



# Medford Police Public Relations Plan

**Fall 2013, Winter 2014, Spring 2014**

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Sustainable Cities Initiative



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Tim George, Medford Chief of Police

## About SCI

The Sustainable Cities Initiative (SCI) is a cross-disciplinary organization at the University of Oregon that promotes education, service, public outreach, and research on the design and development of sustainable cities. We are redefining higher education for the public good and catalyzing community change toward sustainability. Our work addresses sustainability at multiple scales and emerges from the conviction that creating the sustainable city cannot happen within any single discipline. SCI is grounded in cross-disciplinary engagement as the key strategy for improving community sustainability. Our work connects student energy, faculty experience, and community needs to produce innovative, tangible solutions for the creation of a sustainable society.

## About SCYP

The Sustainable City Year Program (SCYP) is a year-long partnership between SCI and one city in Oregon, in which students and faculty in courses from across the university collaborate with the partner city on sustainability and livability projects. SCYP faculty and students work in collaboration with staff from the partner city through a variety of studio projects and service-learning courses to provide students with real-world projects to investigate. Students bring energy, enthusiasm, and innovative approaches to difficult, persistent problems. SCYP's primary value derives from collaborations resulting in on-the-ground impact and expanded conversations for a community ready to transition to a more sustainable and livable future.

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## About City of Medford

Medford, located in Jackson County in Southern Oregon's Rogue Valley, has a population of 75,920 within a metropolitan statistical area of 206,310 people, the 4th largest in the state. The City was founded in 1883 at its present site because of its proximity to Bear Creek and the Oregon and California Railroad, becoming the County seat in 1927.

The downtown is a National Historic District and it is flourishing today due to support from the City's Urban Renewal Agency in cooperation with business and property owners. New construction, building restorations, infrastructure improvements and community events are creating a forward-looking downtown grounded in its diverse past. Streets have been realigned and improved with with new pedestrian and bicycle amenities.

Medford is the economic center for a region of over 460,000 people in Southern Oregon and Northern California. In the past, its economy was fueled by agriculture and lumber products. Although the lumber industry has declined, three lumber mills, Boise Cascade, Timber Products and Sierra Pine, remain. The area also is home to an expanding vineyard and wine industry that includes a large assortment of varietals and over 60 wineries. Lithia Motors, the 9th largest auto retailer in the U.S., has been headquartered in Medford since 1970.

The City is a regional hub for medical services. Two major medical centers employ over 7,000 people in the region. Medford is also a retirement destination, with senior housing, assisted living and other elder care services acting as an important part of the economy.

The Bear Creek Greenway extends from Ashland through central Medford and includes a 26-mile multi-use path, linking several cities and numerous parks. Roxy Ann Peak, one of Medford's most prominent landmarks, is a 3,573-foot dormant volcano located on the east side in Prescott Park, Medford's largest city park at 1,740 acres.

## Course Participants

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*This report represents original student work and recommendations prepared by students in the University of Oregon's Sustainable City Year Program for the City of Medford. Text and images contained in this report may not be used without permission from the University of Oregon.*

## Introduction

This report is the result of three terms of work by students in the University of Oregon's School of Journalism and Communication. During fall term 2013, students in Strategic Communications Research (J495) conducted primary and secondary research to learn more about issues related to Medford's police and fire facilities, with the intent of addressing both department's issues as a single project. At the beginning of winter term, it was determined that each department would best be served by individual reports. In winter term 2014, students in Strategic Planning and Cases (J453) used the research conducted in J495 to identify strategic communications issues. In spring term 2014, Public Relations Campaigns (J454) students developed a public relations campaign designed to assist the Medford Police in addressing identified communications issues.



# Public Safety Facilities Research: Fall 2013

## Background

In September 2013, the Medford City Council passed a \$32 million bond for the construction of a new police department headquarters building, the replacement of three firehouses and the renovation of two others. The proposed bond received a unanimous vote by the Medford city council. To pay for the construction of the proposed new buildings, the Medford City Council voted and passed a public safety fee of \$2 per month on October 3, 2013. The 30-year-bond includes a surcharge, a flat rate utility fee, which will be added to the current Public Safety Utility Fee. For residents and business owners, monthly city utility fees will increase by \$2. In approximately 60 months, a street development fee will be dropped and the police and fire facilities will absorb this amount.

