

FOR COUNCIL MEETING OF:
AGENDA ITEM NO.:
PUBLIC WORKS FILE NO.:

December 7, 2009

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TO: MAYOR AND CITY COUNCIL
THROUGH: *Linda Norris* LINDA NORRIS, CITY MANAGER
FROM: PETER FERNANDEZ, P.E., PUBLIC WORKS DIRECTOR
GERALD MOORE, CHIEF OF POLICE *Peter Fernandez*
SUBJECT: SALEM POLICE AND PARKS FACILITIES
PUBLIC OPINION RESEARCH FINDINGS *Gerald Moore*

ISSUE:

Shall City Council consider developing additional revenue options, including placing general obligation bond measures before the voters, to fund police and parks facility improvements?

RECOMMENDATION:

For Council consideration.

BACKGROUND:

In July 2009, the Council Finance Committee requested that staff provide information regarding the condition and needs of Salem's police and parks facilities. This request was in response to a May 2009, Budget Committee recommendation that Council initiate a planning effort for a future police facility. The Finance Committee reviewed the information in the context of how these needs might be addressed through future general obligation bond measures. At its August 26, 2009, meeting, the Council Finance Committee recommended to City Council that it direct staff to prepare information in order for the Council to consider funding the following community capital needs, during the next three years:

- Improvements to undeveloped and existing developed parks;
- Providing additional ball fields, including renovation and expansion of the Wallace Marine Softball Complex; and
- Construction of a new Police Department facility.

On September 14, 2009, Council directed staff to conduct a public opinion research effort to determine the level of public support for funding improvements to parks and

police facilities. Council passed Resolution 2009-85 on September 28, 2009, providing up to \$50,000 for consultant services to complete the public opinion research effort. The firm of Barney & Worth, Inc. lead the effort and conducted stakeholder interviews. The firm of Davis, Hibbitts & Midghall, Inc. conducted focus groups and telephone survey research. The findings of their research are attached to this report and will be presented to the Council on December 7, 2009.

FACTS AND FINDINGS:

Improvements to Salem Parks

The City of Salem currently has 1,863 acres of developed and undeveloped park land that are categorized as Large Urban Parks, Community Parks, Neighborhood Parks, Natural Areas, Linear Parks/Trails, and Special Use Areas. There are currently 20 undeveloped Neighborhood Parks properties waiting funding to be developed with pathways, picnic areas, shelters, playground equipment, and other amenities.

The Wallace Marine Softball Complex, in addition to a full schedule of league play, is home to a number of regional and national-level tournaments each year. Built in 1986, it is heavily used and is showing its age, needing a number of renovations. The nature of softball tournaments is such that unless the existing complex can be expanded from its current five fields to seven or more, it will become more difficult for Salem to win bids for national-level tournaments.

At its July 16, 2009, meeting, the Council Finance Committee directed staff to develop preliminary cost estimates on park system improvement projects for consideration of placing a general obligation bond measure before the voters during the years 2010 to 2012. The Committee further directed staff to develop potential packages of improvement projects that could be considered for a minimum of \$10 million to a maximum of \$25 million in bonding authority that met one or more of the following criteria:

- Fully develop a minimum of three neighborhood parks
- Rehabilitate and upgrade existing parks with improved features and amenities
- Increase the number of recreational and tournament ball fields, especially baseball and soccer
- Renovate and expand the Wallace Marine Softball Complex

Staff provided a recommended package of parks improvements, totaling \$10 million, that included: development of Bill Reigel, Kale Road, and Eola Ridge Neighborhood Parks; improvements to McKay Community Park, Woodmansee Community Park, Nelson Park, Bush's Pasture Park Lower Lefelle Parking Lot, Wallace Marine Park Boat Ramp, Minto-Brown Island Park; improvements to the baseball fields at Geer Park and soccer fields at McKay Park, as well as other parks system improvements.

A \$22.4 million package of improvements included those contained in the \$10 million package, plus \$6 million for the complete development of Geer Park Phase II and \$6 million for the initial development of a future Battlecreek Park.

A \$24 million package of improvements included those contained in the \$10 million package, plus \$14 million to renovate and expand the Wallace Marine Softball Complex. A combination of all three packages would total approximately \$36 million in needed bonding authority.

Construction of a New Police Facility

During the review of the FY2009-10 Recommended Budget, the Budget Committee specifically discussed the condition of the City Hall facility and the importance of relocating the Police Department to a new facility that can withstand a significant earthquake. Thirty-seven years after construction of the Civic Center, with some exceptions, police operations occupy the same space as in 1972, but with significantly more staff. Police personnel and activities are very cramped and several functions are required to be handled off-site. A structural collapse of the Civic Center and parking structure could critically hinder the Police Department's ability to respond to emergencies. On May 13, 2009, the Budget Committee recommended to City Council that staff be directed to initiate a work program to include preliminary planning for a future police facility.

The current police facility proposal would require a building with approximately 60,000 square feet of office and general space in order to accommodate the Police Department, 911 Communications Center and the City's Emergency Operations Center (EOC). The facility would also require approximately 100,000 square feet for parking, or room for 210 parking spaces. The cost of building construction is estimated at \$300 per square foot. The total cost of the facility, including land purchase, is estimated at \$40.5 million (2009 dollars) or \$48.6 million in construction year (FY2013-14) dollars.

Next Steps

City Council can use the attached public opinion research information to guide its consideration of whether and when to pursue funding for police and parks capital facility needs. As with all capital funding considerations, additional consideration should be given to the City's ability to operate and maintain any additional facilities.

Attachments:

1. Summary of Stakeholder Interviews, Barney & Worth, Inc., December 2, 2009
2. Focus Group Findings, Davis, Hibbitts, & Midghall, Inc., November 18, 2009
3. Telephone Survey Results, Davis, Hibbitts & Midghall, Inc., November 30, 2009

Wards: All

December 3, 2009

Prepared by: Mark Bectel, AICP, Parks and Transportation Services Manager

ATTACHMENT 1

BARNEY & WORTH, INC.

December 2, 2009

To: Mark Bechtel
Mike Gotterba

From: Clark Worth and Libby Barg

Re: Salem Police and Parks Facilities:
Summary of Stakeholder Interviews

Introduction

The City of Salem is examining its facilities needs, and exploring community perceptions and willingness to support funding measures that would underwrite priority projects. Barney & Worth, Inc. has coordinated public opinion research including:

- Interviews with key stakeholders
- Two focus groups
- Telephone poll of 400 registered voters

Results of the focus groups and telephone poll are summarized in separate reports.

Stakeholder Interviews

To learn the views of local stakeholders, Barney & Worth interviewed a cross-section of 21 community leaders and others: City and County police and parks managers, elected officials, law enforcement community representatives, neighborhood leaders, sports and recreation groups and other citizens.

Participants were invited to share their perspectives on police and parks services and facilities needs, and their personal priorities for future improvements. Feedback was sought on four projects:

- New police headquarters facility
- Upgrade of existing parks
- Construction of new parks in underserved neighborhoods, on land already owned by the City
- Expansion of the softball complex at Wallace Marine Park in West Salem

Highlights

Results of the interviews show that community leaders and other key stakeholders are well aware of Salem's police and parks facilities needs. However, the police headquarters is the priority for nearly all of the stakeholders interviewed. Even among parks advocates, this is the clear favorite. Understaffing and cramped, dysfunctional quarters are the chief concerns driving this strong interest and support.

Stakeholders raise several issues surrounding the police facility and other facilities projects being considered:

- Some observers think satellite facilities are a better option than a new, centrally located headquarters. Others suggest sharing space with another law enforcement agency.

- No organized opposition groups are identified – but also no “champions” to spearhead campaigns for new or upgraded police or parks facilities.

The advice repeated most often in pursuing these projects is to start early to involve and educate the public about these facilities needs – well in advance of an election.

The accompanying materials provide highlights of the interviews, along with a list of participants and discussion questions.

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**Salem Police and Parks Facilities
Stakeholder Interviews
November 2009**

HIGHLIGHTS

1. Salem city government is viewed as well managed (good City Manager, City Council and Mayor), living within tight budget constraints: "doing well with what they have". "There's no fat in anyone's budget". These observers say the City works hard to meet constituents' needs, but is "deeply underfunded".
2. Stakeholders share at least passing familiarity with city parks and the softball complex. The parks are seen as attractive and well used, contributing significantly to neighborhood livability. Four regional parks – Bush, Riverfront, Wallace Marine and Minto-Brown – provide a high quality, high visibility foundation for the parks system.
3. The main shortcoming for the parks system is the evident lack of funds to maintain and improve the existing parks, or to develop new ones. Stakeholders note the "big" parks get all the maintenance dollars, and small neighborhood parks are lacking. A shortage of sports, activities and playfields for youth is also cited as a gap. City leaders and others say they often hear citizens complain "the City needs to do more for parks".
4. Salem Police Department and its personnel are well regarded for their responsiveness and professionalism, by community leaders and their peer law enforcement agencies. Stakeholders think the Department is well led and well trained. They applaud Salem police for their community focus, and their timely response to small matters as well as emergencies. Reportedly, Salem's Police attract very few citizen complaints.
5. Understaffing and cramped quarters are the chief concerns about Salem's Police Department. In their own words, participants report: "abysmal", "terrible", "disturbing", "an embarrassment", "inadequate", "out of date", "inaccessible to the public", "insecure", "a disaster waiting to happen".
6. The intimate familiarity with conditions at Police Department headquarters appears to result from participation by many community leaders in the Department's Citizen Police Academy (300+ graduates) and (through their children) in the youth cadet program.
7. Stakeholders are virtually unanimous in naming a new police headquarters as their top facilities priority. Even among parks advocates, this is the clear priority. Several participants note the new police facility has been identified as City Council's number one project.

8. Several variations emerge in consideration of a new police facility. Some observers see multiple satellite facilities in the neighborhoods as an alternative to a central headquarters. Other stakeholders question the best location: in or near the downtown – or elsewhere (Northeast?). A few participants suggest developing a shared facility with the Marion County Sheriff's Office, State Police or another area law enforcement agency.
9. The second choice for most community leaders is upgrading existing parks – there's little interest at this time in a bond measure to develop new parks (although there is support for the City's policy to hold land in reserve for future parks). Expanding the softball complex is a priority only for softball advocates. Most participants say they understand the positive economic impacts associated with hosting regional and national softball tournaments – but that's not enough to justify their support for a bond measure.
10. Some participants mention alternative solutions to chronic park funding shortages: sell the smaller (less than one acre) parks; turn over the neighborhood parks and maintenance duties to community groups; raise private donations to develop new parks.
11. Although no organized opposition groups are named, there are also no clear "champions" identified to spearhead campaigns for police or parks facilities improvements.
12. The advice repeated most often in pursuing these projects is to start early to involve and educate the public about these facilities needs – well in advance of an election.

**Salem Police and Parks Facilities
Stakeholder Interviews
November 2009**

PARTICIPANTS

Walt Beglau, Marion County District Attorney
Councilor Chuck Bennett
Dwane Brenneman, Travel Salem Board (Chair)
Ira Feitelson, Community Police Review Board
Peter Fernandez, Public Works Director
David Fridenmaker, Salem-Keizer School District (Facilities)
Mike McLaran, Salem Area Chamber of Commerce
Jerry Moore, Police Chief
Jason Myers, Marion County Sheriff
Linda Norris, City Manager
Bill Osborn, NOLA (North Lancaster Neighborhood Assoc)
Manuel Palacio, Salem Parks and Recreation Advisory Board
Anna Peterson, Mayoral Candidate
Cory Poole, SEMCA (Southeast Mill Creek Assoc)
Billy Powers, City of Salem (Softball Program Manager)
Mark Shipman, Saalfeld Griggs PC
Jeff Staples, Salem Police Department (Police Union)
Councilor TJ Sullivan
Kate Tarter, Salem Keizer Transit Board
Dana Vugteveen, Downtown Advisory Board Chair
John Whitney, Citizen Budget Committee

Salem Police & Parks Facilities Stakeholder Interviews

Name: _____ **Phone:** _____
Organization: _____ **Fax:** _____
Address: _____ **E-Mail:** _____

The City of Salem is exploring its future facilities needs and working to identify priorities. At this early stage of planning, we are asking community leaders to share their views. Your responses are an important part of this planning and will be kept confidential.

City of Salem

1. What is your current assessment of Salem's city government? Has the City had any recent achievements that captured your attention? How about any recent issues or problems in City government that concerned you?

Parks

2. What is your familiarity with Salem Parks? Do you or your family use the city parks?

3. What do you see as the strengths of Salem's park system? Which features/facilities do you like best?

4. Are you aware of any gaps or unmet needs in Salem's park system? What should be done about that?

Police

5. What is your familiarity with Salem's Police Department and law enforcement programs?

6. What do you perceive as key strengths of Salem's police services?

7. Any gaps or weaknesses?

8. Do you have any knowledge of Salem's police facilities? Have you ever been inside the Police Department headquarters? (What's your impression?)

Capital Projects

The City of Salem is looking at a number of future capital facilities needs and would appreciate your feedback on several possible projects:

- New Police Department headquarters to replace the current 1972 era facility
- New parks constructed in underserved neighborhoods
- An expanded softball tournament complex at Wallace Marine Park along the river in West Salem
- Rehabilitation and upgrade for existing parks citywide

Which of these projects should be a priority for the City of Salem? (Why?)

