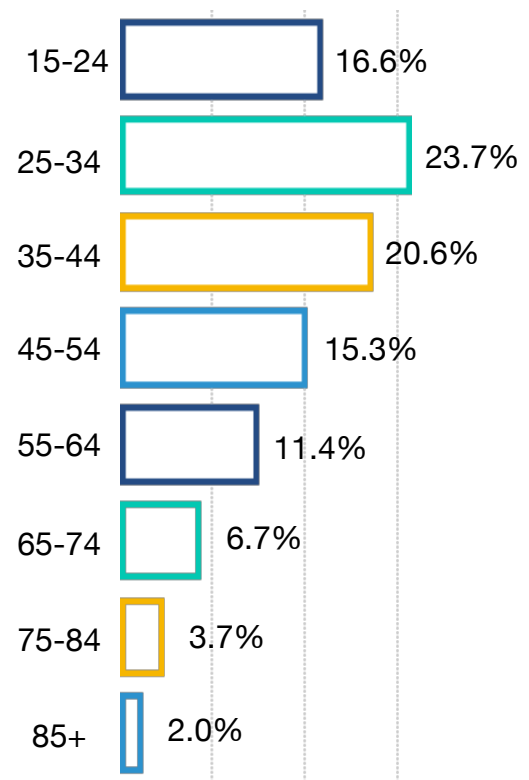


Male Female

Age - Survey $n = 263$
Average = 52.2



Age - City of Santa Clara
Average = 34.3

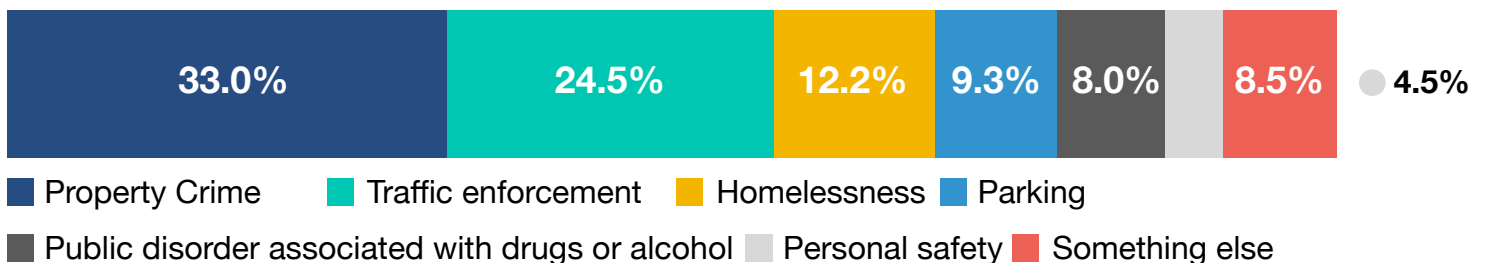


In your opinion, how trustworthy is the Santa Clara Police Department? $n = 282$



Overall, 92.4% of respondents felt that the Santa Clara Police Department was either very or somewhat trustworthy. The rest of the analysis will compare subgroups of respondents to certain questions against the overall opinion of respondents about trust.

What local issue do you think needs the most attention from SCPD? $n = 278$



What type of property crime? $n = 100$

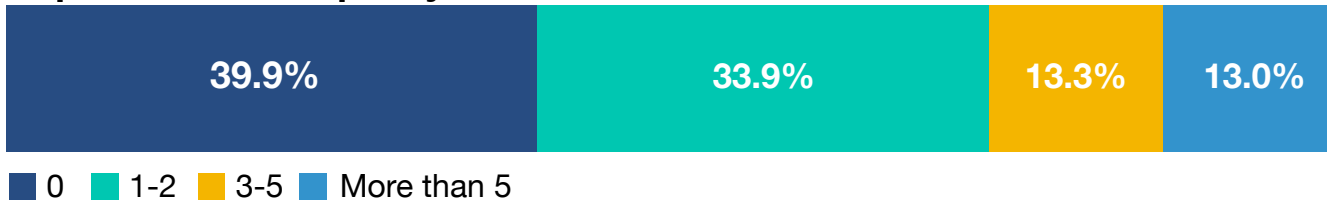


33.0% of respondents felt that property crime was the issue that needed the most attention from the Santa Clara Police Department. Of those respondents, 48.9% felt residential burglaries needed the most attention, 38.1% chose car break-ins, and 13.0% vandalism. 24.5% of respondents chose traffic enforcement as the issue that needed the most attention from the Santa Clara Police Department, and 12.2% chose homelessness.

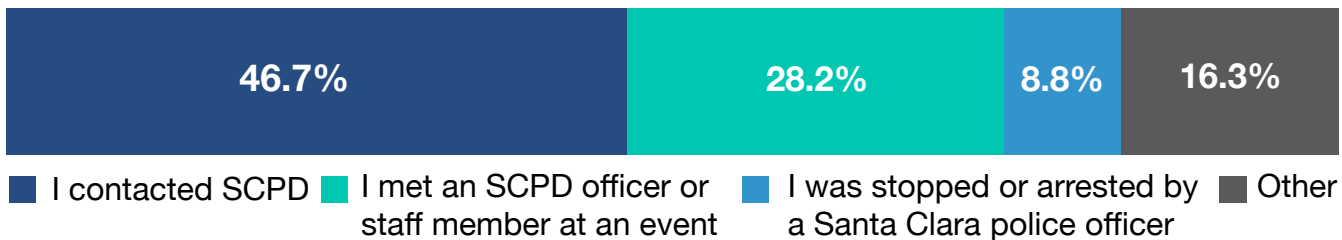
In your opinion, how safe is your neighborhood? $n = 282$



How many times have you interacted with the Santa Clara Police Department in the past year? $n = 288$



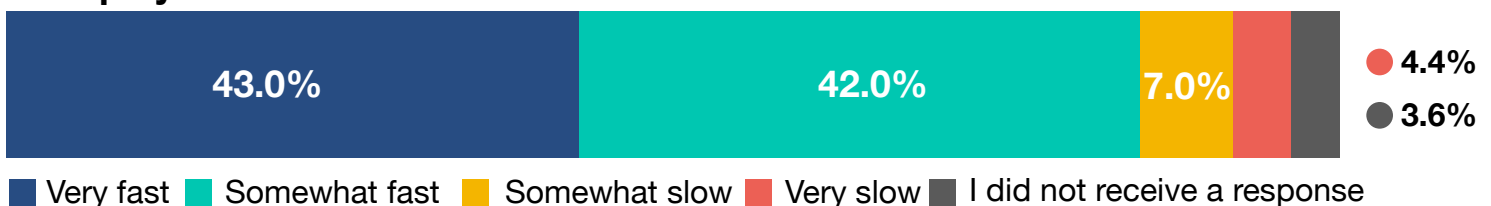
What was your most recent interaction? $n = 186$