## Situational Analysis

The Medford Police and Fire-Rescue Departments have faced many internal and external challenges stemming from the city council's decision to implement the utility fee without allowing Medford citizens to vote on the matter. To ease citizen concerns, Police and Fire-Rescue need to establish effective communication methods that inform the community why the reconstruction of the current facilities is necessary.

The MFR and MPD want to inform the residents of Medford why this utility fee is necessary and how it will ultimately benefit the citizens. So far, there has been some public backlash over the implementation of the fee and its necessity. The focus of this research plan is to help the MFR and MPD understand the public's opinion on the issue, inform the public, and thank them for their contributions.

While the Medford Police and Fire-Rescue departments pride themselves on strong relationships with the community, there are still weaknesses that arise from the way communication runs through the city of Medford. According to an interview with the police and fire department chiefs, one major complaint from the citizens of Medford is that voters did not have a say in passing this fee surcharge. With these complaints arising, the police and fire departments want to make sure the overall thoughts and feelings surrounding the fee are positive in hopes of maintaining a strong relationship with the community.

The fire and police consider a major strength to be a strong relationship with the citizens of Medford. Through participation in community events, newsletters and active social networking, the Medford community is able to feel connected to their police and fire departments. In addition to a strong relationship, efficiency

and quality are crucial characteristics of fire and police departments for a community to prosper. Both departments pride themselves on having quick emergency response times and prioritizing the safety of Medford citizens.

The local news stations, newspapers, and radio shows present numerous opportunities for the Medford Police and Fire-Rescue departments to reach out to the citizens. By directly informing the community, both departments would be able to get the correct information out in a time and way that is convenient for them.

## Secondary Research

The city of Medford, a target audience, has a population of 74,907 as of 2010 (U.S. Census Bureau, 2010). Medford police and fire departments' current media influences include: Facebook, websites, press releases, personal interviews, coverage on the local news station, as well as occasional city meetings.

Campbell DeLong Resources Inc. conducted a telephone survey in February 2012 in Medford to assess voters' feelings towards the proposed bond measures. Martha DeLong suggested that the city engage voters in a focused educational campaign that would highlight the benefits of new facilities. In her research, DeLong found that cost of the new facilities was not the predominant issue among the surveyed voters. "They want to know what the benefits of a new police station would be," she said. "They would want to see results, to know this bond measure would make their community safer."

Out of the 300 citizens from Medford who were surveyed, 29% said they were confident that they would vote "yes" on this bond, while 41% said that they would vote "no," or were leaning towards voting "no." This leaves 24% who said they were somewhat confident that they would vote "yes," and 6% who said that their vote would lean "yes." The individuals that would probably vote "yes" are known as "fence sitters." This means that their vote has not been completely decided, and could potentially be cast as a "yes," or a "no." These fence sitters are important because if properly acknowledged, the Medford Police Department could gain their support, as well as possibly gain a "yes" vote in the future (Campbell DeLong).

When asked if citizens have had contact with the Medford Police Department in the past year, 43% confirmed that they had contact with Medford Police. In other recent surveys regarding local law enforcement, the percentage of citizens who have contact with local police ranges from 25% to 30%. It is important to note however, that there are no statistical differences in citizens supporting the bond measure when considering whether the voter has had contact with the Medford Police within the past year (DeLong).

The total cost of the improvement plan for the Medford Fire Department would be \$16,730,635 (Facilities Master Plan). The city of Medford has a total

debt limit of \$44,729,667 as of 2012, which has grown significantly over the past ten years (“Comprehensive Annual Financial Report”). The crime rates for all offenses rose in 2012, and there are continued drug abuse problems and lack of jail space, which has increased the police department’s workload (“Comprehensive Annual Financial Report”).

The Mail Tribune has released two articles discussing City Council’s decision to add a \$2 utility fee. The first article, written by Chris Conrad, states, “The council has the power to raise utility fees without presenting the bond measure to a public vote” (Conrad). The article received nine comments from readers unanimously opposing the actions of the council. One user stated, “This should have been put to a vote, but we all know people would say no, so the city does the dirty move and puts it on our utility bills. We need a whole new city council. This one thinks Medford is made of money.”