For your priority project:

9. What benefits would you see from this project? Any drawbacks?

10. What questions would you have about the project?

11. Can you envision who might be particularly interested in this project? Possible supporters or opponents?

Final Advice

12. Are there other capital projects not mentioned that would be more important to you than any of these projects?

13. Can you suggest any further persons or organizations we should contact about these possible projects?

14. If you were asked to provide a "single most important piece of advice" for the City of Salem on these possible capital projects – what would it be?

15. Any additional comments or suggestions?

November 18, 2009

TO: City of Salem
FR: Davis, Hibbitts & Midghall, Inc. (DHM)
RE: Police and Parks Facilities – Focus Group Findings

I. INTRODUCTION & METHODOLOGY

Davis, Hibbitts & Midghall, Inc. (DHM) conducted two focus groups for the City of Salem on Saturday, November 7, 2009. The purpose of the study was to understand residents' perceptions and priorities regarding police and parks facilities improvements. The focus groups will also inform the development of a community survey to be conducted later this month.

Focus group participants were randomly recruited from Salem residents ages 18 and older, and a total of 17 residents participated in the discussions. Both groups represented a mix of gender, ages, occupations, and incomes. Demographic information is in Appendix A.

Each discussion was two hours in length and led by a professional moderator. Although research of this type is not designed to measure with statistical reliability the attitudes of a particular group, it is valuable in giving a sense of the attitudes and opinions of the populations from which the samples were drawn.¹

This memo highlights key findings from the discussions and written exercises completed by each participant. Report sections review a major topic from the group discussions and include representative quotations as well as evaluative commentary. The quotes and commentary are drawn from both discussions and written exercises.² The referenced Appendixes provide complete responses to all written exercises.

¹ The results of some ratings are included in the appendices. Although these are not a statistically valid measurement of views, they help illustrate the range and extent of consistency of views from group to group and within each group when read in combination with written and other comments.

² Quotations were selected to represent the range of opinions regarding a topic, and not to represent quantitatively the expressed attitudes.

II. SUMMARY & OBSERVATIONS

The economy is an underlying factor in reluctance to pay for police and parks improvements.

- Throughout the group discussions, the impact of the down economy seeped into residents' thoughts. Not surprisingly, resistance to any tax increase is high at this time. A priority is given to maintaining current services, and there is less support for expanding or building anything new.

Police Headquarters

Residents have little awareness of the current police headquarters.

- In the discussion about a new police headquarters, several residents could not visualize where the police headquarters is located. There is a vague sense among some about its general location downtown, but it took the group as a whole to piece together its location inside the Civic Center.

Support for a new police headquarters is mixed.

- Residents have a hard time getting behind the idea of increasing taxes to build a new police headquarters. The reasons are several including: desire to conserve funds; a belief that any new money should be spent on people (the police officers) rather than on buildings; and a lack of understanding why a new headquarters is needed.
- Throughout this research, residents' support for the City's proposal for a new police facility increases when participants think about the officers, not the building. This shift in energy was noticeable when a participant talked about the officers' job as public servants to protect the community.

Photos of police headquarters create empathy and increase support.

- The interior photos of the police headquarters are useful communication tools. When participants viewed these photos, they imagined the people inside the building, and not just the building itself. Photos of the current headquarters are a tool to increase general awareness and communicate need. Seeing them increased support for the project, although several participants thought the facility just looked "messy."

Salem Parks

Residents enjoy parks but are very worried about declining conditions.

- Participants visit Salem parks on a regular basis and enjoy the parks' beauty and opportunities for play. The discussion on city parks generates a high degree of energy, passion, and concern. However, the quality of parks is perceived to be inconsistent across the city. Participants see decaying conditions, poorly maintained grounds and facilities, and have safety concerns for children including drug and homeless activities. They also note larger regional parks are clean and well maintained. These inconsistent conditions cause some residents to drive across town to visit a regional park in which they feel their children are safer and have more recreational opportunities.

Maintaining and upgrading existing parks is top priority.

- When given a choice of three projects to improve Salem's parks system, residents overwhelmingly select improving existing parks over constructing new parks or expanding the softball complex. This is not uncommon in other studies, and not surprising considering the current economic climate. Residents want existing parks to thrive and have less enthusiasm for building new parks when the city cannot maintain the parks it owns today.
- When the three separate parks projects and the police headquarters are thrown together for a ranking, residents rank improving existing parks on top, with police headquarters in a strong second. New parks and expanding the softball complex rank considerably lower.

Awareness of the softball tournament complex is limited.

- One of the three parks projects discussed in this research is expanding the softball tournament complex in Wallace Marine Park. Few participants had visited the park. However, the idea to expand the park receives enthusiastic support from the minority of participants who have visited the park.

III. KEY FINDINGS

A. CITY & NEIGHBORHOOD NEEDS

- i. **Several issues such as homelessness, drugs, crime, bridge congestion, and parks overlap as both city and neighborhood concerns.**

“Homelessness is a big problem. And, it’s getting worse.”

“There’s also a drug problem that contributes to homelessness.”

“There’s been a rash of break-ins around NE Center and Hawthorne. It’s a nice area, but the police don’t have the manpower. People are feeling scared, not secure.”

“The bridge traffic over to West Salem is terrible.”

“I see most of these problems as city-wide, not just local.”

To begin the focus groups, we asked participants to think about “the city of Salem as a whole” and to write down the biggest needs/problems they would like city officials to address (Appendix B). This exercise was repeated for “the area where you live” (Appendix C). Comparing these two exercises, it’s clear that many concerns cross over to both areas. The diagram on the next page shows that homelessness, drugs, crime, bridge construction, schools, taxes, daycare assistance, healthcare, police patrols, and parks are seen as problems at both the city and neighborhood level.

- ii. **Broader economic issues such as jobs and healthcare are seen as city-wide issues.**

“Salem needs to be more commercial friendly. It’s hard to attract new businesses. When you drive through it looks terrible.”

“My wife has health problems, and we’re having a hard time getting health care. She is diabetic, and I work only part time at Home Depot. It’s very hard.”

When the conversation focuses on city-wide problems, some items are uniquely applicable to the city as a whole including jobs, health insurance, and assistance for child care.

- iii. **Cleanliness, landscaping, street lights, and local traffic are perceived as neighborhood issues.**

“The landscaping needs to be cleaned up in the business areas in Southeast Salem.”

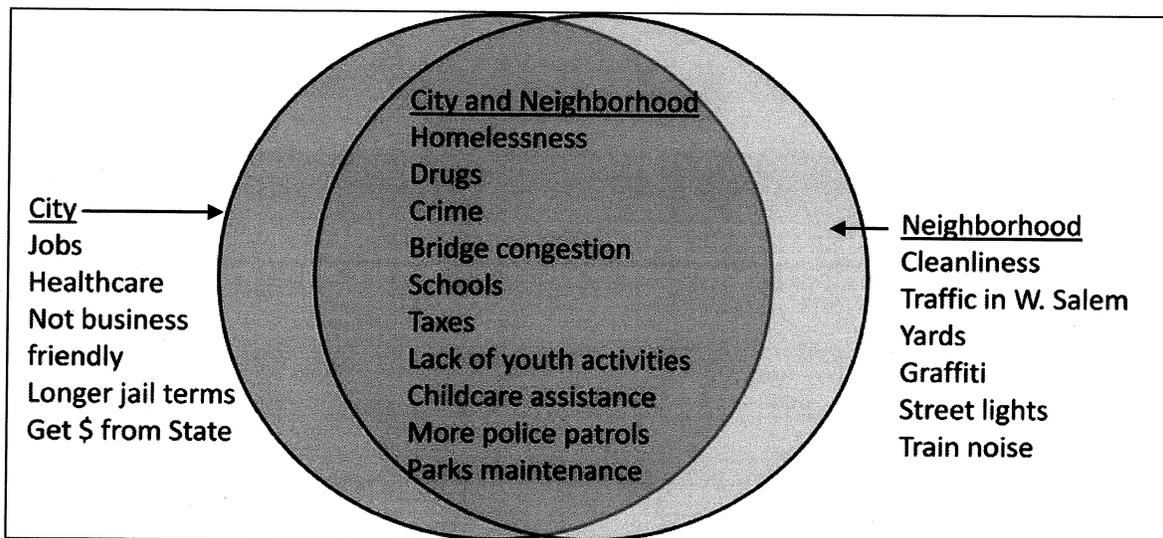
“For my local area, cleanliness is an issue. The public areas are dumpy and unattractive.”

“My area is West Salem and the number one issue is the Marion St. Bridge congestion. It impacts my clients (parents) when they come to pick up their children.”

“I would like more street lights so we can prevent more car accidents in the dark.”

When participants focus on the areas where they live, the issues tend to become more physical in nature including the condition and maintenance of yards and public spaces, the presence of graffiti, and the lack of street lights.

**Chart 1
City and Neighborhood Needs**



Source: Davis, Hibbitts & Midghall, Inc. (DHM), November 2009

B. SALEM POLICE DEPARTMENT—GENERAL SEMANTICS & IMAGERY

- i. **Impressions of Salem Police are generally positive; officers are perceived as professional respectful, and helpful.**

“Very helpful, respectful, and willing to help. My interactions have always been positive.”
“Good, strong, quick. They are good men and women that I would trust.”
“Polite, responsive, overworked, and short staffed.”
“Very professional. They work very hard.”
“The last two times we asked for police help, the officers were very polite, kind, and interested in resolution and assisting us.”

We asked participants what comes to mind when they think about the Salem Police Department. The overriding perceptions of the department are a group of professional men and women dedicated to helping residents (Appendix D). Some participants, the minority opinion, believe the department includes officers who are too young, lacking the maturity required of the job.

- ii. **Police Department is perceived to be understaffed.**

“Short-handed. There’s not enough police officers per capita of people.”
“The department is small and very busy and doesn’t have the funding to provide adequate coverage.”
“These men and women work for the community and attempt to cover a large area using an undermanned force.”

Another key perception about the department is that they are overworked and short-handed. This belief is formed *not* by actual experiences where police didn’t respond, but rather by a general sense that there’s just not enough police around (Appendix D).

iii. Residents would like to see more patrols.

"There's not enough police presence at night. I stay up late. At 3 am there are teenagers walking around my neighborhood. What are they up to?"

"Not enough patrols! Need better visibility in neighborhoods and at events."

"I see a lot of police at schools. They should be out solving crimes."

Participants voiced a desire during discussions to see more police patrols (Appendix D). Their belief that the department is understaffed may be driven by this desire to see more patrols in their neighborhoods.

iv. The most important police service is overall protection.

"Protect us through enforcement of laws."

"Respond to calls for domestic violence."

"Safer streets. Fewer robberies."

"Patrol neighborhoods."

"Arrest people who commit crimes."

"Enforcement, traffic control, crime watch, home security."

"Crime prevention, emergency response, forensics, and investigation."

We asked participants what services the Salem Police Department provides and which of these services are most important (Appendix E). The list suggests that residents have a high degree of awareness about the various services provided by the department. The most important police services to residents include enforcing the law, assuring general public safety, and controlling crime.

C. FUNDING NEW POLICE HEADQUARTERS—UNPROMPTED

i. Participants are split on paying anything more in taxes for a new police headquarters, though opposition seems stronger.

"No, strongly. I just paid my property taxes that went up in an economic downturn, and we can't afford it."

"No, strongly. We need more policemen, not an office for bureaucrats."

"No, strongly. I know nothing about any problems there, so I feel my tax money could be better used."

"No, somewhat. I would prefer that the money be used for more officers. That being said, with more information I may be persuaded to change my mind."

"Yes, somewhat. My answer depends on whether such a facility is needed because the force is going to expand, outgrowing the current facility. I would reject a permanent increase."

"Yes, somewhat. I am not familiar with the current facility, so I don't know the specific needs. But, law enforcement is a priority for the community."

After a brief discussion to gauge awareness of the current police headquarters location, we asked participants if they would be willing to pay anything more in taxes for a new police headquarters. While a quick tally of the responses shows a split opinion, the strength of opinion is greater with the opposition (Appendix I). Two common viewpoints drive this; 1) a belief that money should be spent on more police officers rather than on a building, and 2) a lack of understanding why a new headquarters is needed in Salem.

On the support side, it is an assumption that a new headquarters is needed due to growth in the police force. In the warm up discussion about the police headquarters, it's worth noting that several participants did not know where the police headquarters is located. There is a vague sense among some about its general location downtown, but it took the group as a whole to piece together its location inside City Hall.

D. FUNDING NEW POLICE HEADQUARTERS—PROMPTED Funding New Police Headquarters - Prompted

- ii. **When asked to rank the top reasons for supporting additional taxes for a police headquarters, three issues bubble to the top.**
- Current headquarters was built in 1972 and is no longer large enough for Salem's Police Department and lacks modern communications capacity.
 - Salem's police headquarters does not meet earthquake standards and could be at risk in an emergency.
 - The timing is good - costs for construction and materials are lower than they will be when the economy improves.

Participants ranked nine possible reasons for funding a new police headquarters (Appendix J). The three reasons receiving the *least* amount of support are: police headquarters should be in a neighborhood, free up public parking for City Hall visitors and, better resident access to police would improve customer service.

E. PHOTOS OF POLICE HEADQUARTERS

- iii. **Police headquarters photos create empathy.**

"These guys we trust with our safety. We should give them a little more space."

"It looks crowded and stuffy."

"Very disorganized. They should hire a professional organizer."

"These photos bring me inside. I previously just thought of the outside of the building."

Photographs of the inside of the current police headquarters were passed around to participants. For several, this was their first exposure to the inside of the building, and it had a powerful impact. It caused participants to consider the conditions under which their police officers were working and it created empathy and increased support for a new police headquarters, although some thought it just looked messy or needed to be organized better.