During your interaction, how satisfied were you with the service you received? $n = 188$

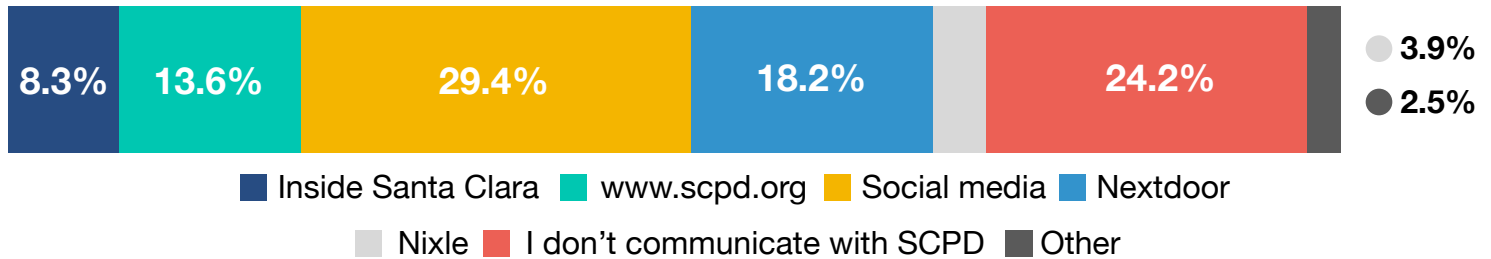


How would you rate the response time for your call for service, request, or inquiry? $n = 100$

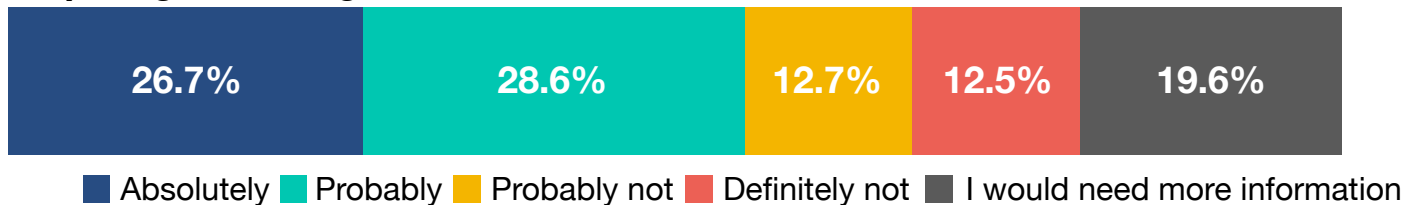


87.3% of respondents who have had some type of interaction with the Santa Clara Police Department in the past year were either very satisfied or somewhat satisfied. Of those who were somewhat dissatisfied or very dissatisfied, 56.8% thought the Santa Clara Police Department was very trustworthy or somewhat trustworthy.

When respondents were asked to rate the timeliness of the Santa Clara Police Department's response, 85.0% said the Department's response was either very or somewhat fast. Respondents who said the response time was not fast were less likely to trust the Santa Clara Police Department than the rest of the sample. 54.6% of respondents who received a response that was somewhat slow, very slow, or who did not receive a response said they trusted the Santa Clara Police Department, compared to 92.4% of respondents in the sample overall.

What is your preferred method of communication from SCPD? $n = 230$ 

Of the 75.8% of respondents who indicated they communicated with the Santa Clara Police Department, a plurality said they preferred social media. Nextdoor and the the Santa Clara Police Department website were also popular options for respondents' preferred method of communication.

SCPD does not currently own or operate a drone. Would you support SCPD acquiring and using drones in the future? $n = 282$ 

55.3% of respondents indicated that they would absolutely or probably support the Santa Clara Police Department acquiring and using drones in the future. 25.2% indicated that they probably or definitely would not. 19.6% felt they needed more information. During the course of this project, the community panelists also answered this question and they were generally more supportive of the Santa Clara Police Department acquiring and using drones. Sixteen community panelists said they would "absolutely" or "probably" support this step, six said they would need more information, and two said they probably or definitely would not. Overall, there seems to be support from the community for the Santa Clara Police Department acquiring or using drones. However, enough respondents expressed doubt or a need for more information that steps should be taken to educate the community about the Department's proposed policy surrounding the use of drones.

Takeaways from the Citywide Survey

Respondents were generally very positive about the Santa Clara Police Department. More than 90.0% of the weighted sample trusted the police at least somewhat, more than 85.0% who had an interaction were very or somewhat satisfied, and more than 80.0% said the police responded very or somewhat quickly to their call for service, request, or inquiry. 85.0% of respondents thought their neighborhood was very safe or somewhat safe. A majority of people who communicated with the Santa Clara Police Department preferred social media and Nextdoor. 33.0% in the weighted sample thought property crime was the local issue that needed the most attention. Of those, 48.9% thought residential burglaries was the most pressing type of property crime. The demographic breakdown of respondents provide some clues as to communities where the Santa Clara Police Department may be less connected. My90 recommends that the Santa Clara Police Department focus on the Asian, African American, and young populations in Santa Clara who were less likely to provide feedback throughout the course of the project.

The Community Panel

Assembling the Panel

My90 assembled a community panel based on a recommended list of community organizations provided by police command staff and members of the community. My90 sought participants based on these recommendations. Twenty four community leaders were selected for the panel and twenty of those panelists ultimately completed all six questionnaires over the course of nine months.

Each panelist was offered a twenty dollar gift card if they completed the questionnaire. If a panelist did not complete a questionnaire before the next was sent out, that panelist was removed from further participation. The dates and content of the panels are outlined below. Complete results from all six panels can be found in Appendix B.

Since community panelists gave direct input on the results and structure of the project, their responses are covered in multiple sections throughout the remainder of the report.

Topics Covered

- *First Community Panel sent July 28, 2017:* This questionnaire asked the same questions used in the citywide survey, including demographic questions. Panelists also answered open ended questions about their involvement in the Santa Clara community and nuanced thoughts about policing at a high level.
- *Second Community Panel sent September 22, 2017:* This questionnaire included questions about how panelists initially formed their opinions of the police and to give input on controversial policing incidents in the news. Panelists were asked to give their opinion on these incidents and how they would expect the Santa Clara community to react in similar circumstances.
- *Third Community Panel sent November 9, 2017:* This questionnaire focused on results from the Citywide Survey and asked panelists to react to the quantitative data as well as specific quotes from survey respondents. Panelists were also asked to make suggestions for the content of the focus groups held in 2018.
- *Fourth Community Panel sent January 30, 2018:* This questionnaire asked panelists to give input on topics addressed during the focus groups and citizens policing workshop as well as their opinions on the segments of the community included in those events.
- *Fifth Community Panel sent March 20, 2018:* This questionnaire asked panelists to give feedback on some of the issues most frequently brought up during the focus groups and citizens policing workshop. These issues included homelessness, where Santa Clara police officers choose to live, and officers' expected behavior towards members of the community.
- *Sixth Community panel sent April 12, 2018:* This questionnaire asked panelists' opinion about another recent controversial policing incident making national news. They were also asked to make suggestions about future Santa Clara Police Department community engagement efforts and to give feedback to Chief Sellers directly.