The only comment that shows any support for the new facility states, “I have no objection to the new buildings. I do object to the way you conducted this business, behind closed doors. You deprived the citizens of a vote.” In response to the negative comments, the President of the City Council, Dick Gordon, explains the reason the council did not put the fee increase out for voter approval. He writes, “City leaders diligently worked to explore options to fund the improvements. While we in no way downplay the impact of a \$2-per-month fee increase, we believe we arrived at a reasonable solution to a difficult problem faced by the city and its citizens.”

Campbell DeLong Resources’ survey results were useful in understanding the demographics of Medford voters:

- Average age of 60
- About half are college educated
- 80 percent are homeowners
- About 20 percent have children under the age of 18 in the home

As of February 2012, a little more than half of the voters supported the Police Facility Bond Measure. Of this amount, “only 3 in 10 are ‘very confident’ that they will continue to support the measure in November 2012.” This means that although the bond measure was passed, most people are only temporarily supportive of it, and they foresee being unhappy with the bond measure in the future. If the public becomes unhappy with having to pay the surcharge, this will put a strain on the relationship with the Medford Police and Fire Departments.

## **Primary Research**

Our research team conducted an Internet survey distributed to Medford residents. This purpose of this survey was to identify the public’s attitude regarding the increased utility fee. Survey questions included demographic questions, ranking scale questions, multiple-choice questions, and open-ended

questions. To promote the survey, a sponsored advertisement was featured on Facebook for 5 days, allowing us to target only the news feeds of Medford citizens, ages 18 and up. From the results of our survey, we concluded that the majority of respondents understood what the utility fee was going to fund, but were still uncertain about the need for new facilities. This disconnect shows us that the police department needs to put a stronger emphasis on informing the public about the benefits the new facilities will provide for the Medford community.

The majority of the 39 respondents were male senior citizens; 35 percent were over the age of 61, and the age bracket with the second highest percent was 31-45 with 33 percent. Medford citizens were asked to rank their understanding of the utility surcharge on a scale from one to five, one being “I do not understand” and five being “I thoroughly understand.” The data demonstrated that people are aware of what the increase on their utility bill will fund, with 56 percent of respondents answering they “thoroughly understand” and only 7 percent of respondents answering, “Do not understand.” When asked if the need for facility updates was communicated effectively, 73 percent of respondents answered “no.”

To better determine how Medford Fire-Rescue and Police can communicate information effectively, survey respondents were asked where they got the majority of their information. Respondents could choose from five possible answers: radio, television, newspaper, social media and other. Thirty-two percent of respondents answered radio, 30 percent answered social media, 15 percent answered newspaper, 13 percent answered television, and nine percent answered other. Those who answered “other” gave responses such as “email” and “city council.” From the results of this question, it can be concluded that Medford citizens consistently use all forms of media, including social media, to gather information.

Sending a newsletter or pamphlet attached to the utility bill was also a common suggestion among survey respondents when asked, “How do you think the Fire and Police department could have improved their communication?” When asked if they were interested in receiving updates on the progress of the fire and police facilities, 80 percent of respondents answered “no.” Medford citizens have little interest in what their money will be funding. Rather, they are concerned about why there is a need for funding. If the citizens of Medford are better informed of the necessity for updated facilities, the \$2 increase on the city of Medford’s utility bill will likely gain more support from citizens.

In a separate survey, residents with phone numbers listed in the Dex Official Directory of Medford April 2013 issue were contacted. This audience was chosen based on the feasibility of contact and belief that those who have a landline are more likely to be a homeowner, and potentially more aware of the utility fee. For a list of questions, please see Appendix A.

Out of 112 residents called, 16 agreed to participate. Depending on the respondent, the data collected by the interviews varied from short answer to in-depth and informational. From the interviews, seven respondents were female and nine respondents were male. Five out of the seven women were homeowners and six out of the nine men were homeowners. Of the 16 respondents, 94 percent were over the age of 36. Eighty-seven percent of our respondents had live in Medford for more than ten years.

The data yielded three key findings. First, there currently is a lack of communication from the Medford Police and Fire-Rescue departments with residents regarding the facilities projects. Although many respondents may be generally aware of the utility fee, they do not maintain a general understanding of why the new facilities are needed. Secondly, Medford residents receive their news and information from multiple media sources (e.g., social media, online presence and media relations). Finally, there is a desire among Medford residents to learn more about the facilities projects, but they generally do not know where to find up-to-date information.