F. SALEM PARKS—GENERAL SEMANTICS & IMAGERY Salem Parks

- iv. Poorly maintained parks and uneven quality across the city are top responses when thinking about Salem parks.**

"They always seem dirty except for the riverfront park and the new park up at the North Fred Meyer."

"Bush Park is very nice, but I have to get in the car and travel there. Every neighborhood should have a nice park for families."

"I think parks are under-maintained and dangerous. Many parks look neglected except for a few parks like Bush Park or the Waterfront area."

Participants have a lot to say about Salem city parks and demonstrate a high degree of interest by voicing concerns about parks as well as proposing solutions. Top concerns are the poor state of maintenance and the inconsistent quality from park to park. These two concerns are often voiced in the same sentence highlighting a keen sense of awareness about the parks across the city (Appendix F).

- v. Residents enjoy Salem parks for their beauty and recreation opportunities.**

"I love them, and I think the city is doing an amazing job with the parks."

"Salem has an amazing group of parks, Minto-Brown Park, etc. They're everywhere!"

"Within 5 minutes of my house, I have a lot of parks (names 4 parks)"

"They're pretty clean and fun. Most parks have play equipment for my children."

"There are great parks between Hillview Park for softball and Woodmansee Park for Frisbee golf."

In spite of all the complaints about Salem parks, residents enjoy their parks. They are passionate about the benefits that parks bring to individuals and to the community as a whole. (Appendix F). We asked participants when they last visited a city park, and several said within the past week - "Last Thursday" was not an uncommon response. Several participants could name more than one park they visit on a regular basis

- vi. Drug activity and homelessness are perceived problems, making some residents feel unsafe.**

"Parks are often used for illegal activities making them less safe for our children."

"Too many young hoodlums and homeless. In the skate park near me there seems to be a lot of homeless or drug users hanging out there. I would never allow my children there."

"They're dark with drug activity. I live by Woodmansee Park."

"I wouldn't go to any of the parks at night."

The level of perceived drug activity and homelessness in city parks has participants very concerned (Appendix F). Participants make choices on a regular basis about going to one park over another based on their level of discomfort over their safety. Families, in particular, may drive across town to visit a park in which they're more comfortable taking their children. Residents express a high degree of interest in making parks safer, especially for children (Appendix G). Universally, participants would like these problems addressed.

vii. Closed or dirty bathroom facilities are another problem - especially for families with children.

*"The bathrooms are always nasty, and kids have to go! They can't go in the bushes."
"They are under-maintained. We have several beautiful park areas with closed or no bathrooms."*

The state of bathroom facilities comes up consistently in both groups (Appendix F). "They're dirty, they're unsafe, or they're closed." And, this is especially problematic for residents who bring children to the park for hours at a time.

viii. Awareness of the softball complex in Wallace Marine Park is limited.

*"I don't know anything about the softball facilities."
"I'm unaware of a softball complex."
"I was not aware that we had a softball complex in downtown Salem."
"Other than the ballpark in Keizer, I'm not familiar with softball facilities in Salem."*

We asked participants what they know about softball in Salem and probed to gauge their awareness and knowledge of the softball complex at Wallace Marine Park. More than half were not aware of the facility (Appendix H).

ix. Those who are aware rave about the softball complex.

*"Amazing quality - state of the art facility."
"The softball complex in West Salem is awesome. It brings in city revenue from visitors all over the US."
"I'm aware of it because my family took me there. It's an amazing facility."
"It doesn't seem like the tournaments happen anymore. Some type of turf war."
"I think the city is running it now. Some type of co-op between city and private."
"Wallace Marine Park did generate revenue for business and for the city. It's good for the community."*

The softball complex is beloved by the minority of participants who have actually participated as players or fans (Appendix H). It is perceived to be a first class, state of the art tournament facility.

When we probed whether participants see any benefits to the softball complex, a few cite the economic boost the city receives from visitors coming to town for tournaments. There is an air of uncertainty, however, about the future use of the complex and the ownership /management arrangement, though no one seems clear on the specifics.

G. FUNDING PARKS SYSTEM IMPROVEMENTS—UNPROMPTED

- i. **Participants split over willingness to pay anything more in taxes to improve the parks system.**

“No, strongly. I say no because I think there are ways to improve the park system without increasing its funding.”

“No, strongly. It sounds selfish, but we pay so much already. I think money should be spent more carefully.”

“No, somewhat. I just got my property taxes. Don’t ask for money when people are struggling.”

“Yes, somewhat. I would be interested in paying a little bit more because the safety of my children is most important.”

“Yes, somewhat. I would like to see improvements in the neighborhood parks, bathrooms, more equipment, and better maintenance.”

“Yes. Needs to be in operating funds and not development.”

When we asked participants if they would be willing to pay anything more in taxes to improve the parks system, the results show a split (Appendix K). Supporters argue for making improvements to the safety and upkeep of parks. Opponents express a variety of reasons, the most common of which is conserving funds.

H. FUNDING PARK SYSTEM IMPROVEMENTS—PROMPTED

- i. **When asked to rank the top reasons for supporting additional taxes for the City’s parks system, two issues bubble to the top.**

- Good parks make a city more livable for residents.
- Improved access to parks for underserved neighborhoods.

Participants ranked eight possible reasons for funding Salem’s parks system (Appendix L). The two reasons receiving the *least* amount of interest are: attracting national softball tournaments and more sports fields for youth.

I. RANKING THREE PARKS PROJECTS

- i. **Residents see upgrading existing parks as the top priority among three parks projects.**

“We don’t need new parks. Improve what we have instead.”

“Quality over quantity.”

“It’s the maintenance and maintaining that matters. Cleaning, removing trash, maintaining equipment, watering, etc.”

“Wallace Marine Park is already nice. Put money into the parks we already have.”

“I am only interested in upgrading existing parks with restrooms and better playgrounds where necessary.”

“Why expend what we already can’t maintain.”

We asked participants to rank the importance of three park projects: upgrade existing parks, construct new parks in underserved neighborhoods, and expand the softball complex in Wallace Marine Park (Appendix M). Overwhelmingly, support is behind upgrading existing parks over the other two proposed park projects. Participants want existing parks to thrive and see no logic behind building new parks when the City cannot maintain current parks. With regards to the softball complex, it is perceived as already being nice enough and lacks broad awareness and support from residents.

J. CITY PROJECTS RANKING—PARKS & POLICE

i. Upgrading existing parks is the top choice, among the three parks projects and the new police headquarters.

"Parks are still #1 for me because I've never interacted with police. But parks, I interact with daily. I'm a mom - it's what I know. But if someone sat down with me and explained why we need a new police headquarters....."

"I don't understand the need for new police headquarters - how does this benefit or improve police services?"

"Although I placed upgrading parks at #1, with more information I could be persuaded to vote to build a new police headquarters."

"Involve the police with the parks that are upgraded to ensure our safety."

The final ranking exercise included all four projects - the three parks projects and the police headquarters project (Appendix N). Results show that upgrading existing parks is the number one project, however; building a new police headquarters finishes a strong second ahead of the other two parks projects. In fact, it appears that one of the reasons why improving existing parks finished ahead of the new police headquarters is because participants are still not clear why a new police facility is needed. Regardless, participants select parks improvements, consistent with their opinions throughout the discussion and written exercises.

K. MOST IMPORTANT MESSAGES

i. Police Headquarters - provide more information on the need.

"Does it increase public safety to build a new police headquarters, or is it just for comfort?"

"Does the new police headquarters come with more police? Why can't we have more substations rather than a new headquarters?"

"We need information. The pictures showed the current overcrowding, and that was good information. How would it improve the safety of the citizens?"

"Give clear, concise answers, explain what we're paying for, be accountable and stick to a budget. We all have to."

"I would like to know costs. How would the improvements actually help?"

The final messages to City Council as it considers whether or not to ask the voters about a new police facility are dominated by questions of need (Appendix O). Participants want to know if and how a new facility will increase public safety.

ii. **Parks System - improve what we already have.**

"Maintain what you have and live within your means. I have to, so why shouldn't the city?"
"I feel that upgrading current parks impacts more people so they are more likely to vote for it."

"Cost vs. benefits. How is this going to make me feel safe and increase my use of the park?"

"Ask neighborhood associations to build community parks and revitalize the existing parks."

"Will it create new jobs? Is it cost effective now? How will the money be raised to fund it?"

"Parks in underserved neighborhoods on land the city already owns might give young people something to do."

The final messages to City Council as it considers whether or not to ask the voters about improving the City parks system focus on making the best from what is currently available today (Appendix P). Residents use words like "preserve, maintain, create, connect and improve" - words that show value for what is in place today. There are a few requests for cost benefit analysis for the parks improvements but nothing like the demands for cost benefit analysis regarding a new police headquarters.

**Appendix A
Demographics**

Occupation	
Group 1	Group 2
Stay at home Mom	Union stage hand
Financial advisor—self employed	Self employed computer sales and repair
No response	Homemaker
Homemaker	Registered nurse--retired
Contractor	Laundry attendant
Bookkeeper	Attorney, litigation
Registered nurse	In-home child care provider
Sales	Warehouse worker
Teacher aid	

Education	Group 1	Group 2
Less than HS grad (1-11)	0	0
HS graduate	2	2
Some college, technical school, community college, 2 year degree	1	3
College graduate/4 year degree	4	2
Post college	2	1

Income	Group 1	Group 2
Under \$15,000	0	3
\$15,000-\$30,000	1	1
\$30,000-\$50,000	3	2
\$50,000-\$75,000	1	0
\$75,000-\$100,000	1	0
\$100,000+	3	2

Age	Group 1	Group 2
18-24	0	0
25-34	3	3
35-44	3	2
45-54	2	1
55-64	1	2
65-74	0	0
75+	0	0

Gender	Group 1	Group 2
Male	3	4
Female	6	4

Social Networking Sites	
Group 1	Group 2
Facebook, LinkedIn, Twitter	NR
Facebook, MySpace	Facebook, MySpace, LinkedIn
NR	NR
MySpace, Facebook	Facebook
NR	NR
Facebook	Facebook, Twitter
Facebook, Moving On	Facebook
NR	NR
Salem Keizer Coalition	

Appendix B

Considering the City of Salem as a whole, what are the biggest needs/problems that you'd like to have your city officials do something about? Most/second most important?

Group 1

- Traffic over the bridge.//Homeless, pan handlers.
- Schools.//Infrastructure.//Attracting big business, more parks and recreation, Minto Brown development.
- Homeless.//Drugs.//Sidewalks.
- Daycare assistance, especially for single parents.//Medical assistance shouldn't be so difficult to get for children.
- City needs something done for the kids—schooling, teachers, etc.
- Drugs.//City blights.//Parks, urban sprawl.
- Crime rate control and visible patrols.//Traffic control issues.//Outdoor parks, swimming pool, schools, evening community events, decrease city sprawl.
- Get more money from the state—shortfall.//More opportunities for kids.//Continue improvement of services, better streets, more police cruising traffic.
- Consider the City of Salem as a whole.//Not focused on catching robbers—work with them to fix problem before this occurs.

Group 2

- Police officers above the law.//Things for children to do (skate palace).
- Lack of jobs.//Healthcare for low-income residents.//Education.
- Gangs.//Drugs.//Many, many beggars, probably need for police, bullying in schools.
- Sprawl—need more viable neighborhoods.//Transportation.//Crime and traffic safety.
- Landscaping clean-up.//Child curfews.//Parks and recreation.
- Create a more employer friendly environment.//Salem looks dumpy.//Eliminate panhandling, greater commercial (upscale) presence.
- Homelessness.//Bridge congestion.
- Longer jail sentences for convicted rapists.//Higher wages to teachers and bus drivers.

Appendix C

Considering the area where you live in Salem, what are the biggest needs/problems that you'd like to have your city officials do something about? Most/second most important?

Group 1

- Taxes too high.//Traffic in West Salem is horrible.
- Crime.//Schools.//Infrastructure, recreational parks.
- Homeless.//Drugs.//Sidewalks, speeding.
- Daycare assistance for single parents and low-income families should be easier.//Medical assistance should be easier to get.
- I don't know.
- Improve parks.
- Control destruction of forests and rural property.//Crime control.//Neighborhood cohesiveness, parks and outdoor area maintenance.
- Continued patrols for local areas.//Better code enforcement on SRC.//Better interaction with schools, more traffic lights.
- I would like more street lights so we can prevent more car accidents in the dark.//Not to pay attention to our clutter.

Group 2

- Need something for children to do.
- Healthcare for low income.//Education.//Library—too small a city?
- Police presence.//Homeless? People with signs begging.//Help for older residents with upkeep of homes and yards.
- Crime and gang graffiti.//Train noise.//Sidewalks.
- Make more jobs.//Fix the roads.//Curfews for children.
- General cleanliness and appearance.//Roadways to improve the traffic flow.//Crime, quality of the schools.
- Bridge congestion.//Additional middle schools.//Retail.
- Buses on Saturday and buses that run more often.//Home theft.//Car theft, street repairs.

Appendix D
What comes to mind when you think about the Salem Police Department?