Who were the Community Panelists?

Participation in the community panel was contingent on anonymity, but the following demographic information was collected during the first questionnaire. The median age of community panelists responding to the first questionnaire was 55 and the mean age was 53.9. When asked about their ethnicity twelve of these panelists identified as White/Caucasian, five identified as Asian/Pacific Islander, four were Hispanic/Latino, one was Black/African American, one identified as South Asian, and one identified as Middle Eastern. Twelve panelists were male and twelve were female.

Panelists represented a broad range of organizations in Santa Clara, including the Santa Clara Convention Center, the Rotary Club of Santa Clara, the Civil Service Commission, the Santa Clara Host Lions Club, the Santa Clara Senior Center, the Boy Scouts of America, the Mission City Community Fund, Retired Public Employees Association, Santa Clara Woman's Club, Santa Clara Women's League, Santa Clara Optimists, St Lawrence Parish, Civil Service Commission, Old Quad Residents Association, Citizens Advisory Committee, Eritrean Community of Santa Clara, Harvest Food Bank, the Muslim Community Association, River of Life Christian Church, Santa Clara Police Activities League, Free and Accepted Masons, Elks, Santa Clara Unified School District, Leadership Santa Clara, American Heart Association, Girl Scouts of Northern California, Muslim American Society, Santa Clara University, and Washington Open Elementary.

Community panelists reported their neighborhoods as Cascade, Rivermark, Montague Park Area, Los Padres/Warburton, Pruneridge and Kiely area, Westwood (near Los Padres and Saratoga), Eastside by the stadium, Briarwood/Cabrillo, Bowers/El Camino, Area of Monroe and Bowers, Dundee Dr., Santa Clara University, Old Quad, near Santa Clara High School, cross section of Benton and Live Oak Dr, Laurel Park East, Santa Cruz Mountains, Lawrence Rd. and El Camino, Bowers/Monroe near Bracher School, and near Central Park.

Comparing Citywide Survey Results to Community Panel Responses

Community panelists responded to the same questions asked in the citywide survey in July and August 2017, immediately prior to the launch of the citywide survey. Results from the community panel on overall satisfaction were similar, reinforcing the results from the citywide survey. However, two members of the community panel who were under the age of 40 and were not white tended to have more negative views towards the Santa Clara Police Department. With this in mind, My90 recommended focusing one focus group soliciting feedback from Asian, Black, Hispanic, and Native American residents under the age of 35 for the events in 2018. My90 also recommended that the Santa Clara Police Department engage people in the Santa Clara community matching these demographic characteristics in order to better understand their opinions and needs from the police.

What Should Be the Santa Clara Police Department's Biggest Priority?

Both the citywide survey respondents and the members of the community panel rated property crime and traffic enforcement as the first and second most pressing issues, respectively. When asked what type of property crime specifically, car break-ins and residential burglaries were the most common responses. Homelessness and public disorder were also commonly mentioned as issues that should be the Santa Clara Police Department's biggest priority. These issues were explored in more depth to better understand the needs of the community.

Understanding Qualitative Feedback

While most of the questions in the citywide survey were multiple choice, all respondents had the opportunity to provide free response feedback. While all responses are available to view in Appendix B, a few themes emerged that the community panel weighed in on after the survey was completed. In the third questionnaire, panelists were asked to respond directly to quotes taken from the citywide survey. These quotes were lightly edited for clarity.

“The system is set up pretty good right now, however I think the officers need to spend a little more one on one time with the residents in their beat, even if it’s just to stop and say hello, that’s an important factor in the trust and transparency process, not to mention they could get some valuable [intelligence]”.

Results show that majority of panelists “strongly agree” or “somewhat agree” with the quote, while a few were neutral to the statement. When asked to expand on this, most participants said that they think spending more time in the community will increase goodwill.

“Have more community events with the [Santa Clara Police Department]. Establish additional community programs for children, particularly after-school events and programs that are low or no-cost. Increase frequency of 'coffee with a cop.' Have family events on the weekends (maybe once a month?) Have officers visit schools more often.”

When asked to respond to the above statement, a majority of the participants agreed with it. Their reasoning was that interactions between the police and children helps build trust, gives kids role models, and allows children to see the police as humans. A couple panelists who were critical of the statement said their concerns came from feeling that the events might be superficial, that officers might not be available to attend the events, and that it might pull officers from doing their job.

“This rough and rude 'city cop' attitude at the [Santa Clara Police Department] must be trained out of the entire police force; otherwise, this police force will continue to be one that rides roughshod over the polite and gentle people they serve.”

To this statement, ten panelists strongly disagreed, while six responded “neither agree nor disagree”. Several participants had never encountered the “rude city cop” version of a Santa Clara police officer and were weary of police generalization. Three respondents strongly agreed with the statement, one of which compared the police to bullies.

“I don't think there is really anything that needs to be done - it seems as if all is well from my point of view - if it isn't broke, don't fix it!”

Nine respondents ‘disagreed somewhat’ while seven ‘agreed somewhat’. The qualitative reactions to these statements show that irrespective of the response, participants found the statement to be too passive and complacent. While they would not have gone so far to say the system was broken, they believed there is room for improvement.

Responding to Events in the News

During the second and sixth community panel questionnaires, respondents were asked to weigh in on controversial policing issues making national news. While this was not directly related to the citywide survey or focus groups, this data provided valuable insight into how community leaders process controversial events as they unfold. Before responding, panelists were asked to read articles describing the events that took place. Those articles can be found in Appendix D.

Alex Wubbels and the Salt Lake Police Department

In July 2017, a Utah nurse named Alex Wubbels was forcibly arrested by a Salt Lake City police officer after she refused to draw blood from an unconscious patient. This patient was a suspect in a crime.

Almost every panelist believed that Alex Wubbels had a legitimate complaint. They mentioned that the nurse was following protocol and was right in refusing the officer to draw blood. Many mentioned that the officer was being heavy handed and clearly in the wrong for arresting the nurse. A couple of the participants said that their opinions would be formed only after the completion of the full investigation. Panelists were evenly split between participants who believed that the police response in the days following the incident was appropriate and those who believed it to be inappropriate. For those who liked the response, the positive reaction came from the police accepting their mistake and making the effort to reach out to the nurse. However, panelists who disagreed found the apology to be “sloppy” and many said that the apology made it sound that the Police Chief did not acknowledge that a mistake had been made.