The third research method used was an online survey through Qualtrics (See Appendix B). The survey included a majority of quantitative, closed-ended questions, supplemented by qualitative open-ended questions. Tim George, Medford Chief of Police, and Gordon Sletmoe, Medford Chief of Fire-Rescue, were both involved in the creation and distribution of the survey. George and Sletmoe promoted a link to the survey on both departments' homepages, the police department's Facebook page and on the City of Medford homepage. Gordon utilized the media's channels of communication to gain a wider audience through a news release. Furthermore, communication with the Medford Mail Tribune permitted our link to be publicized on its website.

The survey link was open to the public for 11 days and was highly successful; 158 people completed the survey. Respondents were asked rank their preferred news outlets among the following options, ranked from most to least preferred: television, news websites, newspaper, Facebook and lastly, Twitter. This question gauged which media channels will be most effective for the police and fire departments to communicate with the public and revealed where residents received prior information regarding the surcharge.

When asked to rate the current physical conditions of the facilities on a scale of 0 – 10, with 0 being extremely poor and 10 being perfect condition, the fire station was rated an average of 5.91; the police department facility scored a 6.04. When participants were asked if they were aware of the new surcharge, 78 percent said yes, they were aware. For a complete list of survey results, please refer to Appendix C.

To address concerns among the police department about the public's understanding of the difference between a tax and a fee, participants were

asked if they understood the difference between a tax and utility fee. From the results collected, 65 percent of respondents believed they knew the difference between a tax and utility fee. After reading participants' definitions of a tax and utility fee, it became obvious that the majority of respondents did not know the difference; only 15 of those respondents provided accurate definitions. A few of the responses are provided below:

- “They are both the same. Utility bills should be for utilities only. Any ‘fees’ associated with the government entities should only be approved by taxpayers.”
- “Fixed city service cost vs. residential personal usage”
- “Utility fees are a monthly charge that is paid on the utility bill. While a tax would be added into those that are property owners”

To understand the public's familiarity with the police and fire chiefs, citizens were asked which public figure they would recognize more, the police chief, or the fire chief. The chief of police was better known among the respondents; 82 percent said they would recognize the chief of the Medford Police Department. Only 44 percent of the respondents said that they would recognize the chief of Medford Fire-Rescue. In the open-ended portion, respondents said that they would prefer communication via a third-party public information officer. Respondents also valued the Medford newsletter, including police and fire department news, which was delivered monthly to their house. However, respondents mentioned that they have stopped receiving this newsletter and would like to have it reinstated.

## Recommendations

The MFR and MPD should make transparent the reasons why their stations are inefficient, and how this specifically affects the flow of their work. The citizens of Medford must understand that a police officer's station is just as important to police work as an officer's car.

It is also suggested that if the public must pay a ‘public utility fee’, they should be well informed on its definition and the specifics of what the money is going towards. A public awareness campaign or community events could help support this idea. Finally, because survey data is from such a small sample size, we recommend further quantitative surveys be done. Qualitative research such as interviews and focus groups would also be a good next step to explore public opinion on police departments and utility fees.

# Strategic Plan: Winter 2014

## Background

The core challenge facing the Medford Police Department is the community's lack of awareness of the utility fee's purpose within the community, resulting in the disapproval of the surcharge. The community's misunderstanding provides an opportunity for the MPD to dispel rumors about the additional charge and involve the community in the changes occurring to facilities by keeping them informed and engaged.

## Goal

The goal of this strategic plan is to garner support of the MPD and increase the community's trust of the department.

## Target Audiences

### Primary: Medford Utility Payers

Successfully communicating with utility payers is essential to the success of this plan because this audience is financing the construction of the department's facilities. As residents of the Medford community, these individuals are the direct recipients of MPD's services. Previous research showed utility payers are agitated about footing the bill for this project without the ability to vote on whether the project should have been commissioned in the first place.

It is critical to keep this audience involved in and informed on the progress of the project. By keeping this audience informed, the police department has an opportunity to increase support of the project by communicating why the renovation of both facilities is desperately needed.