Group 1

- Good, strong, quick.//They are good men and women that I would trust. They respond quickly when we need them. They are strong.
- Small and very busy.//The police department doesn't have the funding to provide adequate city coverage. I have friends in the Salem PD and they are always going on call.
- Speeding.//Living on Market Street police responding to calls speed down the road at upward of 60 mph. It's not safe.
- Too many police in the wrong areas.//I see cars all the time where there are few traffic problems, and few to none where I see traffic problems/violators.
- Short handed.//Not enough police officers per capita of people.
- Very helpful, respectful, and willing to help.//My interactions have always been positive. I have known some of the officers, but even contact with those I didn't know was positive.
- Polite, responsive, overworked and short staffed.//The last two times we have asked for police help they have come as quickly as they could. It was not an emergency. But the officers were very polite, kind, and interested in resolution and assisting us. That said, I do not see them in the neighborhood much.
- Very professional, they work very hard.//Under great pressure, these men and women work for the community and attempt to cover a large area using an undermanned force. Often decisions are made based on the budget, not needs.
- We as a community don't see them as helping us, we see them as people that want to catch easy targets.

Group 2

- Worthless.//They think they are above the law, not held accountable for their actions.
- Not involved.//I don't have much interaction with the Salem PD other than picking my daughter up from Parrish Middle School two years ago.
- Not enough police presence late at night.//There are always young people with lots of time walking by my house at 2-3am in the morning. What are they up to? Gang graffiti?
- Need more patrols!//Better visibility in neighborhoods and at events.
- Courtesy to victims.//Their safety and how they are treated at the time.
- Adequate.//I don't think they're anything special or different. I don't know enough to say they're any different than other similarly sized police departments.
- Understaffed.//Needs priority, keeps city safe, need more appreciation.
- Unfair, bored.//Police should have to have a minimum age requirement. Maturity is lacking. Checks and balances.

Appendix E

What services does the Salem Police Department provide? Most/second most important?

Group 1

- Protection.//Enforcement.//Service, information.
- Public safety.//Catching motor vehicle violators.//Judicial, monitoring traffic cameras.
- Crime prevention.//Emergency response.//Forensics and investigation, dispute resolution, law enforcement, service of orders.
- Safer streets, fewer robberies.//Safe driving.//Arrests of people who commit crimes.
- Assistance.//Protection.//Security.
- Protect us through enforcement of laws.//Teach us about drugs, what they look like and what behaviors to look for.
- Enforcement.//Traffic control.//Crime watch, home security, school safety, sex offender website, response to inquiries about individuals, emergency response.
- Protection.//Traffic control.//Safety, information, going outside the box and doing things an officer would not do, leadership, understanding neighborhood needs.
- Crime prevention.//Help with community talks, traffic and safety classes, fines.

Group 2

- Code enforcement?//DARE.
- Investigate crimes.//School liaison.//Writing tickets.
- I called them once about a house in the neighborhood with drugs. I saw them at the neighbors house for a domestic violence call.
- Crime.//Traffic.//Education, school officers, K-9 patrols, and crime prevention programs.
- Patrolling neighborhoods.//Traffic control.//Prompt arrival.
- Crime control.//Preventative presence.//Community assistance.
- Law enforcement.//Public involvement.//Public safety, and youth oriented.
- Public safety.//Hopefully provides leadership.//Raises revenue and keeps streets safe.

Appendix F
What comes to mind when you think about Salem city parks?

Group 1

- They do their jobs.//The parks always seem dirty except for the riverfront park and the new park by the North Fred Meyer.
- Underfunded.//They do not have the capital for maintenance and expansion, as well as developing new parks.
- Homeless, drug activity.//Because of the extant homeless population. They congregate in parks and other public areas.
- Pretty clean, fun.//Rarely, if ever do I see trash. Most parks have play equipment for my children. Well cared for.
- Unprotected.//Dark locations. Drug dealing. Graffiti.
- Need more safety.//Parks are often used for illegal activities making them less safe for our children.
- Under-maintained.//We have several beautiful park areas that have closed or have no bathrooms. No mowing, no watering, no playground equipment, or poorly maintained.
- Great parks.//Various options throughout the city. Volunteer programs. Opportunities for kids. Places for older adults. River front improvements. Bach and art fairs.
- I love them.//They are clean. I think the city is doing an amazing job with the parks.

Group 2

- Not safe.//Dirty, secluded, and not enough security.
- Not enough.//In my particular area I do not know where the nearest actual park is. We usually go to the park off Turner Road.
- Too many young hoodlums and the homeless.//In the skate park near me there seems to be a lot of homeless or drug users hanging out there. I would never allow my children there.
- Some very nice; need more.//Bush park is very nice, but I have to get in the car and travel there. Every neighborhood should have a nice park for families with some recreation.
- Landscaping maintenance.//Keeping the grass green, seeing the maintenance person doing his work and if there are dog walkers the leash law should be enforced.
- Under-maintained and often dangerous.//Many parks look neglected. Except for a few parks like Bush Park or the Waterfront area, the rest don't feel properly cared for or safe.
- Families.//Picnics, exercise, gatherings, green, trees, pets, and relaxing.
- Much improved since I was a kid.//Riverfront park is great, but we can't have too many new parks.

Appendix G

What is of interest to you when you think about Salem's City parks? Most/second most important?

Group 1

- Why are the bathrooms so dirty?//They seem to harbor homeless, criminals, and other criminal behavior.
- Where and when are the new parks going to be developed?//Development of the waterfront park.
- Children and exercise—healthy development with positive activity.//Healthy environment—plant trees.//Entertainment, community gatherings.
- I have no questions.
- Safer place for kids to play.//Stop drug dealing.//Clean up pet's messes, more lighting.
- How can we make them safer.//More equipment available—newer and safer.
- Swimming pools—why can't we pass a budget?//Walking, jogging paths are poor. Cost to donate trees is huge—can we get a fund established? Public areas, access and fees are unknown.
- Continue expanding what is available at the parks.//Landmarks for parks history.//More community based opportunities like community gardens, and more volunteers used to develop and maintain parks.
- I would like to see more community involvement in taking care of them.

Group 2

- No law enforcement.//Nothing for teens.
- Awareness.//Cleanliness.//Accessibility, community involvement.
- Bigger police presence to check gangs and drug dealers.
- Some areas of town have very nice parks. Other have just bare bones.//Uneven quality.//Safety issue in some locations.
- Safety, neighborhood watch or some type of security watch, but not cameras.//Proper metal swings.
- Would they be necessary if home lots were allowed to be bigger.//Not enough to do for kids in the winter.//We're funding all these parks for only about seven months of use.
- Shady people.//Safe restrooms.//Cleanliness, places to sit, and shady areas with trees.
- Are they safe?//Do people feel safe there?//How much does it really cost to maintain these parks and do police patrol enough?

Appendix H

What comes to mind when you think about softball in Salem/Wallace Marine Park complex?

Group 1

- Don't use them.//Wallace Marine Park is nicely maintained.
- The softball complex in West Salem is awesome. It brings in city revenue from people visiting from all over the US. They have national tournaments.
- Other than the ballpark in Keizer, I am not familiar with softball facilities in Salem.
- I don't know anything about the softball fields.
- Since the new high school in West Salem was built they have started tournaments in West Salem for lots of sporting events. I'm not very familiar with softball.
- I don't know anything about the softball facilities.
- Wallace Marine softball field was vital to Salem a few years ago. Managed well, it brought in revenue. But it seems to have fallen to poor management or battles over where the money goes.
- Wallace Marine Park did generate revenue for business and the city and it is good for the community.
- I do not use them. I don't have a comment.

Group 2

- Unaware of a softball complex.
- I was not aware that we had a softball complex in downtown Salem.
- I am not at all into sports or softball.
- Amazing quality, state of the art facility. Could we have equal taxes for other hobbies?
- Outfield park on Parkway, not being used.
- The softball complex is nice and serves a good purpose. Wouldn't mind seeing more events there.
- I heard it is not being used to full capacity.
- We should have more softball venues around town. I might lower cost. Wallace costs too much!

Appendix I

Would you be willing to pay anything more in taxes for a new police headquarters?

Group 1

- No—strongly./I just paid my property taxes that went up in an economic downturn and we can't afford it.
- Yes—somewhat./It depends on how much and the location. It is a tough one to respond to without further information.
- No comment.
- No—strongly./I know nothing about any problems there, so I feel my tax money could be better used.
- Yes—somewhat./It would all depend on the amount and if it was just for the building. Probably not if it was for more police offices then it would be something positive. The building doesn't change the work they do.
- No—somewhat./I would prefer that the money be used for more officers. That being said with more information I may be persuaded to change my mind.
- Yes./We need a larger space, but not a new building. I would like to see more community based centers for more police visibility. We have a lot of empty large buildings everywhere—use them.
- Yes!!!/A new building to update technology. Safety; it is cheaper to earthquake proof the building. Easier access for citizens. Proper facility for the size of the force.
- No./I think we already have been paying a lot already. What we need is to know where the services are needed.

Group 2

- No—strongly./The police department doesn't give me good service.
- Yes—somewhat./Their facility is smaller and it takes up parking that could be used for the library.
- No—strongly./No new police headquarters. More policemen, no offices for bureaucrats.
- No—somewhat./I'm unsure what the need is; condition/age of the current headquarters; reasons more space is needed; is centralized space necessary vs. substations?
- No—somewhat./For upgrading and only if there was an increase in population.
- Yes—somewhat./My answer is dependent on whether such a facility is needed because the force is due to expansion, outgrowing the current facility. I would absolutely reject a permanent increase of any kind.
- Yes—somewhat./I am not familiar with the current facility so I don't know the specific needs, but law enforcement is a priority for the community.
- No./That upgrade should come out of revenue they raise through tickets, fines, etc.

Appendix J

Which of these is the best reason to raise taxes to build a new police headquarters?

Reasons	Group 1		Group 2		Total	
	1 st	2 nd	1 st	2 nd	1 st	2 nd
The current headquarters was built in 1972 and is no longer large enough for Salem's Police Department and lacks modern electronic communications capacity.	1	4	3	1	4	5
Salem's police headquarters does not meet earthquake standards, and could be at risk in an emergency.	3	0	1	3	4	3
A new police headquarters would yield cost savings and improve productivity.	2	1	0	1	2	2
Better citizen access to police would improve customer service.	0	0	0	1	0	1
The police headquarters would be in a neighborhood, not at City Hall.	0	0	0	0	0	0
A new headquarters building would improve recruitment of new officers.	0	1	1	0	1	1
Relocating the Police Department would free up public parking for City Hall visitors.	0	0	1	0	1	0
The new police headquarters would include a community meeting room.	1	0	1	0	2	0
The timing is good—costs for construction and materials are lower than they will be when the economy improves.	2	3	1	2	3	5

Appendix K

Would you be willing to pay anything more in taxes to improve the City's parks system?

Group 1

- No—strongly.//They need to use the money they have. I wish I could tax the city when I wanted a new car or remodeling my house.
- No—somewhat.//It depends on what they are going to spend it on. I would be all for supporting expansion of waterfront park downtown onto Minto Brown. I don't use our local parks.
- No—strongly.//We need to address the homelessness and drug activity that is prevalent in these parks before any more park investment will help.
- Yes—somewhat.//Many parks need parking or additional parking and many need restrooms that are clean.
- Yes—somewhat.//I would be interested in paying a little bit more if I knew the safety of my children was the most important.
- Yes—somewhat.//I would like to see improvements in the neighborhood parks, bathrooms, more equipment, and better maintenance.
- Yes—somewhat.//We have so many parks, so how would we see the money divided enough to see any improvement? I think we need to get creative for money generation.
- Yes.//Needs to be in operating funds and not development. But, I prefer the state pay its share!
- Yes—somewhat.//Funds to add bathrooms and improve the lighting.

Group 2

- No—strongly.//Only if improvement would be a benefit to the community.
- Not sure.//Under the current management I am not sure our tax dollars are spent properly. Quality vs. quantity.
- No—somewhat.//I just got my property taxes. A lot of items are things I don't use. Don't hope or ask for more money when people are struggling.
- Yes—somewhat.//Would like to know how the money would be used before approving it—very specific upgrades such as lighting in Park X.
- No—somewhat.//Alternative would be volunteer groups.
- No—strongly.//I say no because I think there are ways to improve the park system without increasing its funding. If the city wants ideas, have them call me.
- No—strongly.//It sounds selfish but we pay so much already so I think money should be spent more carefully.
- No—strongly.//I believe that we have plenty of money in the budget. Money is being misappropriated, misspent, or stolen.

Appendix L

Which of these is the best reason to raise taxes to improve the City's parks system? Second best?

Reasons	Group 1		Group 2		Total	
	1 st	2 nd	1 st	2 nd	1 st	2 nd
More sports fields for youth.		1	1	0	1	1
Improved access to parks for underserved neighborhoods.	3	0	1	2	4	2
Good parks make a city more livable for residents.	3	3	3	1	6	4
Good parks make a city more attractive for new businesses.	0	2	2	0	2	2
Bring tourism dollars to Salem.	1	0	0	2	1	2
Generate revenues that can be invested back into City parks.	1	1	1	0	1	2
Be competitive with other cities to attract national softball tournaments.	1	0	0	1	1	1
New/upgraded parks have lower irrigation and maintenance costs.	0	2	0	2	0	4

Appendix M

Rank the importance of the following three projects: construction of new parks in underserved neighborhoods on land already owned by the City; expand the softball tournament complex in Wallace Marine Park in West Salem; upgrades to existing parks citywide with better playgrounds, restrooms, soccer fields, and other improvements.