Michael Bennett and the Las Vegas Metro Police Department

In August 2017, Seattle Seahawks football player and prominent activist Michael Bennett was stopped and forcibly restrained by a Las Vegas Metro police officer following a shooting at a nearby casino. Bennett posted on social media that he believed he was stopped and detained because he was a Black man in the wrong place at the wrong time. The Las Vegas Metro Police Department released a statement denying any wrongdoing in the incident.

Panelist opinions on this situation were mixed. Some thought that the police response was legitimate and that Michael Bennett did not have a strong complaint. This group believed that the police officer was following orders, that Bennett matched the profile of the shooter and that the police were just doing their job. On the other hand, another group of participants said that the police were rough handed, profiled Bennett, and the fact that he had a gun put to his head before checking his identity was cause for a complaint.

Concerning the way Las Vegas Metro Police Department handled the fallout, responses were particularly varied. Some believed that the police statement was appropriate, especially given the fact that the investigation was not complete. Others believed that the response was not appropriate given that the body camera had been switched off and the officers had been heavy handed. There was another group that did not have a strong opinion about the incident and was waiting to know more from the investigation before reacting to it.

Stephon Clark and the Sacramento Police Department

In March 2018, Stephon Clark was shot and killed by Sacramento police officers in his grandmother's backyard. Officers were responding to reports of a man in the neighborhood vandalizing cars. The community panelists were asked to read an article in the Sacramento Bee about a private autopsy that concluded Stephon Clark had been shot eight times total and six times in the back. The article also discussed the Sacramento Police Department's response to the shooting and subsequent protests.

Panelists were asked to give their opinions on the Sacramento Police Department's response to the shooting and what they believe the police should do in high-profile incidents such as these. A large majority of the panelists said that the most important thing following a police shooting is to share as much information as possible as soon as possible. Several panelists, including those who tended to be positive about the police, felt that the Sacramento Police Department had not done been sufficiently transparent with the community. While panelists recognized the police could not conclude if the shooting was justified right away, they wanted the police to share all of the facts available and be clear about exactly what the process would be to address the shooting. Multiple panelists also underscored the importance of the police expressing empathy about the loss of life and immediately reaching out to the community affected by the shooting.

The community panelists also discussed how they thought the Santa Clara community would react if a similar incident happened. Many felt that there would be protests in Santa Clara, both by local residents and people from other cities, but that those protests would not be as large. While some panelists indicated that they believed the police would be given the benefit of the doubt by the community, others believed protests would happen no matter what. If protests did happen, panelists hoped that police would avoid arrests and physical confrontation as much as possible. Several panelists indicated that police reaching out to the affected community could help since leaders in that community could have influence ensuring that any protests remained peaceful.



Screenshot of website where panelists completed each questionnaire.

Events

Summary

Based on the results from the citywide survey, conversations with Santa Clara Police Department command staff, and input from community panelists, My90 designed three events to collect nuanced feedback through direct conversations with residents. Two focus groups were held on January 31st and March 1st, 2018. Due to their underrepresentation in the citywide survey data, the first focus group focused on Black and Hispanic residents under 35. Based on suggestions from the community panel, the second focus group focused on small business owners from throughout the City of Santa Clara. The Citizens' Policing Workshop was open to all residents of Santa Clara. All event participants were guaranteed anonymity. Photos from the event, which have been edited to preserve anonymity, are included in Appendix C My90 staff member's raw notes.

The main takeaway from these events was that residents who had widely differing opinions about the police ultimately had similar suggestions on how to improve community engagement moving forward. In particular, participants in the January 31st focus group came in with very low opinion of the police while participants in the March 1st focus group came in with very high opinions of the Santa Clara Police Department. However, both sets of participants strongly emphasized the need for Santa Clara police officers to use everyday interactions with residents to improve their public perception.

Determining Content and Recruiting Participants

For the January 31st focus group and March 19th workshop, My90 recruited participants through social media advertising, posts through the Santa Clara Police Department's social media accounts, advertising at the Central Park Library, Santa Clara Recreation Center, Santa Clara University, Mission College, and direct emails to hundreds of residents. Participants for the March 1st focus group were recruited primarily through the Santa Clara Chamber of Commerce, direct canvassing of small businesses in the area, and more than two hundred direct phone calls to small business owners.

Prior to these events, the community panel gave input during their fourth questionnaire about the subjects they most wanted to see covered during these events. First, panelists were asked to share what topics they believe we should focus on while talking with young African American, Hispanic, Asian, Pacific Islander, and/or Native American residents of Santa Clara. The topics with most responses were personal interactions with the Santa Clara Police Department, the Santa Clara Police Department's current community engagement efforts, how their opinion of the police was formed and preferred communication methods. Panelists were then asked to share questions which should be included while conducting a focus group with small business owners in Santa Clara. A majority of the respondents said that the important issues were those relating to safety needs of business owners, availability of the Santa Clara Police Department for the businesses represented in the focus group, community engagement efforts by the Santa Clara Police Department, and trust levels of event attendees towards the Santa Clara Police Department.

Finally, panelists were informed that a public feedback session would be held to discuss policing in Santa Clara. They were asked to indicate what issues they would like to be discussed at this event. Results show that most participants wanted to know the results of My90's work with the Santa Clara Police Department, types of crimes the Santa Clara Police Department should focus on, changes affecting Santa Clara and recent news about Santa Clara.

January 31st Focus Group

A focus group designed for African American, Hispanic, Asian, Pacific Islander, and Native American residents under the age of 30 was organized by My90 on January 31st, 2018. The focus group was held at the Central Park Library and lasted for about an hour and fifteen minutes. There were a total of four participants who were between the ages of 18 and 30. Three were Hispanic males, while the fourth participant was female and African American.

The session was moderated by three My90 staff, with one primary moderator and two backup moderators primarily responsible for taking notes. All participants were briefed about the focus group and willingly signed consent forms. They were all rewarded with \$20 gift cards of their choice at the end of the focus group.

Participate in a Focus Group discussing the Santa Clara Police Department

Who: African American, Hispanic, Asian, Pacific Islander, and Native American residents under the age of 30 who live in Santa Clara.

Where: Central Park Library, 2635 Homestead Rd.
Santa Clara, CA 95051

When: January 31, 2018 from 6:00 to 7:00 PM

The Santa Clara Police Department has partnered with My90, a community policing organization, to collect feedback from Santa Clara residents. My90 is an independent third party and will not share your personal information with SCPD.

Participants will be compensated with a \$20 gift card.

Email contact@textmy90.com or visit www.textmy90.com/santaclara to sign up



The focus group began with an ice-breaker, followed by four prompts asked to initiate and drive conversation over the course of the session. The prompts were:

1. I'd like you all to take the post-it's in front of you and write down at least 5 words which you think describe the Santa Clara Police department
2. I'd like you to think about a situation where you have had direct interaction with a police officer or the the Santa Clara Police Department. Please briefly write or draw your experience and then share with us what you took away from the experience itself. In case you haven't had a direct interaction, you can share an instance of indirect interaction.
3. Think of the following situation—you've been pulled over by a Santa Clara police officer for speeding. Think about how you think that situation will play out in real life and then think about how it should ideally play out. So, think about what you expect will most likely happen vs what you wish would happen. Again, you can write or draw your thoughts.
4. Now finally, I'd like you imagine that the Chief of the Santa Clara Police Department is here. What would you like to tell him? You can be as frank as you want.