### Secondary Audience: Low Income Utility Payers

Low-income utility payers are an important public to target because the utility fee increase will affect their income more dramatically than upper and middle class payers. The median Medford family income of \$44,392 is less than the median family income for Oregon statewide, at \$51,775 (Stats America, 2014). Approximately 30 percent of Medford households are considered low income according to the U.S. Census definition.

Low-income utility payers are at a higher risk of dealing with the violent consequences of crime. The Medford violent crime rate is 106 percent of the Oregon average, while the Oregon crime rate is 35 percent lower than the national average (Areavibes 2010). Due to the higher crime rates in Medford, low-income utility customers are likely to have a great need for MPD's services.

Influential groups include employers, neighbors, unions, and friends and families (Wilson 2004). Like other families, low-income households have a stake in living in a community that is safe and able to provide the most efficient emergency services to its members.

There are three newspapers in the Rogue Valley: the Mail Tribune, the Ashland Daily Tidings, and the Jacksonville Review. Of the three, the Mail Tribune has the largest circulation, with 36,278 copies distributed each day on average (Nationwide Newspapers). There are three local television stations in the Rogue Valley: KTVL (CBS), KOBI (NBC) and KDRV (ABC).

## Execution

The first primary message directed at utility payers is that the MPD play a vital role in the community. Additionally, the proposed improvements to current Medford police facilities are necessary and desperately needed. The second primary message directed at this audience focuses on how the new facilities will allow MPD to better serve Medford citizens.

### Secondary messages are as follows:

- Your increased utility fee will coincide with a decrease in other utility fees
- After approximately 60 months of incremental increases, the fee will be capped, leaving the total net increase in fees paid of \$2.82
- The money that you give by paying the utility fee contributes significantly to the MPD's goals of "Ensuring a safe community by protecting people, property and the environment," and provides them with the adequate resources to fulfill this goal

## Objectives

**Objective 1:** To increase approval of the MPD's projects by 50% by 2015.

**Strategy:** Increase awareness of the MPD renovations plans via social media platforms.

### Tactics:

- Create official Twitter, Facebook, and Instagram accounts for the department
- Prominently feature links to Twitter, Facebook, and Instagram accounts on MPD website
- Post to social media platforms a minimum of 15 times a month throughout the renovations with updates on facility renovations, including photos
- Create a brief video detailing current issues with the facility, and promote



this video on department social media channels

**Strategy:** Create and distribute surveys.

**Tactics:**

To increase approval, we first have to establish an approval benchmark. To accomplish this, a survey will be distributed through the MPD website, social media platforms, and utility bills to ensure maximum exposure of the survey. The first surveys should be sent April 2015, the second wave sent June 2015 and the final wave made available December 2015 through February 2016.

The first wave of surveys will be used to establish a benchmark of responses against which the results of future waves of surveys will be compared. The data collected from the remaining two waves will be evaluated within one month after the initial survey dissemination. On the first two surveys, each participant will be asked to provide their email address at the beginning of the survey.

**Objective 2:** To establish understanding and support of the utility fee's purpose by distributing a survey to the key audiences mentioned previously by 2015.

**Strategy:** Run TV ads featuring the Chief of Police on local TV stations during daytime hours.

**Tactics:** Hire a production company to create ads.

## **Evaluation Measures**

The success of this communication plan will be measured from the results of the survey distributed online, in utility bills and at events held by the MPD.

The first objective has been achieved if the audiences' approval of the MPD's renovation projects increased by 50% by 2015.

The second objective has been achieved if the second round of surveys established a 5 percent understanding of the utility fee's purpose, the third survey established 15 percent and the fourth survey achieved 30 percent understanding.

# **Strategic Public Relations Plan: Spring 2014**

## **Introduction**

The core challenges MPD face are as follows:

- How to effectively communicate to the public the renovation's benefits to the citizens of Medford
- Assuring citizens that unlike previous city projects, this project will not fail

With these challenges, the police department has the opportunity to engage the public and involve them in the construction process. The department also has the opportunity to demonstrate the importance of the improvements to the success of the police force.

## Goal

The goal of this public relations campaign is to demonstrate to the public how the new police station will benefit the public.