Rankings Distribution									
Concepts	Group 1			Group 2			Combined		
	1 st	2 nd	3 rd	1 st	2 nd	3 rd	1 st	2 nd	3 rd
1. Construction of new parks in underserved neighborhoods on land already owned by the City.	3	4	7	6	8	2	9	12	9
2. Expand the softball tournament complex in Wallace Marine Park in West Salem.	0	14	2	6	2	5	6	16	7
3. Upgrades to existing parks citywide with better playgrounds, restrooms, soccer fields, and other improvements.	27	0	0	18	6	0	45	6	0

Group 1

- (3) Only work on this one.
- (3) I would like to see Riverfront Park expanded. That is the main park that I use. I could see expanding Wallace to generate revenue.
- (3) Focus on issues related to public safety.
- (3) I do not feel we need more parks or park space. Any additional fields that maybe needs should be made in existing parks.
- (3) I think we need to fix the parks that we already have rather than to spend more money on new parks.
- (3) I would only be interested in upgrading existing parks with restrooms, and better playgrounds where necessary.
- (3) Why expand what we already can't maintain? Softball, soccer, and other sports and multi-use fields makes better sense to me. Wallace floods—why have more to maintain and repair.
- (3) Separate soccer and softball and better access for other users.
- (3) I want to see City Parks improve, but not to build new ones.

Group 2

- (3) Neighborhood association should take control.
- (3) The softball facility was not something I was aware of from what I have heard here it sounds like it is nice enough.
- (1) More skateboard parks or similar things to give young people something to do.
- (1) No comment.
- (3) No comment.
- (2) No comment.
- (3) No comment.
- (3) Wallace already looks and is fantastic. Work on something else.

Appendix N

Rank the importance of the following four projects: construction of new parks in underserved neighborhoods on land already owned by the City; expand the softball tournament complex in Wallace Marine Park in West Salem; build a new police headquarters; upgrades to existing parks citywide with better playgrounds, restrooms, soccer fields, and other improvements. First choice with comments.

Rankings Distribution												
Concepts	Group 1				Group 2				Combined			
	1 st	2 nd	3 rd	4 th	1 st	2 nd	3 rd	4 th	1 st	2 nd	3 rd	4 th
1. Construction of new parks in underserved neighborhoods on land already owned by the City.	0	3	8	4	8	9	4	1	8	12	12	5
2. Expand the softball tournament complex in Wallace Marine Park in West Salem.	0	3	10	3	0	3	4	5	0	6	14	8
3. Build a new police headquarters.	8	15	0	2	12	3	4	2	20	18	4	4
4. Upgrades to existing parks citywide with better playgrounds, restrooms, soccer fields, and other improvements.	28	6	0	0	8	9	6	0	36	15	6	0

Group 1

- (4) I will support the one that costs the least. Sorry, but my pocketbook is a major factor.
- (3) I think we need public safety over parks!
- (4) I don't understand the need for new headquarters; how does this benefit or improve police services?
- (4) Police is again a no because I am unaware of why it is needed. Need no additional park space.
- (4) Again, I don't think we need a new police station until we get more police to protect us. Fix old parks (maintenance) rather than build new.
- (4) Although I placed upgrading parks at #1, with more information I could be persuaded to vote to build a new police headquarters.
- (4) Again, maintain what we have. Police are more of priority to me. But perhaps not a new complex if it means insufficient staff, equipment, etc.
- (3) Safety first.
- (4) We do [not] need to spend more money. Work with what we already have.

Group 2

- (4) Education is more important.
- (4) Involve the police with the parks that are upgraded to ensure our safety. We need to look out for the police who we ask to protect us.
- (3) New police headquarters only if it comes with new and more officers.
- (1) No comment.
- (4) No comment.
- (3) It might be hard to improve parks or Salem in general without improving police capacity.
- (3) No comment.
- (1) No comment.

Appendix O

What is the most important message you have for the City Council as it considers whether or not to ask the voters about a new police headquarters?

Group 1

- Low cost, use existing building. Can you hire an organizer that could help them use space better?
- What is the cost/benefit? Will it increase performance? Where is the new station proposed site?
- Does it increase public safety to build a new police headquarters? Or is it just for comfort?
- I would like to know costs. How would the improvements actually help?
- Does the new police headquarters come with more police? Why can't we have more substations rather than a new headquarters? Quicker response time if they are stationed around Salem rather than in one location.
- We need to know information. What would the improvements do? How would it improve the efficiency? The pictures showed the current overcrowding, that was good information. How would it improve the safety of the citizens?
- New does not necessarily mean more efficiency or output. Be cognizant of how money needs to be spent on nice surroundings. We need more people to help provide services. Perhaps a single central building will not meet our community needs? Your police space looks like many office spaces. How does it work?
- Request to state to change budget. Laws so bond money can be set aside for some operations. Change SPC to cover capital cost of city operations. Ask the state to become a member of the community and not act like a city on the side.
- I do not support an increase in our taxes because I want to see improvements. What we already have.

Group 2

- Would the cost benefit each and every community in a positive way.
- Give clear, concise answers and specifications to us as an explanation for what we are paying for and be accountable and stick to a budget—we all have to.
- I am worried about increased crime with many people unable to find jobs. I am worried about gangs in our city with drugs and violence resulting from this.
- Establish the truth of the claims; what substantiates the claim that building a new HQ will improve police services. Response times and numbers of officers on patrol.
- Expansion could keep things more organized.
- My first concern is why the current budget can't be made to work to get the new station. Why are revenues so short? Are there ways to finance with taxes only paying interest?
- That monies to be spent are spent wisely, these economic times present financial challenges and we need to be creative.
- Will it result in a lower crime rate? If crime doesn't shrink, then why spend the money?

Appendix P

What is the most important message you have for the City Council as it considers whether or not to ask the voters about improving the parks system?

Group 1

- Maintain what you have and live within your means. I have to, so why shouldn't the city?
- I would be all for expanding Wallace. They need to let the public know how much potential revenue a new complex would generate for Salem. I would like to see expansion of Riverfront opposed to developing new parks. Riverfront is large enough to serve all of the Salem community as opposed to small residential areas.
- Please consider the issue of homeless and drug activity when investing public funds to benefit parks. Is the softball park fully utilized the way it is?
- Cost vs. benefits. How is this going to make me feel safe and increase my use of the park?
- I think the only thing in the city park projects that is reasonable would be to improve existing parks rather than to build new ones. We already have plenty of parks in Salem, but they are mostly run down.
- I feel that upgrading current parks impact more people so they are more likely to vote for it. The softball park seems to me could be self-supporting. Why isn't it?
- Preserve what we have and make the parks more useable. Wallace should be privately owned.
- Create an active foundation group to fund one project.
- I will support any updating work on existing parks, add more bathrooms, and improve city police. Watch in neighborhood parks.

Group 2

- Ask neighborhood associations to build community parks in their communities. Revitalize the existing parks.
- People want to know how does it benefit them? I think upgrading evenly the existing parks rather than put more money in a state of the art (now) softball complex. Evenly disperse funds to all Salem parks.
- I think parks in underserved neighborhoods on land the city already owns might give young people something to do. There must be more police patrols or security to ensure safety.
- Establish the connections between park improvements and quality of life in the city.
- We feel good about ourselves walking into these parks with our children. We know they are safe and everybody following the rules for the next person who comes in.
- The most important thing to improve Salem as a whole. To improve Salem through parks attracting out of town revenue may be a key. So facilities that create demand for business/commerce should be important.
- Decisions about which parks need the most improvements and would make the biggest impact on the community for the better.
- Will it create new jobs? Is it cost effective now? How will the money be raised to fund it?



November 30, 2009

To: Barney & Worth
From: Davis, Hibbitts & Midghall, Inc (DHM)
Re: Salem Parks and Police Facilities Survey Results

I. INTRODUCTION & METHODOLOGY

Davis, Hibbitts & Midghall, Inc. (DHM) conducted a telephone survey to gauge Salem voters' attitudes toward city parks and police, examine future facilities priorities for those departments, and check voter willingness to support possible tax increases for those facilities.

Research Methodology. Between November 19 and 22, 2009, DHM conducted a telephone survey of 400 registered voters in the City of Salem that took an average of 18 minutes to administer. This is a sufficient sample size to assess voters' opinions generally and to review findings by multiple subgroups including gender and age.

In gathering responses, DHM employed a variety of quality control measures, including questionnaire pre-testing and validations. Quotas were set by age and gender based on the total population of Salem voters to assure a representative sample.

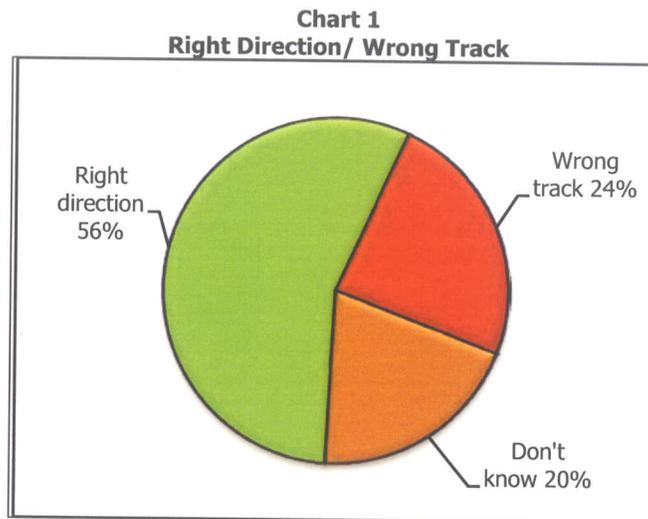
Computer abstracts for the survey accompany and are referenced throughout this report, and the annotated questionnaire is appended for exact wording of questions. Percentages in the report may not add up to 100% due to rounding.

Statement of Limitations. Any sampling of opinions or attitudes is subject to a margin of error, which represents the difference between a sample of a given population and the total population (here, Salem voters). For a sample size of 400, the margin of error is +/-4.8% at the 95% confidence level.

II. SALEM PARKS KEY FINDINGS

A. Climate & Issues

At present, voters in the city are reasonably satisfied about the direction of the city, as some 56% said things were headed in the right direction, and 24% felt things in the city were pretty much off on the wrong track. Voters under age 34 were most optimistic (63% right direction, 17% wrong track), while those over age 55 were less upbeat, though still positive (51% right direction, 27% wrong track). This was the largest difference we found among demographic categories.



Source: Davis, Hibbitts & Midghall, Inc (DHM), November 2009

When asked what the top two issues facing the city were, we received a wide variety of responses, with public safety issues (crime, drugs, gangs) topping the list at 27%; 13% mentioned street or sidewalk repairs, 9% each volunteered public transit, poverty or homelessness, or the need for or lack of jobs in Salem.

Beyond this, 6% each said education quality or traffic congestion, 5% each expressed concern about the economy or need for more public services, while a variety of additional issues were mentioned by 4% or less of those polled (taxes, parking issues, parks and recreation, government waste, etc.).

When we re-asked this question but focused it on the respondents' own area of the city, 18% of those polled volunteered that public safety issues were most important in their area of the city, 16% said street or sidewalk repair, 12% mentioned traffic congestion, 6% had a comment related to parks or recreation, 5% brought up public transit, and a wide variety of other issues were mentioned, but none by more than 4% of those surveyed.

B. General Perceptions of Parks

We asked respondents what came to mind when they thought about Salem city parks. Again, this was an open end question. Fully 44% of those polled told us that the city parks were beautiful or well maintained, 13% felt that they needed more maintenance, 10% described them as safe, friendly or family oriented.

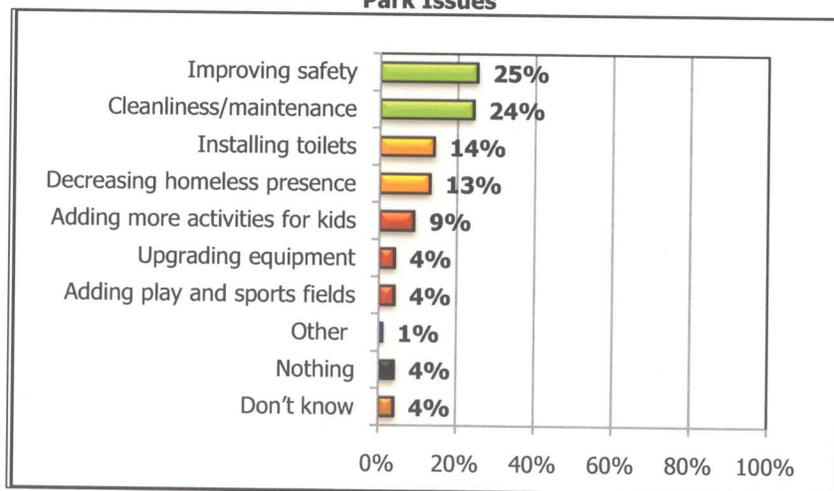
Beyond this, 9% each told us that more parks were needed, the same percentage said they were not a priority for the city, 8% each described them as enjoyable or thought the reverse, that they were unsafe or dangerous. Some 7% said the city had an abundance of parks, 6% specifically mentioned Bush Pasture Park, 4% each mentioned playgrounds or waterfronts in the parks, while a scattering of specific concerns were also mentioned, including 'underfunded' (3%), and a lack of lighting (2%).

We asked respondents how many times they had visited a Salem city park in the last year. The average was 39 visits per year, but it is worth noting that those under age 34 (45 visits per year), and those with children under 18 in the household (45 visits per year) reported more frequent visitation, while those over 55 reported less frequent visitation (35 visits per year).

When asked which of a number of issues regarding the parks was of most interest to them, 25% selected improving safety, 24% picked improving cleanliness or maintenance, 14% picked installing toilets, 13% selected decreasing the presence of homeless in the parks, 9% wanted more activity for kids, 4% wanted to upgrade equipment and the same percentage wanted more sports and play fields. We did not find a lot of demographic variation here, though it is worth noting that twice as many women as men picked improving safety (32% to 16%), men focused a bit more on cleanliness or maintenance compared to women (30% to 19%), and those under 34 were a bit more inclined to pick adding activities for kids (15% compared to 9% overall).