Overall, the four participants in this focus group had a negative perception of most police officers. While some participants' opinions of the police were influenced by interactions with the Santa Clara Police Department, all participants held a broadly negative view of police in general. They believe that police officers are ineffective, typically don't behave well, and that race and minority status has a large effect on perception of the police. While all four participants clearly came into the focus group with negative perceptions of the police, they were willing to offer constructive suggestions that could improve their perception. Primarily, their suggestions focused on direct day-to-day interactions between police officers and the community.

January 31st Focus Group (continued)

Participants used the following terms when asked to write down five words to describe the Santa Clara Police Department.

- Intrusive
- Helpful
- Annoying
- Clients
- Con artists
- Polite
- Smug
- Respectful
- Mentally ill
- Knowledgeable
- Intimidating
- First responders
- Unseen
- Authoritative
- No presence
- Disloyal
- Liars
- Murderers
- Accomplices

When asked for a description of what they believed a typical Santa Clara police officer to be like, focus group participants used the following terms:

- White male
- Someone who works out
- Can choke you/take you down
- Mean with a bad attitude
- Trigger happy
- Alpha male
- Jock muscle head
- Someone who doesn't want to help us
- Power hungry
- Someone who probably has mental trauma themselves
- Police are all overworked and understaffed
- Probably have PTSD
- Don't talk to the community
- Don't walk around the neighborhoods

When asked what type of behavior participants expected if they were to have an interaction with the police, they used the following terms:

- Be demanding
- Telling lies
- Be dehumanizing
- Criminalizing
- Rude
- Combative

When asked what ideal behavior from the police would look like, participants used the following terms:

- Polite
- Nice conversation
- Engage the community and talk to people directly
- Smile
- Introduce themselves
- Respectful
- Being more human
- Acknowledge their own struggles

Participants engaged in a deeper discussion about how police would ideally behave. They suggested returning to “beat cop” policing strategies, specifically officers who were involved in their neighborhood and frequently talked to the community. They also suggested performance evaluations and regular mental health evaluations from officers in order to reduce the frequency with which officers use force. Participants also suggested increasing communication to build trust and engage the community while making sure that police were understanding “real” issues in those communities. They wanted the police to recognize their flaws, commit to regular dialogue with their communities, and report on progress quarterly.

January 31st Focus Group (continued)

Respondents were generally dismissive of existing opportunities to engage with the Santa Clara Police Department such as Chat with the Chief. They believed these events were a disingenuous attempt by the police to check the box of community engagement without actually needing to go into their communities.

When participants were asked what they would say to the Chief of Police they said the following:

- “Being straightforward and honest goes a long way”
- “Being honest about your flaws is really helpful”
- “Hold your department accountable”
- “Be aware of how things are in the community”
- “If you want to engage with the community, be open about what you will do and what your commitment will be. Only then will I talk to you”

On 1 to 5 scale, trustworthiness of the police among participants was “0”, “2”, “2 or 3”, and “1.5”.

Quotes from personal interactions and observations that the participants had with Santa Clara police officers included:

- “I took a left turn on a no-left-turn. The officers came by gave me a ticket, but didn’t give out tickets to other people who were doing the same. When I walked back to the cops to ask why this was happening, they just said, ‘ask the judge’.”
- “My parents are first generation immigrants. Even if there were police organized community events, they wouldn’t go, because there is a fear of ICE agents, or being asked for papers.”
- “I got pulled over for speeding by an officer. He didn’t end up giving me a ticket, because he said he didn’t feel like it. So why did he even pull me over?”
- “I haven’t had any direct interactions with the police, but I work with people who have and they’ve always reported a negative experience.”
- “There are so many opportunities for officers to talk to people in the community, but they don’t.”
- “My brother has schizophrenia and if anything happens, my mom ends up calling the police, so they become the first responders. But they aren’t trained for it. I would rather have behavioral health workers who show up.”
- “A lot of the officers who are military vets probably have PTSD, they are probably suffering too!”
- “It takes a lawyer 3 years to qualify to practice and an officer 6 months!”

January 31st Focus Group Major Takeaways

This focus group was the most negative feedback My90 encountered in the entire duration of the project. While it is true that these opinions were from just four residents who were strongly influenced by national policing issues, their harsh feedback is important to recognize. If these residents feel so negatively about the police, that is a strong indication that there are more residents like them who share the same opinion. While the citywide survey indicated that people with such negative opinions are in the minority, that minority is still served by the Santa Clara Police Department.

January 31st Focus Group Major Takeaways (continued)

It is crucial to focus on the participants' suggestions for how the police can improve their perception in those communities. Specifically, these participants encouraged officers to proactively engage their communities to prove that they are not the stereotypically negative officer these participants perceive police officers to be. Most importantly, these participants wanted to be treated with respect at all times by police. They suggested that the Santa Clara Police Department can focus on communication styles to be more friendly and welcoming when possible.

Participants in this focus group also strongly supported increased accountability for police officers when misconduct occurs. This focus group indicated that participants have low expectation from the police to be honest about their work and shortcomings. Participants shared their hope to hear police departments admit to their mistakes and include citizens in the process of change.

SCPD can try to establish direct conversations with the citizens which point out goals, achievements, shortcomings and plans for the future. Being honest and making a commitment to being accountable will help the police create a strong sense of community. Organizing goal-oriented events which ask for suggestions, reporting data on progress and admitting to failure will go a long way. In addition to this, officers who take the time to talk and share information directly with community members will reduce the gap between police and the community. One simple example given was for an officer to make the effort to talk to people while they wait in line for coffee.

March 1st Focus Group

My90 held a focus group for Santa Clara small business owners on March 1st, 2018. The focus group was held at the Central Park Library and lasted for about an hour. The four people who participated owned a restaurant, a liquor store, an auto shop, and a home repair business.

The session was moderated by two members of the My90 team, one acting as lead moderator and the other acting as a backup moderator and note taker. The focus group began with an ice-breaker, following which four prompts were given over the course of the session. These four guiding prompts were the same questions asked during the first focus group on January 31, 2018.

The first prompt asked respondents to write down five words to describe the police, the second prompt asked them to describe a direct interaction with a Santa Clara police officer, the third asked them to describe how they would like to be treated if pulled over by an officer, and the fourth asked what they would say to Chief Sellers if he were in attendance.

Share your thoughts about the Santa Clara Police Department

Are you a small business owner in the City of Santa Clara?

If so, you are invited to participate in a **focus group**.