## Target Audiences

### Media

The media were chosen as a target audience because the local television news networks, newspapers, and radio stations can get a message across to masses. The media are an intervening audience who need to be addressed to create a positive relationship with their own specific audiences.

### Utility payers

This audience was specified because the utility payers didn't get a vote to approve construction; creating a positive relationship with them will lessen the backlash since they weren't consulted in the vote. Specifically, the utility payers are the one who pay the utility every month.

## Execution

Below is a set of primary and secondary messages for both the media as well as the utility payer audience.

The primary message for the media is that news coverage of the construction of the new Medford Police station will fulfill your obligation to disseminate information to the public. Secondary messages include notifying the media we will provide the date, time, and story outline.

## Objectives

**Objective 1:** To increase the number of communication channels to engage utility payers from today to the beginning of construction.

**Objective 2:** To generate a news media placement in Medford print and broadcast media twice a month until the beginning of construction.

### Media

Strategy 1: Use traditional media sources to inform the community about MPD by reaching out to contacts already utilized by MPD.

**Tactics:**

- Reach out to the news directors at the three network stations, city editor at the Mail Tribune, and editorial staff at the Mail Tribune
- What to provide to the media: schedule for every Friday, fact sheets, story ideas, interview contacts, and images

**Utility Payers**

**Strategy 1:**

Engage the public throughout the construction process through creating interactive tools so that the public will feel a part of the process.

**Tactics:**

- Video tour of current conditions and a potential virtual tour of proposed facility
- Post the plans of the new facility and a timeline on website
- Post pictures on website throughout the entire construction process
- Create a Medford Police Department Facebook page and post weekly updates (pictures, videos, construction related stories, etc.) to help MPD's digital audience feel engaged and informed
- Create a MPD YouTube channel and post videos of the construction, in addition to clips of any media coverage gained on local TV stations

**Strategy 2:**

Educate the public on all aspects of MPD so that they are aware how the number of things MPD does for its community ensures their safety.

**Tactics:**

- Create a tangible calendar of events that the community can get involved in
- Visit schools in the area to teach students about all the aspects of MPD

**Evaluation Measures**

- Measure the amount of interactions and website visits through website analytics
- Measure the amount of impressions created through traditional media placements
- Create surveys to distribute throughout the community both before, at

the start of construction, and after construction ends to gauge community awareness of MPD's role in the community and awareness of construction

## **Conclusion**

The Medford Police Departments needs to keep a constant stream of positive stories in the media. As construction begins, we want to make sure the department has a solid relationship with the public to address any questions or concerns. One recommendation is to be clear and honest with the public by detailing what the utility fee is going towards. By specifically outlining this cost, citizens will be reassured their money is actually going to a facility that directly affect them.

# Appendix A

## Phone Interview Script

### ***INTRO SCRIPT:***

Hello, is this (insert respondent's first name here)? I'm a student at the University of Oregon conducting research for a journalism class. Is this bad time for you? I was hoping to ask you a few questions; it should only take a few minutes. And, if at any time you don't feel like answering any more questions just let me know and we can end the conversation.

### ***INTRO QUESTION:***

Are you currently a Medford resident? – If yes, continue asking questions. If no, then simply say, "Thank you for agreeing to answer a few questions for me, however we are only interviewing Medford residents so I do not want to waste any more of your time. Again, thank you and have a good night."

### **QUESTIONS:**

1. How long have you lived in Medford?
2. Are you a homeowner?
3. What is the size of your household?
4. What is your age range? 18-25, 26-35, 36-49, 50+
5. Where do you go to find out about local news? [A] Newspaper (If so, which one?) [B] TV News (If so, which one?) [C] Radio (If so, which one?) [D] Internet (If so, where specifically?) [E] Other (List response.)
6. Are you aware of the \$2 dollar a month utility fee that was passed to fund a police headquarter station and three fire stations?
7. How did you hear about this?
8. How would you describe the Medford Police and Fire-Rescue departments' current communication efforts?
9. If you had a question about the new facilities project, where would you go to find more information?
10. What platform would you suggest the police and fire-rescue departments release news and updates through?

### ***CLOSING SCRIPT:***

(Insert respondent's first name here), thank you for your time. You've been such a big help. Enjoy the rest of your night.