When first and second choices are combined, cleanliness and maintenance had a slight edge with 43%, improving safety was close behind at 39%, decreasing the presence of the homeless was at 26%, installing toilets at 24%, more activities for kids at 20%, upgrading equipment at 14%, and adding more sports and play fields at 9%. It would be fair to say that respondents are more focused on maintenance and safety than on expansion or new programs at the present.

**Chart 2
Park Issues**

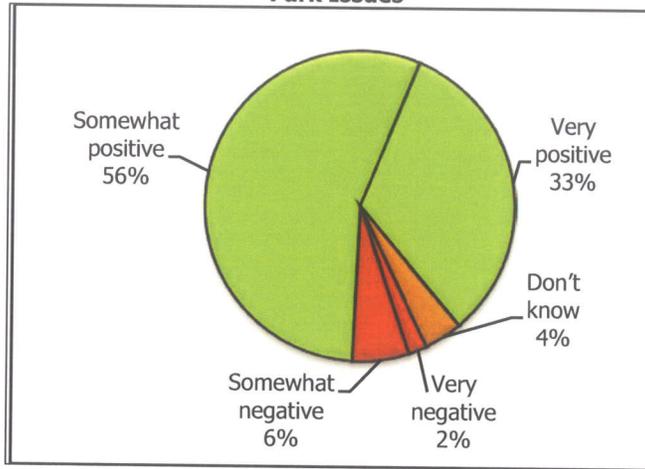


Source: Davis, Hibbitts & Midghall, Inc (DHM), November 2009

C. Park Approval Rating

The overall perceptions of the city parks are highly positive, with fully 89% holding a positive view (33% very positive, 56% somewhat positive), and just 8% were negative (2% very, 6% somewhat). This positive view of Salem parks is held across the board, with at least an 83% positive rating from every subgroup, and negatives no higher than 13% in any subgroup.

**Chart 3
Park Issues**

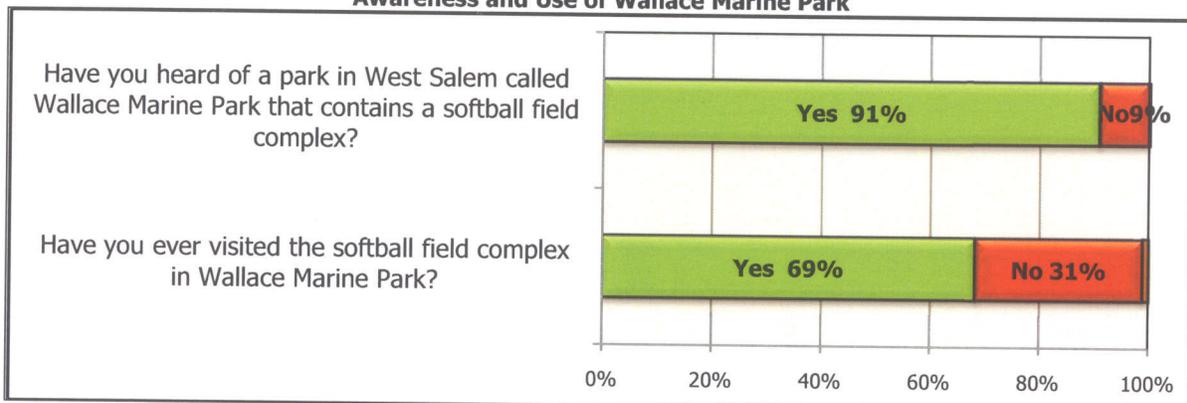


Source: Davis, Hibbitts & Midghall, Inc (DHM), November 2009

D. Awareness of Wallace Marine Park

Some 91% of those polled said they were aware of Wallace Marine Park and the softball complex there, and 69% of those surveyed said they had visited the softball complex. Reported visitation was fairly high in all subgroups, but slightly higher among those with children under age 18 (72%), and those 35-54 (72%).

**Chart 4
Awareness and Use of Wallace Marine Park**

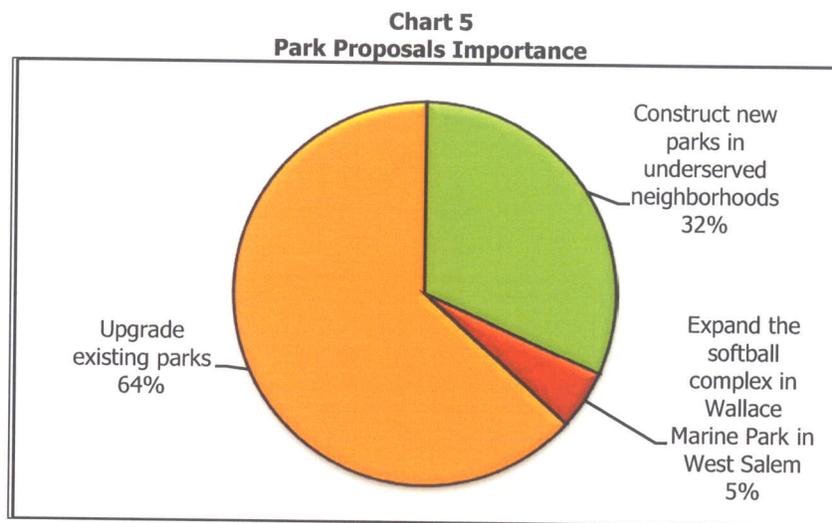


Source: Davis, Hibbitts & Midghall, Inc (DHM), November 2009

E. Response to Proposals for Parks

We read three proposals for city parks and asked respondents to rate each one on a 1 to 7 scale (1=not important; 7= very important). The proposals received a distinct gradation in priority from respondents. In short, upgrading existing parks with better playgrounds, restrooms and soccer fields was rated at 5.0, while constructing new parks in underserved neighborhoods was just behind at 4.9. Expanding the softball complex at Wallace Marine Park was rated at just 3.2 on this scale, well behind the other items.

When asked which one of the proposals was most important, upgrading existing parks was by far the most popular choice (64%), finishing a distant second was constructing new parks in underserved areas (32%), and just 5% selected expanding the softball complex at Wallace Marine Park.



Source: Davis, Hibbitts & Midghall, Inc (DHM), November 2009

Upgrading existing parks had a wide lead in all subgroups. We then asked respondents why they made the choice they did. Those who picked upgrading existing parks said that it was important to upgrade or maintain existing parks (49%), 14% said that we should utilize what we already have, 11% said that families and children use the parks, 9% said more parks were needed, 8% said upgrades would attract more people to the parks, and a scattering of other comments were made related to why this was most important.

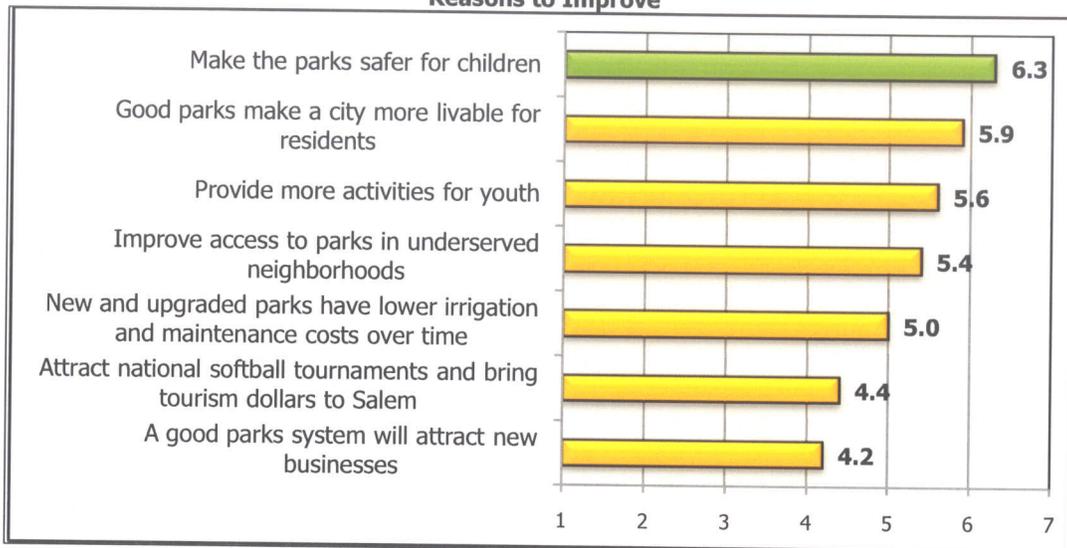
Among those who said that constructing new parks in underserved neighborhoods on land already owned by the city, 37% said this was the most important thing to do because more parks were needed, 22% said they were used by families and children, 13% said better balance was needed for underserved areas, 10% said it would reduce distance to parks, 10% said it was an inexpensive form of entertainment, and a scattering of other comments were made as to why this was the most important choice.

As noted, only 5% of those polled said expanding the softball complex at Wallace Park was most important, and among those few respondents that selected this option, open end comments focused on it being an inexpensive form of entertainment, families using the parks, that it would bring tournaments to the city or could be profitable.

F. Reasons to Improve Salem Parks

We read seven reasons to improve the city parks and asked respondents to rate them on a one to seven scale (1=very bad reason to improve parks; 7= very good reason to improve parks).

Chart 6
Reasons to Improve



Source: Davis, Hibbitts & Midghall, Inc (DHM), November 2009

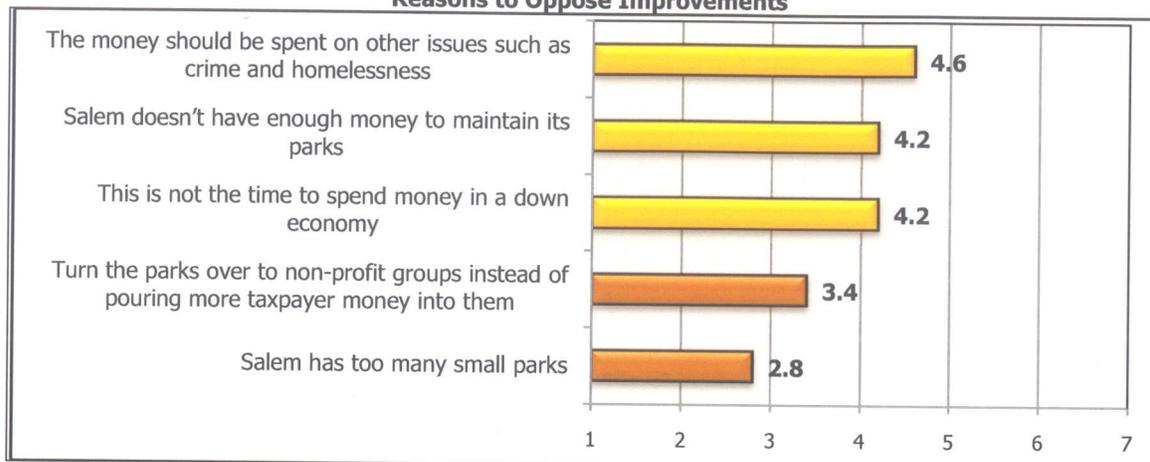
Topping the list of reasons to improve the parks would be to make them safer for children (6.3), with the rationale that good parks make the city more livable not far behind (5.9). Just behind this was the notion that improved parks would provide more activities for young people (5.6), or that it would improve access to parks in underserved neighborhoods (5.4).

The arguments that new and improved parks have lower irrigation and maintenance costs over time was rated at 5.0, while the remaining reasons to improve parks did not resonate much with voters (attract national softball tournaments and tourism dollars was rated at 4.4, while the reason that good parks will attract new businesses was rated at 4.2).

G. Reasons to Oppose Improving Salem Parks

We also read respondents some reasons to oppose improvements to Salem's park system. Again, we asked them to rate the reasons to oppose improvements on a 1 to 7 scale, with 1 equaling a very bad reason to oppose improvements, while a 7 equaled a very good reason to oppose improvements.

**Chart 7
Reasons to Oppose Improvements**



Source: Davis, Hibbitts & Midghall, Inc (DHM), November 2009

While none of the arguments were particularly persuasive to voters, the strongest argument was that money should be spent on other issues such as crime and homelessness (4.6), and it is not the time to spend money in a down economy (4.2), or that Salem doesn't have enough money to maintain current parks (also 4.2). The arguments that Salem should turn its parks over to nonprofit groups or that the city has too many small parks were not at all persuasive to voters (rated at 3.4 and 2.8, respectively).

III. SALEM POLICE DEPARTMENT KEY FINDINGS

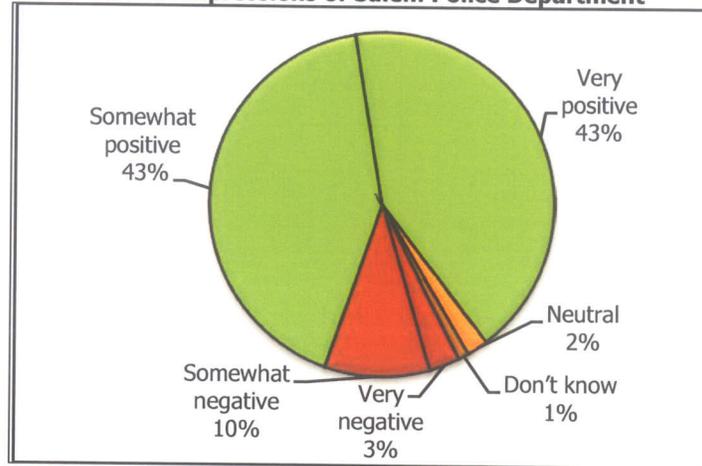
A. GENERAL IMPRESSIONS OF THE SALEM POLICE DEPARTMENT

We asked respondents to tell us what first came to mind when thinking about the Salem Police Department. By far the largest number of comments revolved around 'excellent performance' or 'good service to the community', as 48% volunteered comments along this line.