This focus group will be run by My90, an independent company collecting feedback from the community, and outcomes will be shared with Chief Sellers and SCPD staff.

Perks: Snacks, beverages, and a \$20 gift card

March 1, 2018
6:00 to 7:00 PM

Central Park Library,
2635 Homestead Rd.
Santa Clara, CA 95051.

Email contact@textmy90.com or visit
www.textmy90.com/santaclara to sign up

my90

March 1st Focus Group (continued)

Overall, participants in this focus group had a much higher opinion of the police due to multiple positive in-person interactions with the Santa Clara Police Department. Participants in this focus group were also particularly concerned about homelessness because they frequently needed police assistance with people experiencing homelessness interacting with their businesses. Participants were concerned that Santa Clara is changing and becoming less safe. While an influx of residents and increase in homelessness is part of the problem, there was also consensus that gang activity has grown and it is intimidating the community.

While overall participants in this focus group had almost exactly the opposite opinion of the police than participants in the first focus group, they had very similar suggestions for improving community engagement. Participants suggested that police officers should do more to personally engage the community. They were concerned that officers do not make an effort to introduce themselves to new people when they are in public and this can breed resentment and mistrust.

Participants held the Santa Clara police in high regard based on positive personal interactions, but they noted that improving interpersonal communication by officers is important in building trust in the community. These are the terms they used when describing a typical Santa Clara police officer:

- | | | | |
|---------------|----------------|-----------------|----------------|
| • Trustworthy | • Professional | • Quick service | • Respectful |
| • Effective | • Protectors | • Responsive | • Always there |
| • Overwhelmed | • Caring | • Courteous | • Well-paid |
| • Supportive | • Swift | • Quality | • Awesome |
| • Powerful | • Friendly | • Helpful | |

These are some of the stories that participants told about their direct interactions with Santa Clara police officers:

- One participant's most recent interaction was a call about a person experiencing homelessness getting aggressive with customers. Police were very responsive and respectful.
- This participant had another incident where a disgruntled ex-employee threatened the participant's life. Police arrived promptly and the participant felt the police saved their life.
- Another participant had a family in their neighborhood where alcohol and violence is a problem. This participant called the police, they responded quickly and the police officers who arrived brought peace to the situation instead of escalating it or arresting anyone.
- One participant had many interactions with the police, the most recent being a person who attempted to rob the participant in their business by pretending he had a gun. Participant gave the robber \$20 and they left. Police quickly apprehended the suspect and brought the participant into the station in order to identify him.
- One participant's most recent interaction was a call to the police when someone was trying to break into a transport truck in their business. The participant called the non-emergency number and police sent an officer out, treated them respectfully, and brought back a mug shot of the suspect. The suspect has not returned to the business since.
- Small business owners appreciated that the Santa Clara Police Department responds to burglary alarms. One in particular said that the police once beat them to the scene of a burglary alarm even though the participant only had to travel one mile.

March 1st Focus Group (continued)

Participants universally acknowledged that homelessness is an issue but that it is the community's responsibility to fix. They believed that the police should not have to deal with homelessness. Nevertheless, they are concerned that the police are not sufficiently trained to handle interactions with people experiencing homelessness.

While not all participants shared the concern about an increase in gang presence in Santa Clara, multiple were convinced that gangs were becoming more prevalent. Multiple participants said they no longer feel safe in certain parts of the city given stories that gangs are active in these locations.

All participants agreed that the police should be more proactive when engaging the community. Specifically, they wanted patrol officers to do more to reach out and get to know residents whenever they have a chance in public. While events like Coffee with a Cop are helpful, they would prefer to see officers when they are on their shift approaching people in restaurants and on the street to say hello. While participants all had positive opinions of the police, they believed that other residents with negative opinions could improve their opinion of the police if they had a greater number of positive personal interactions.

There was disagreement among the group about whether the police were paid sufficiently. One participant thought that Santa Clara police officers were the highest paid police department in the state and that this was a fair wage. All participants expressed concern that Santa Clara police officers and staff could not afford or chose not to live in Santa Clara. Each participant would prefer that the police officers live in the community so they understand local issues better.

The following comments were made in response to the final prompt, when My90 asked participants what they would say to Chief Sellers if he were in the room.

- “They are doing a good job and just they need to be more friendly. See the people at their level. If someone has a knife that doesn’t mean they are going to kill the police. Not always in a defensive mode. Homeless problem is a community problem. Need to see how we can bring people confidence.”
- “Always try to thank him. If he asks his opinion: Getting out of cars and walking around. Would be really good to see the Chief, Lieutenants and Captains out and doing things.”
- “Ask that he makes sure not to become political. Attends lots of Santa Clara community and council meetings. Behaviors that tell him that the Chief needs to align with the City. Balancing that and not the interests of private organizations.”
- “Understand that they’re overwhelmed. Lots of people in the community that would like to help with that. I should advocate more for his officers to interact with people who have mental illness. There’s so much that they don’t think of that can go wrong. Really need to be better equipped. Some markers and guidelines that can help them.”

March 19th Citizens Policing Workshop

The Citizens Policing Workshop was an interactive event where citizens were invited to share their feedback, ideas, grievances and solutions on important issues facing the community. No participants chose to receive the advertised gift card for participating.

The main aim of the event was to bring together citizens of Santa Clara and understand their concerns, hear their grievances and extract insights from their feedback about the best way to move forward. Using design thinking principles and qualitative and quantitative research methods, the event helped gather data about the current state of policing in Santa Clara.

The event was attended by 14 residents of Santa Clara who were recruited through social media, word of mouth and through the website. The event was one and a half hours long and was conducted by three My90 staff at the Santa Clara Library. The event was structured into three parts. The first was a survey completed by participants as they arrived at the event.

Part 1 - Survey

Participants were given a survey to complete at the beginning of the workshop. Full responses are available in Appendix C. The survey asked participants about their background, their interactions with the police and their motivation to attend the workshop. The ages of the participants ranged from 47-69 and was made up of five men and nine women. Most participants live in single family homes and have been residents of Santa Clara for more than 10 years.

In the survey the participants indicated that issues relating to homelessness, mental health, burglaries, parking and vandalism were important to them. Nearly all participants had at least one interaction with the police and some have had between three and five. When asked what motivated the participants to attend the workshop, many said it was their concerns over issues like safety and police brutality, while others mentioned that it was their own experiences with the police. A few participants mentioned that they wanted to engage in dialogue about the police force and were looking to hear opinions and educate themselves about the Santa Clara Police Department.

The final question asked participants about what they wished to take away from the workshop. A majority of the participants mentioned that they hoped to leave with more knowledge and awareness about the community and the Santa Clara Police Department.

Santa Clara Citizens Policing Workshop

Do you live, work, or attend school in the City of Santa Clara?

If so, you are invited to a **workshop** for citizens of Santa Clara to share their insights, feedback, and suggestions for the Santa Clara Police Department.