## Appendix B

### Qualtrics Survey Questions

Q1 Are you a Medford resident?

Yes (1)

No (2)

Q2 Please rank how often you use the following to get news

\_\_\_\_\_ Television (1)

\_\_\_\_\_ News websites (2)

\_\_\_\_\_ Facebook (3)

\_\_\_\_\_ Twitter (4)

\_\_\_\_\_ Newspaper (5)

Q3 How would you rate the current physical condition of the Medford facilities?  
(0 being extremely poor condition and 100 being perfect condition)

\_\_\_\_\_ Medford Police buildings (1)

\_\_\_\_\_ Medford Fire buildings (2)

Q4 If you are a Medford resident, are you aware of the new charge you will pay to fund the reconstruction of the Medford fire stations and police stations?

Yes (1)

No (2)

Somewhat (3)

Not applicable (4)

Q5 If you said yes for the previous question, where did you hear about the surcharge? (open-ended question)

Q6 Would you say you understand the difference between a tax and utility fee?

Yes (1)

Somewhat (2)

No (3)

Q7 Please explain the difference between a tax and utility fee to the best of your ability. (Open-ended question)

Q8 Would you recognize the Chief of the Medford Police Department if you saw him on TV?

Yes (1)

No (2)

Not sure (3)

Q9 Would you recognize the Chief of the Medford Fire Department if you saw him on TV?

Yes (1)

No (2)

Not sure (3)

Q10 How would you rate your experience with the following Medford departments? (0 being very negative and 100 being very positive)

\_\_\_\_\_ Medford Police Department (1)

\_\_\_\_\_ Medford Fire Department (2)

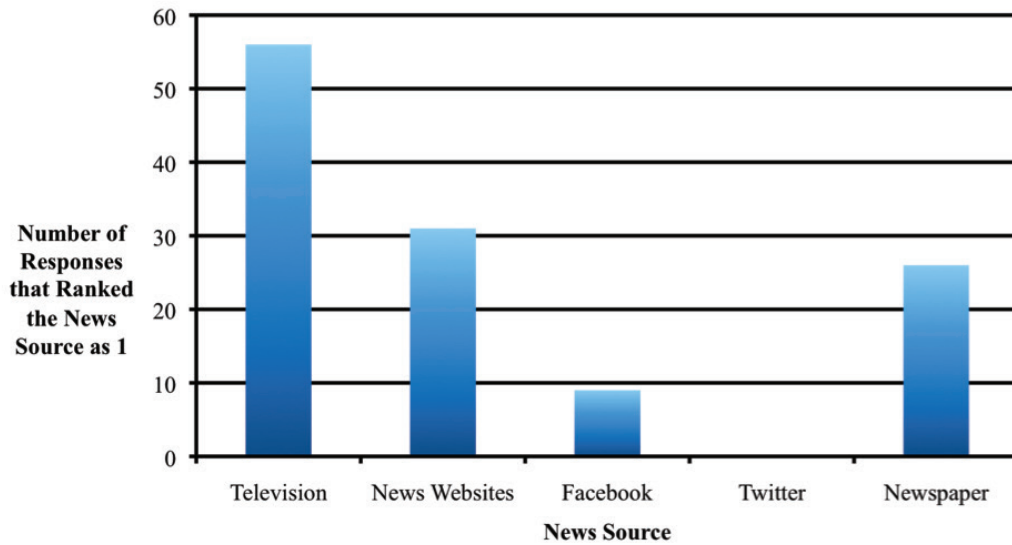
Q11 If you rated 5 or below for either department in the previous question, please explain your reasoning. (open-ended question)

Q12 In at least one sentence, describe how the Medford Police Department could improve its communication. For example, how would you like to receive news updates from the police department? (open-ended question)