Some 10% said what first came to mind was that they were understaffed or lacked enough presence in the community. Beyond this, 8% described them as adequate but said there was room for improvement, 4% each said they had a negative reputation or the respondent had had a negative experience with them, that they were involved in public safety or the community, or that they had a good presence in the community. Other comments were made by 3% or less of those polled, including respectable (3%), available when needed (2%), or they harass people (2%).

Overall, fully 86% of those polled have a positive impression of the Salem Police Department (43% very positive, 43% somewhat positive), while 13% have a negative impression (10% somewhat, 3% very). The positive rating of the department is over 80% in all cases, the negative rating is highest among renters (20%).

Chart 8
Overall Impressions of Salem Police Department



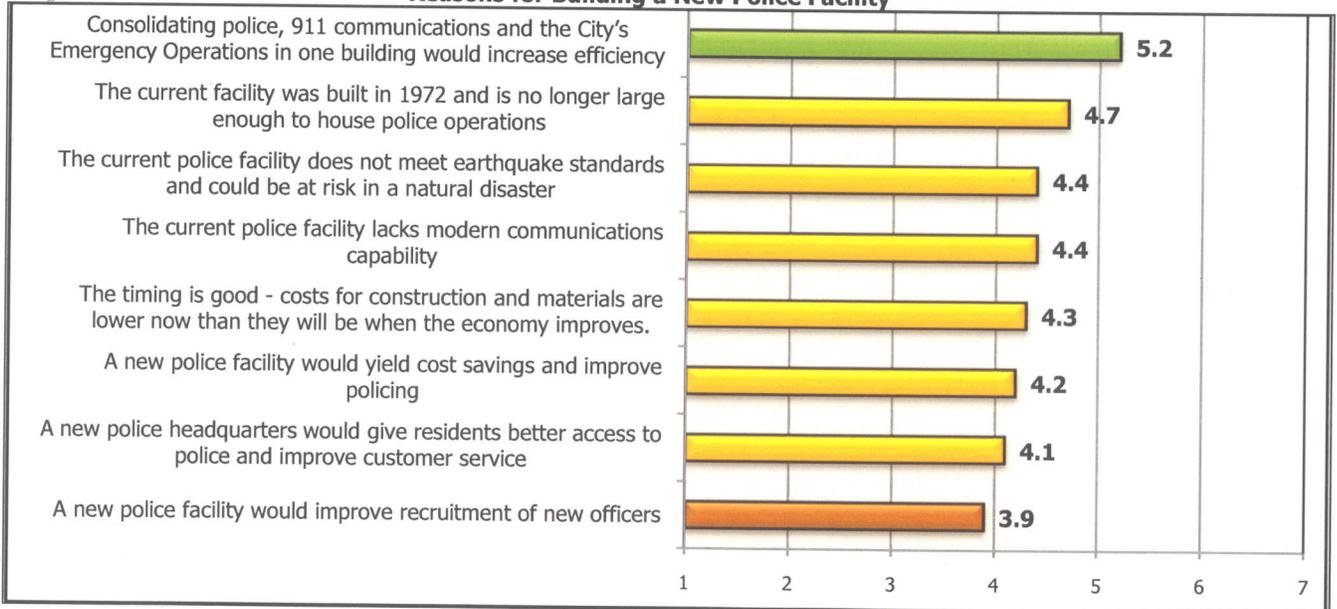
Source: Davis, Hibbitts & Midghall, Inc (DHM), November 2009

We told respondents that the police building is located in the City Hall/Library complex, and asked if they had ever been there. Eighty six percent (86%) of respondents said they had been there, 14% had not.

B. Reasons to Build A New Police Facility

We read respondents a number of reasons to build a new police facility, and asked respondents to rate them on a 1 to 7 scale (1=very bad reason to build; 7= very good reason to build).

Chart 9
Reasons for Building a New Police Facility



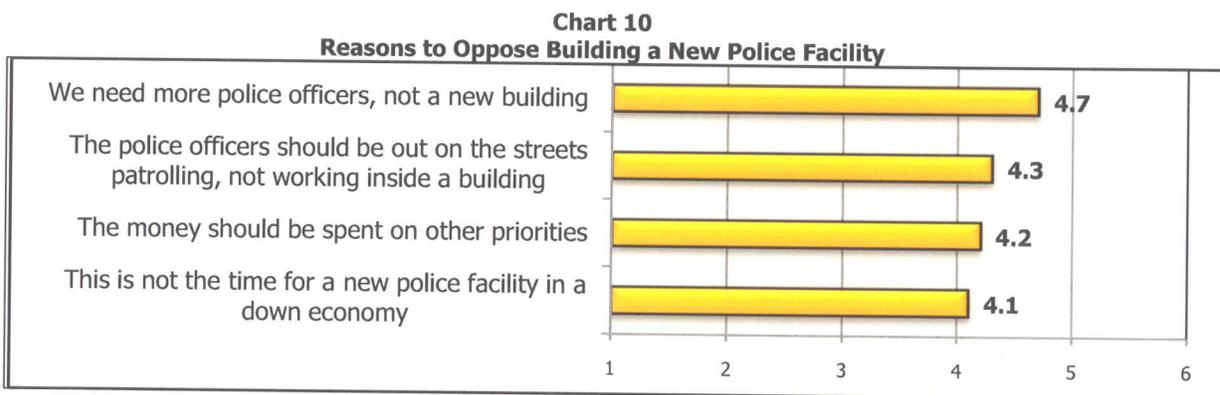
Source: Davis, Hibbitts & Midghall, Inc (DHM), November 2009

The strongest argument for such a facility was that it would consolidate services into one building and hence improve efficiency (rated at 5.2). The reason that the current facility was built in 1972 and is no longer large enough to house police operations was rated at 4.7, with the lack of modern communications facilities and the current facility not meeting earthquake standards each rated at 4.4.

Just behind this at a 4.3 rating was the notion that the timing is good now because the cost for construction and materials is lower, with the notion that a new facility would yield savings and improved policing at 4.2. The remaining reasons to build a new police facility were that it would give residents better access to the police (4.1), and that a new facility would improve recruitment of new officers (3.9). We found only modest subgroup differences, at most, in how respondents rated these arguments.

C. Reasons to Oppose Building a New Police Facility

On the other side of the coin, we tested four reasons to oppose construction of a new police facility in Salem, again using the 1 to 7 scale.



The highest rated reason to oppose the facility was that the city needs more police officers, not a new building (4.7). The remaining three reasons clustered closely together, with ‘police officers should be out patrolling and not in a building’ at 4.3, the money should be spent on other priorities (4.2), and in a down economy this is not the time for a new police facility (4.1).

When asked whether they preferred a single police facility or several smaller stations in neighborhoods, a substantial 58% majority preferred several stations in neighborhoods, 33% wanted a single station, and the balance were not sure. Several stations was the option preferred by a wide margin within all demographic subgroups, with the margin a bit more pronounced among those with children in the household, women, those aged 35-54, and renters.

D. A Tax Increase for a New Police Facility

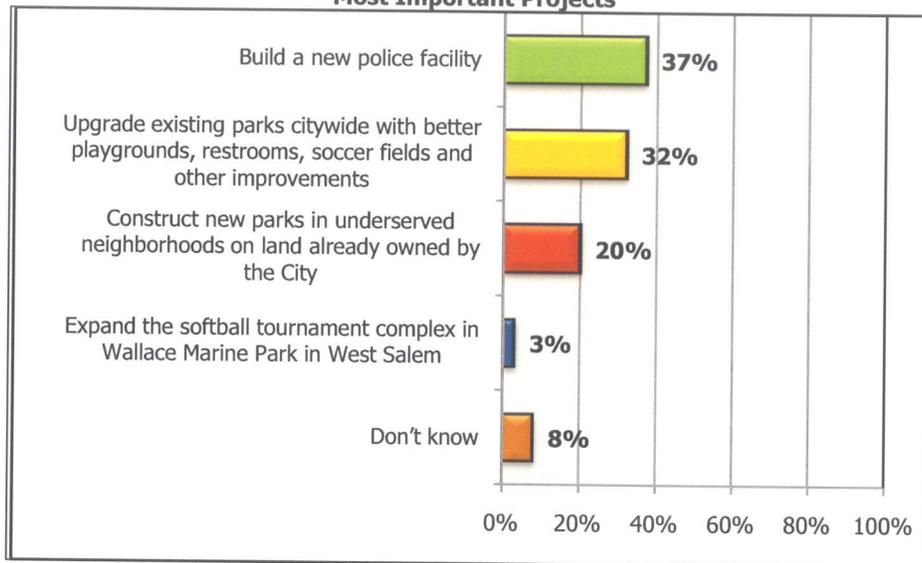
When asked if they would support ‘paying any more taxes’ for a new police facility, 54% said they would oppose this (34% strongly, 20% somewhat), while 41% indicated support (16% strongly, 25% somewhat). It is important to keep in mind that we did not ask about a specific proposal with a dollar amount attached, but the generic question gives a good sense of where such a measure would likely start.

Opposition to a tax increase for a new police facility is greatest among those over 55 (62% opposed), while there is somewhat more support among those 18-54 years of age (45% support, 49% oppose), though even here the concept of a tax increase for a new police facility does not garner majority support.

E. Priority Between Police & Parks

We read respondents four possible projects and asked which one was most important for the city of Salem to do.

**Chart 11
Most Important Projects**



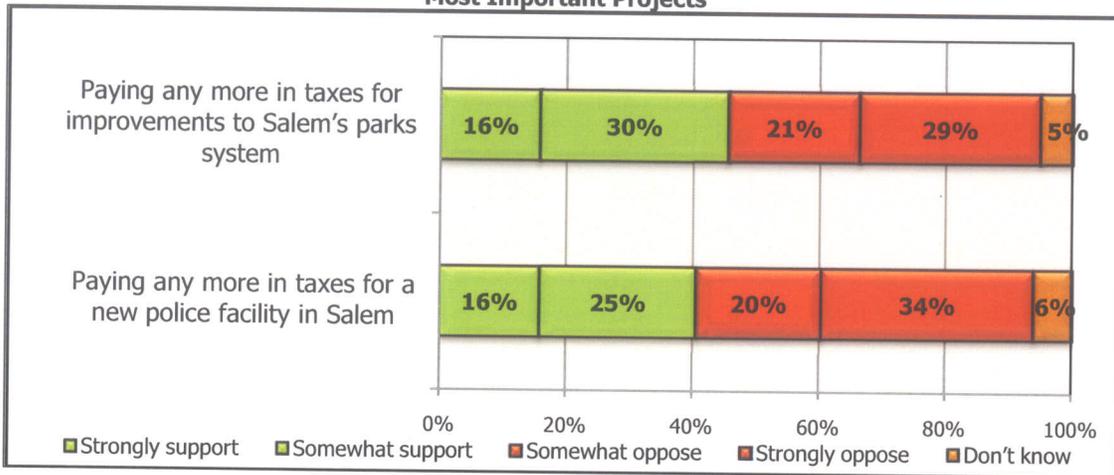
Source: Davis, Hibbitts & Midghall, Inc (DHM), November 2009

Holding a narrow plurality edge was building a new police facility (37%), with upgrading existing parks close behind at 32%, then constructing new parks on city lands in underserved neighborhoods at 20%, while expanding the softball tournament complex at Wallace Marine Park had negligible support (3%) when matched against the others. The police facility held a lead in most all subgroups, with upgrading existing parks finishing second across the board.

F. A Tax Increase for Improvements to Salem's Park System

We also asked respondents if they would support or oppose paying more in taxes for improvements to Salem's parks system. It is important to keep in mind that no specific dollar amount or project was mentioned.

Chart 11
Most Important Projects



Source: Davis, Hibbitts & Midghall, Inc (DHM), November 2009

This generic question produced results of 50% opposing a tax increase for park improvements (29% strongly, 21% somewhat), while 46% indicated support (16% strongly, 30% somewhat). There is a very distinctive difference by age, as those 18-34 would support such improvements by 61 to 39%, those 35-54 broke closely (49% oppose, 45% in favor), while those over age 55 turned this idea down by a substantial 57 to 37%.

Men were more likely to be opposed than women (53 to 46%), and even among those with children in the household only 49% indicated they were likely to support such a measure, while 48% would oppose it.

A final point we would make here is that the coalition for each particular increase is different. To illustrate, 70% of those who would support a measure for park improvements would also support a new police facility, but 28% of park supporters would oppose the police facility. Among those who would support the police facility, 63% told us they would support park improvements, but 34% would oppose them. Put another way, of those who oppose the parks improvements tax, 76% would also oppose the police facility tax, while 21% would support it.

Of those who oppose a tax for a new police facility, 70% would also oppose an increase for parks improvements, 28% would support such an increase for parks. Thus, 29% of the electorate would support both increases, 38% would oppose both, 15% would oppose a new police facility but support park improvements, while 10% would oppose park improvements but support a new police facility.