This **interactive** and **action-oriented** workshop will tackle the issues you care about most.

Outcomes will be shared directly with **Chief Sellers** and **SCPD staff**.

Monday, March 19th, 2018
6:30 to 8:00 PM

Central Park Library,
2635 Homestead Rd.
Santa Clara, CA 95051.

Email contact@textmy90.com or
visit www.textmy90.com/santaclara
to sign up



March 19th Citizens Policing Workshop (continued)*Part 2 - Focus Groups:*

The second part of the workshop was a series of focus groups. Participants divided themselves into three groups, each with a group moderator. The moderators of each of the groups asked the following questions and followed up with discussions, deeper questions and an open conversation.

- Can you introduce yourselves and share with us what brought you to this event?
- Can you share with everyone a direct or indirect interaction you've had with the police?
- In your opinion what are the biggest issues facing you and the community in Santa Clara and how do you think they can be solved?

The main concerns from the focus groups were a perceived lack of direct community policing, traffic around Levi's stadium, homelessness, mental health of police officers, lack of respect from the police during interactions with the community, lack of accountability and transparency in the police department, and lack of diversity in the police force. Additional concerns that were less prevalent were drugs, gangs, break-ins, openness of the police department to share updates with the community, and police shootings.

Participants also shared the experiences they had with police, either direct or indirect, in detail. The following comments are paraphrased from each participant's own words:

- A participant's minor son was knocked over on his bike by a car. The officer on duty asked if the boy was ok and asked him to be on his way, without calling an ambulance, without checking for injuries, and did not engage with the participant on the phone. When the participant went to the police station, she felt intimidated by the police officers and left without filing a complaint.
- A participant was pulled over for not stopping at a stop sign, though she made sure to stop because she had received a ticket previously and was extra careful. While contesting the ticket in court, the officer lied, saying she didn't stop at all and there were kids crossing the street. She felt humiliated in front of the judge and court. She used to trust the police before this incident but now does not. She feels like she is forced to trust the police.
- A participant was pulled over three times in one day because she had an anti-police sticker on her car (related to her son's father being shot and killed by the police). First officer wouldn't tell her why they pulled her over, so she guessed it was due to the sticker and she accused him of this. The officer asked her why she hated the police, then eventually let her go without a ticket. The second and third officers told her they pulled her over because her tags were expired, but the participant told them she had updated tags in her glove compartment, so they let her go without a ticket. The participant felt like she was being discriminated against for free speech and asked the officers to give her their badge number and name, but they ignored her.
- In over three incidences, a participant called the police because her son was having a mental breakdown and said he was going to kill himself. The third time, her son had a knife, jumped out of his bedroom window and was chased by police. The officers shot and killed him. The DA later released a video of her son's murder even though they told her they would not, and never got her permission to do so.
- A participant runs a food bank and frequently interacts with police addressing situations involving customers at the food bank, these include people experiencing homelessness. Two out of every six or seven officers are too firm with homeless people.

March 19th Citizens Policing Workshop (continued)

- In 1977, after returning from war as a veteran, a participant wasn't managing his alcoholism well. His neighbor called the police after he was found naked on his front lawn waving a pistol around. The officer who showed up threatened to throw a rock at him [this was before tasers]. The officer knew the participant's brother and called him. The participant felt like the officer handled the situation very well and had the good sense to know he was wasted and not a threat. He has graduated from Citizens Police Academy and knows many people who work for the Santa Clara Police Department personally.
- A participant was awakened by four police officers late at night since a suspect in a burglary was hiding in his backyard. Officers professional and straightforward with the participant and arrested the suspect without incident.

Towards the end of the focus groups participants were asked to share solutions to the issues raised earlier in the discussion.

- Decertify officers who are involved in wrongful shootings
- Plan outreach to minority communities and plan to include more officers from those communities
- Set up a homeless shelter in Santa Clara
- Train officers in how to respond to situations respectfully
- Have a community facing, third party body which audits and reports on the effectiveness of the police, who is answerable to the community and not the police
- Better training for police officers and staff on empathy, communication, crisis intervention, and de-escalation
- Treat people with "a bit more humanity"
- Increase staffing capacity for the Santa Clara Police Department
- Professional development for officers on mental health and psychology
- An outlet where civilians can provide feedback or review incidences, similar to the Civilian Review Committee that was implemented in San Jose
- Get rid of militarized equipment—officers should not have these when dealing with civilians
- Make resources describing how police prioritize calls for service and contacts through the non-emergency number as well as how they train officers to interact with people experiencing homelessness
- The police should attend more public events, regardless of whether they are hosted by the department, and be available to meet members of the community
- Keep website dynamic and feature new content frequently to keep the community engaged.
- Patrol neighborhoods more frequently at night
- Offer an engagement option similar to the Santa Clara Leadership Course but instead of a half day, make it longer to address more issues

Notable quotes from the focus groups include:

- "Do you see the fear in my son's eyes? He doesn't see you guys as protectors"
- "I've met six or seven officers [interacting with homeless] and only two have been harsh"
- "Police are trained to assume that everybody is going to do violence to them, so they need to do it first"
- "I just went through the Santa Clara Leadership Course, which I highly recommend...the day you spend on police and fire is a half day on police and half day on the fire department...I learned a heck of a lot that day, but it was too fast and too much information at a high level."

March 19th Citizens Policing Workshop (continued)

Part 3 - How Might We?

The last part of the workshop involved participants answering “How Might We” questions on interactive tables. Participants were given post-its and they moved across tables to answer six questions related to community policing. These are their responses:

How might we improve our community to relieve the burden on police?

- More citizen involvement
- More personal interaction between police and community
- Neighborhood watch
- Monthly community meetings
- Have a community number to call to report street problems
- Have a phone number for minor crimes which can be dealt by the city
- By having the city put in more money for mental health services

How might we encourage police officers to build personal relationships in the community?

- Officers should get out of the car
- Coffee with the Chief and open house
- Host forums in low income communities
- More community and event presence
- Officers can come out and talk to the community every two weeks

How might we ensure all members of our community feel safe around the police?

- Police and the community should have monthly meetings
- Police should socialize with the community, go on school visits, etc.
- Night patrols by officers especially near business areas
- Police should indulge in deescalating conversations

How might we reduce the power gap between police and the community?

- Get citizens involved in police settings
- Get the Santa Clara Police Department and the City Council to start working together
- The community needs power over policy
- Make the Chief more accountable, and make sure that the Chief is appointed by the city and not elected
- Reduce the gap with sensitivity training to educate the officers

How might we improve communication between the police and the community?

- Systemize communication, look at other PD's and use best practices, Town Halls and Police Citizens Academy
- Have more police and community get together to share our concerns
- More Town Hall meetings with the police department and the Chief
- More outreach to all communities across cultures, churches through billboards, via Nextdoor
- Have the officers speak with respect

What would you tell the police Chief if he were here?