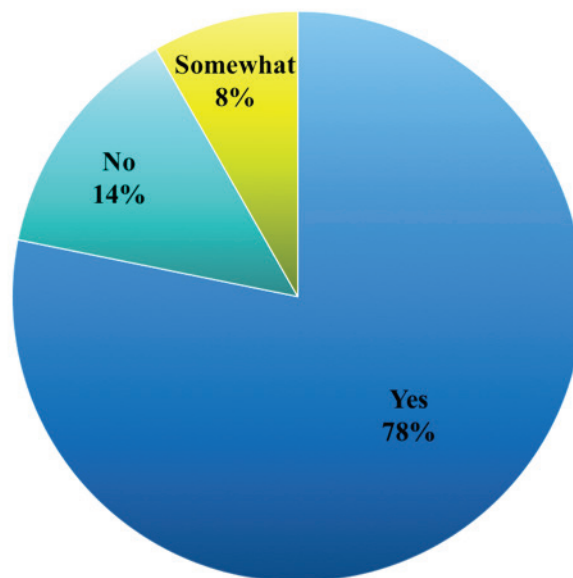
Q13 In at least one sentence, describe how the Medford Fire Department could improve its communication. For example, how would you like to receive news updates from the fire department? (open-ended question)

# Appendix C

## Qualtrics Survey Data

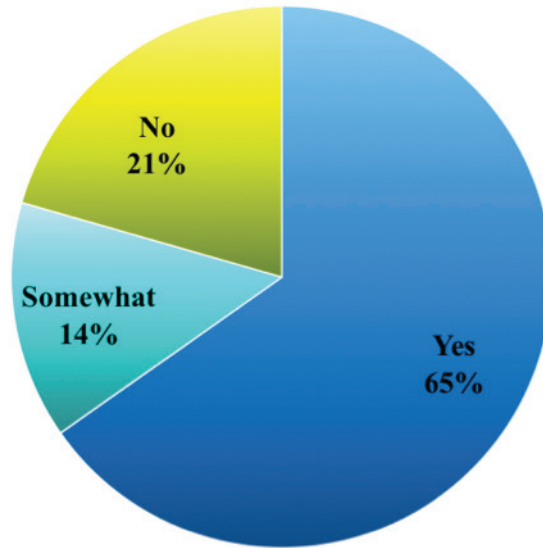


If you are a Medford resident, are you aware of the new charge you will pay to fund the reconstruction of the Medford fire stations and police stations?

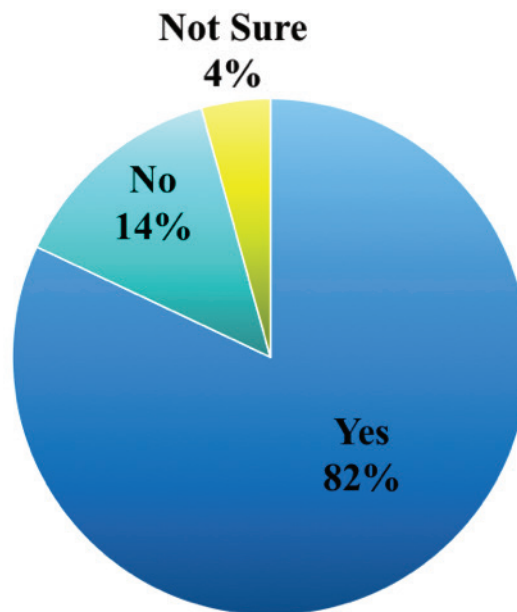




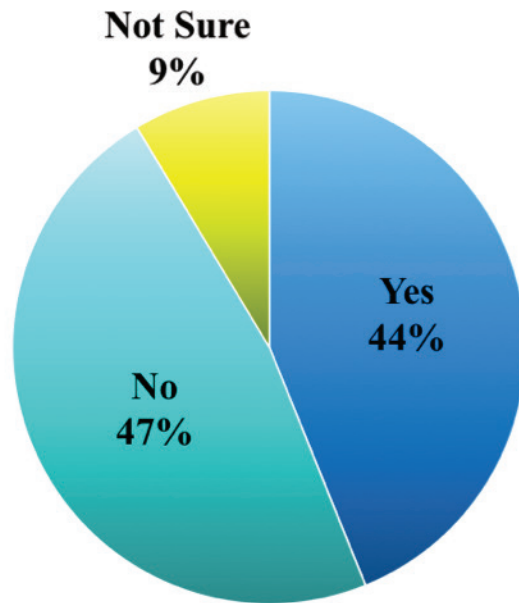
Would you say you understand the difference between a tax and utility fee?



Would you recognize the Chief of the Medford Police Department if you saw him on TV?



Would you recognize the Chief of the Medford Fire Department if you saw him on TV?



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