**Salem Parks & Police
November 2009; N=400; Salem registered voters
Davis, Hibbitts & Midghall, Inc.**

Hi, my name is ___ from DHM, a local opinion research company. I am not selling anything. We're conducting a survey about important issues in your area. May I please speak to _____ **[MUST SPEAK TO NAME ON LIST. IF UNAVAILABLE, SCHEDULE CALLBACK]**

I. CITY & NEIGHBORHOOD NEEDS

1. All in all, would you say that things in Salem are headed in the right direction, or are things pretty much off on the wrong track?

Response Category	Total N=400
Right Direction	56%
Wrong Track	24%
Don't know	20%

2. When you think about the city of Salem as a whole, what are the 2 biggest community problems or needs that you would like to see your city officials do something about? **(OPEN, PROBE FOR 2 BIGGEST PROBLEMS)**

Response Category	Total N=400
Control crime/gangs/drugs/graffiti	27%
Street/side walk repair	13%
Public transit	9%
Poverty/homelessness	9%
Jobs/lack of jobs	9%
Education quality	6%
Traffic congestion	6%
Economy/business environment	5%
More public services (i.e., police, fire department)	5%
Education funding	5%
Activities for youth	4%
Taxes	3%
Parks and recreation	3%
Parking	3%
Government waste	3%
Healthcare reform/availability	2%
Infrastructure maintenance	2%
Lack of entertainment/activities	2%
Illegal immigration	2%
Planning and zoning	2%
More community involvement	2%
All other	1% or less

Nothing/none/refused	5%
Don't know	8%

3. Now, when you think about the area where you live in Salem, what are the 2 biggest community problems or needs that you would like to see your city officials do something about? (**OPEN, PROBE 2 BIGGEST PROBLEMS**)

Response Category	Total N=400
Control crime/gangs/drugs/graffiti	18%
Street/side walk repair	16%
Traffic congestion	12%
Parks and recreation	6%
Public transit	5%
More public services (i.e., police, fire department)	5%
Infrastructure maintenance	4%
Activities for youth	3%
Traffic control	3%
Jobs/lack of jobs	2%
Economy/business environment	2%
Stricter enforcement of laws	2%
Poverty/homelessness	2%
Education quality	2%
Cleaner neighborhoods	2%
More street lights	2%
Public utility prices	2%
Uncontrolled growth	2%
All other	1% or less
Nothing/none/refused	19%
Don't know	8%

II. PARKS

4. Okay, now I'd like to focus on Salem City Parks. What first comes to mind when you think about Salem City parks? **(RECORD INITIAL RESPONSE, THEN ASK)** What other things come to mind? **(PROBE UNTIL "NOTHING ELSE")**

Response Category	Total N=400
Beautiful/well maintained	44%
Need maintenance	13%
Safe/friendly/a family oriented	10%
Not enough parks/need more parks	9%
Not a priority	9%
Enjoyable (general)	8%
Unsafe/dangerous/need security	8%
An abundance of parks	7%
Bush Pasture Park	6%
Playgrounds	4%
Water fronts	4%
Under funded	3%
Scenery/landscape	2%
No public restrooms/parking	2%
Lack of lighting	2%
All other	1% or less
Nothing/none/refused	3%
Don't know	2%

5. How many times have you or a member of your household visit a Salem park in the past year? **(RECORD NUMBER)**

Response Category	Total N=400
Mean	39.4

6. Which of the following issues is of *most* interest to you regarding Salem parks? **(READ LIST, ACCEPT ONE RESPONSE)**

Response Category	Total N=400
Improving safety	25%
Cleanliness/maintenance	24%
Installing toilets	14%
Decreasing homeless presence	13%
Adding more activities for kids	9%
Upgrading equipment	4%
Adding play and sports fields	4%
Other	1%
Nothing	4%
Don't know	4%

7. And the issue that is of second most interest to you? (REREAD LIST FROM Q6, DO NOT INCLUDE RESPONSE TO Q6)

Response Category	Total N=400
Cleanliness/maintenance	19%
Improving safety	15%
Decreasing homeless presence	13%
Adding more activities for kids	11%
Installing toilets	11%
Upgrading equipment	10%
Adding play and sports fields	6%
Other	2%
Nothing	9%
Don't know	6%

8. Would you say your overall impressions of Salem City parks are very negative, somewhat negative, somewhat positive or very positive?

Response Category	Total N=400
Very negative	2%
Somewhat negative	6%
Somewhat positive	56%
Very positive	33%
Don't know	4%

9. There is a park in West Salem called Wallace Marine Park that contains a softball field complex. Have you heard of it?

Response Category	Total N=400
Yes	91%
No	9%
Don't know	0%

10. Have you ever visited the softball field complex in Wallace Marine Park?

Response Category	Total N=400
Yes	69%
No	31%
Don't know	1%

Now, I am going to read to you three proposals under consideration for Salem City parks. Please tell me how important each one is to you. We'll use a scale of 1 to 7, where 1 means NOT important at all and 7 VERY important. (ROTATE 11-13)

Response Category	Mean
13. Upgrade existing parks citywide with better playgrounds, restrooms, soccer fields and other improvements	5.0
11. Construct new parks in underserved neighborhoods on land already owned by the City	4.9
12. Expand the softball complex in Wallace Marine Park in West Salem	3.2

14. Let me read you the list again. Which one is most important?

Response Category	Total N=400
Upgrade existing parks citywide with better playgrounds, restrooms, soccer fields and other improvements	64%
Construct new parks in underserved neighborhoods on land already owned by the City	32%
Expand the softball complex in Wallace Marine Park in West Salem	5%

15. Why? (OPEN, PROBE UNTIL "NOTHING ELSE")

Response Category	Total N=256
Upgrade existing parks citywide with better playgrounds, restrooms, soccer fields and other improvements	
Upgrade and maintain parks	49%
Utilize what we already have	14%
Families/children use parks	11%
Need more parks	9%
Would attract more people	8%
Not important (general)	6%
Cheapest way to go	5%
For safety	4%
Don't want to spend money on parks/tax increase	4%
An inexpensive form of entertainment	4%
Good/best idea	4%
Lack of funding	3%
Balance/equality for underserved areas	2%
All other	1% or less
Nothing/none/refused	2%
Don't know	4%

Response Category	Total N=126
Construct new parks in underserved neighborhoods on land already owned by the City	
Need more parks	37%
Families/children use parks	22%
Balance/equality for underserved areas	13%
City development	10%
Distance to park/don't want to have to drive so far	10%
An inexpensive form of entertainment	10%
Upgrade and maintain parks	9%
Reduce juvenile crime	5%
Not important (general)	3%
Utilize what we already have	2%
Environmentally correct	2%
Good/beneficial to the community	2%
Keep up with growth	2%
Cheapest way to go	2%
Good/best idea	2%
All other	1% or less
Nothing/none/refused	2%
Don't know	2%

Response Category	Total N=18
Expand the softball complex in Wallace Marine Park in West Salem	
An inexpensive form of entertainment	28%
Families/children use parks	22%
Would bring tournaments	22%
Profitable	22%
Need more parks	17%
Upgrade and maintain parks	6%
Not important (general)	6%
Clack of funding	6%
Utilize what we already have	6%
Good/beneficial to the community	6%
Other	6%

Now, I'm going to read to you some reasons to improve the City's parks system. Please tell me how good each one is. We'll use a scale of 1 to 7, where 1 is a VERY bad reason to improve the City's parks system and 7 is a VERY good reason to improve the City's parks system. **(ROTATE 16-22)**

Response Category	Mean
17. Make the parks safer for children	6.3
19. Good parks make a city more livable for residents	5.9
16. Provide more activities for youth	5.6
18. Improve access to parks in underserved neighborhoods	5.4
22. New and upgraded parks have lower irrigation and maintenance costs over time	5.0
21. Attract national softball tournaments and bring tourism dollars to Salem	4.4
20. A good parks system will attract new businesses	4.2

Now, I'm going to read to you some reasons to oppose improving the City's parks system. Please tell me how good each one is. We'll use a scale of 1 to 7, where 1 is a VERY bad reason to oppose improvements to the City's parks system and 7 is a VERY good reason to oppose improvements to the City's parks system.

(ROTATE 23-27)

Response Category	Mean
23. The money should be spent on other issues such as crime and homelessness	4.6
25. This is not the time to spend money in a down economy	4.2
27. Salem doesn't have enough money to maintain its parks	4.2
26. Turn the parks over to non-profit groups instead of pouring more taxpayer money into them	3.4
24. Salem has too many small parks	2.8

III. POLICE

28. What first comes to mind when you think about the Salem Police Department? (OPEN, RECORD ONE RESPONSE)

Response Category	Total N=400
Excellent performance/good community service	48%
Understaffed/lacking a presence in the community	10%
Adequate/room for improvement	8%
Negative reputation/experience	4%
Public safety/community protection	4%
Presence in the community	4%
Respectable people	3%
Know people who work for Salem Police Department	2%
Available when needed/responsive	2%
Harass people/racist attitude	2%
Traffic officers	2%
All other	1% or less
Other	2%
Nothing/none/refused	3%
Don't know	5%

29. Would you say your overall impressions of the Salem Police Department are generally very negative, somewhat negative, somewhat positive or very positive?

Response Category	Total N=400
Very negative	3%
Somewhat negative	10%
Somewhat positive	43%
Very positive	43%
Neutral	2%
Don't know	1%

30. The Police Department is located inside City Hall in the Civic Center/Library Complex. Have you ever been to this building?

Response Category	Total N=400
Yes	86%
No	14%
Don't know	0%

Now, I'm going to read to you some reasons for building a new police facility. Please tell me how good each one is. We'll use a scale of 1 to 7, where 1 is a VERY bad reason to build a new police facility and 7 is a VERY good reason to build a new police facility. **(ROTATE 31-38)**

Response Category	Mean
37. Consolidating police, 911 communications and the City's Emergency Operations in one building would increase efficiency	5.2
31. The current facility was built in 1972 and is no longer large enough to house police operations	4.7
32. The current police facility lacks modern communications capability	4.4
33. The current police facility does not meet earthquake standards and could be at risk in a natural disaster	4.4
38. The timing is good - costs for construction and materials are lower now than they will be when the economy improves.	4.3
34. A new police facility would yield cost savings and improve policing	4.2
35. A new police headquarters would give residents better access to police and improve customer service	4.1
36. A new police facility would improve recruitment of new officers	3.9

Now, I'm going to read to you some reasons to oppose building a new police facility. Please tell me how good each one is. We'll use a scale of 1 to 7, where 1 is a VERY bad reason to oppose building a new police facility and 7 is a VERY good reason to oppose building a new police facility. **(ROTATE 39-42)**

Response Category	Mean
39. We need more police officers, not a new building	4.7
40. The police officers should be out on the streets patrolling, not working inside a building	4.3
42. The money should be spent on other priorities	4.2
41. This is not the time for a new police facility in a down economy	4.1

43. Some police departments in cities similar to Salem have one single police facility while others have several smaller stations located in neighborhoods. For Salem, do you prefer one single facility or several stations?

Response Category	Total N=400
One police facility	33%
Several stations	58%
Don't know	10%

IV. FUNDING

44. Which one of the following projects is most important for the City of Salem to do?_ROTATE

Response Category	Total N=400
Build a new police facility	37%
Upgrade existing parks citywide with better playgrounds, restrooms, soccer fields and other improvements	32%
Construct new parks in underserved neighborhoods on land already owned by the City	20%
Expand the softball tournament complex in Wallace Marine Park in West Salem	3%
Don't know	8%

(Rotate 45 and 46)

45. Considering what you've learned, would you oppose or support paying any more in taxes for a new police facility in Salem? (WAIT AND ASK: Is that strongly oppose/support or somewhat oppose/support?)

Response Category	Total N=400
Strongly oppose	34%
Somewhat oppose	20%
Somewhat support	25%
Strongly support	16%
Don't know	6%

46. Considering what you've learned, would you oppose or support paying any more in taxes for improvements to Salem's parks system? (WAIT AND ASK: Is that strongly oppose/support or somewhat oppose/support?)

Response Category	Total N=400
Strongly oppose	29%
Somewhat oppose	21%
Somewhat support	30%
Strongly support	16%
Don't know	5%

V. DEMOGRAPHICS

Finally, I need some background information for statistical purposes only to make sure we have a valid sample. Remember, all of your answers are confidential.

47. How long have you lived in the Salem area?

Response Category	Total N=400
0-5 years	11%
6-10 years	13%
11-20 years	25%
21-30 years	17%
30 years or more	33%
Refused	1%

48. What is your zip code?

Response Category	Total N=400
97302	26%
97301	26%
97304	22%
97306	16%
97305	5%
97317	2%
97303	1%
97309	1%
Refused	3%

49. Do you own or rent your home?

Response Category	Total N=400
Own	79%
Rent	16%
Refused	5%

50. How many children under age 18 live in your household?

Response Category	Total N=400
None	62%
1	13%
2-3	20%
4 or more	2%
Refused	3%

51. Which of the following best describes the total income for your household before taxes?

Response Category	Total N=400
Less than \$25,000	13%
\$25,000 - \$49,999	23%
\$50,000 - \$74,999	20%
\$75,000 - \$99,999	12%
\$100,000 or more	12%
Refused	20%

52. What is your age?

Response Category	Total N=400
18-24	6%
25-34	17%
35-44	15%
45-54	21%
55-64	16%
65+	25%
Refused	1%

53. Gender [RECORD FROM SAMPLE]

Response Category	Total N=400
Female	53%
Male	47%

54. Party [RECORD FROM SAMPLE]

Response Category	Total N=400
Democrat	42%
Republican	34%
Independent/Other	25%