- Train officers to contact parents/guardians when any minor is involved in a traffic accident or police matter
- Be more transparent
- Diversity is important
- Keep up the good work
- When will you have community get-togethers so we know what goes on the streets?
- What are you doing to improve morale?

Event Feedback Check-In With the Community Panel

Panel 5 was designed to get additional feedback based on the main concerns raised during the events. There were a total of 20 participants who responded to this survey. The first question asked participants if they felt safe in their neighborhood. A strong majority of responses indicated always feeling safe in their neighborhood. Some participants did say that they did not feel safe in their neighborhood and pointed to break-ins and heavy increases in traffic during events at Levi's stadium bringing unfamiliar people to their neighborhoods.

Next, participants were asked who they think should be responsible for the issue of homelessness. A strong majority said that it should be the local government, other than the police. A few said it should be the community or the state government. When asked if they thought there were adequate resources for the homeless, a majority said no. The participants indicated that the resources missing to address the issue of homelessness include special units, low cost housing, homeless shelters, job assistance services and mental health support. Participants were asked if they thought that the Santa Clara Police Department had enough resources and training to handle and help people who are homeless. Most participants said they did not know, while a few believed that the department was well equipped. When asked about what resources the participants believed were missing, the responses included a special team for assisting the homeless and outside financial resources.

Participants were also asked if they thought Santa Clara police officers would choose to live in Santa Clara if they had to. Of the twenty participants, there was an even divide of twelve participants between those who said 'yes' and 'no', while the remaining chose 'I don't care'. When asked to share the reasoning behind the above responses, participants who supported officers living in Santa Clara believed that living in the community would increase the sense of belonging and ownership, the police would become emotionally involved in the community and that it would make the officers more sensitive to the needs of the community. On the other hand, some participants believed that officers should have the freedom to live wherever they wanted and that housing prices deter officers from choosing to live in Santa Clara.

Participants were then asked to describe in their own words what qualities they would like Santa Clara police officers to show in public. Responses included being patient, open minded, respectful, courteous, professional, treating immigrants well, no discrimination based on race, ethnicity or gender, having knowledge of available resources, having self control and having empathy. The follow up question asked if they see the above mentioned qualities in officers currently. An overwhelming majority said that they do in fact see the qualities they listed above in Santa Clara police officers.

Finally, participants were asked to list the strengths and weaknesses of the officers in the Santa Clara Police Department. The strengths reported included, leadership, knowledge of the city, professionalism, responsiveness, dedication, solution oriented, ability to diffuse tough situations, and effective training. The weaknesses reported included lack of community involvement, targeting working class individuals and lack of community policing.

Looking to the Future

With the citywide survey and events completed, the community panel completed their last questionnaire in April 2018. In this questionnaire, panelists reflected on their opinions over the course of the prior year and suggested further action for the Santa Clara Police Department to continue engaging the community. Panelists were evenly split between feeling more positive about the Santa Clara Police Department and feeling the same now compared to how they felt when the project started.

The Santa Clara Police Department frequently hosts Chat with a Chief, an event where Chief Sellers is available to meet and answer questions from the Santa Clara community. Respondents in the Citywide Survey and events had praised this event while others had indicated they had not and would not attend in the future. Community panelists were asked if they had attended and if not, why not. Some were unaware of the event, but others were aware and decided not to attend. One panelist said they should go, but were anxious about the idea of voluntarily spending time with police officers. Other panelists indicated that they had not attended because they were unsure of the purpose of the meetings, with one suggesting that specific topics be addressed in each meeting and advertised beforehand. Another panelist went a step further and suggested that these events be held specifically when there is a controversial policing incident in the news. Multiple panelists cited time conflicts and suggested hosting them at hours when people who worked during the day would be able to attend.

Panelists were also asked questions about what they wanted the police to do in order to support their community and what their communities should do to better support the police. The overarching theme in responses to both of these questions was that both police officers and community members should take steps to better know one another. One panelist suggested that the police make more of an effort to attend events hosted by organizations that represent ethnic, religious, and socioeconomic diversity in the community, regardless of whether the events are about public safety specifically. Another panelist suggested that their community could invite police officers to neighborhood events and other meetings. There was also a recommendation that police specifically look to positively engage middle and high school students.

For their final question, panelists were asked what they would say to Chief Sellers if they could say anything. Many panelists took the opportunity to offer thanks and words of support. Those that made suggestions included empathy training for officers, promoting officers who are effective at community engagement, work to resolve issues around Levi's stadium and the 49ers organization, and work to improve the cohesiveness of the Santa Clara Police Department as an organization.

Conclusions & Recommendations

Overall, the feedback collected from the 330 members of the Santa Clara community who contributed to this report was positive. The large majority of people who had interactions with Santa Clara police officers were satisfied whether they indicated that through the citywide survey, Community Panel, or the events. In the citywide survey, more than 90.0% of respondents said they found the Santa Clara Police Department either very trustworthy or somewhat trustworthy.

This project was designed to produce actionable suggestions about how the Santa Clara Police Department can continue to engage the community in the future. One of the key takeaways from this project is that regardless of how participants felt about the Santa Clara Police Department, they ultimately had very similar recommendations. While a minority of participants were dissatisfied with the Santa Clara Police Department, their concerns are particularly important to consider when building future community engagement initiatives. These participants were eager to make recommendations about how to improve their communities' relationships with the Santa Clara Police Department.

Property crime, traffic enforcement, homelessness and mental health were the primary concerns of people who shared feedback. Event participants focused most on homelessness and mental health. Many event participants also suggested that officers should go out of their way to introduce themselves when in public in order to build trust. Above all, participants wanted genuine outreach and engagement from Santa Clara officers. Survey participants and Community Panel members focused most on property crime and traffic enforcement.

This project has been an unprecedented effort by the Santa Clara Police Department to engage their community using a variety of strategies. Moving forward, it is crucial that the Santa Clara Police Department continues this momentum by listening to the suggestions from the community. While many participants suggested further events, it is also important for Santa Clara police officers to reach out to communities outside of these events. Intentionally focusing on day to day interactions has a chance to improve the perception of community members who are more likely to distrust the police.

Additionally, Santa Clara Police Department leadership can lay out a clear action plan moving forward. The data, suggestions, and conclusions provided by the community and detailed in this report serve as a solid resource from which to draw ideas.

About My90

My90 is an independent communication platform that helps close the gap between community members and police officers. My90's platform has been used by law enforcement agencies and organizations around the United States, including the San Jose Police Department, Santa Clara Police Department, Indianapolis Metropolitan Police Department, Irving Police Department, Coffee with a Cop, and National Organization of Black Law Enforcement Executives (NOBLE).

For questions or comments regarding the data, analysis, or contents of the report, please contact the My90 team via email at contact@textmy90.com.