

POLICE OPERATIONS & DATA ANALYSIS REPORT

CITY OF MEDFORD, OREGON



CPSM[®]

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Exclusive Provider of Public Safety Technical Services for
International City/County Management Association

THE ASSOCIATION & THE COMPANY

The International City/County Management Association is a 108-year old, nonprofit professional association of local government administrators and managers, with approximately 13,000 members located in 32 countries.

Since its inception in 1914, ICMA has been dedicated to assisting local governments and their managers in providing services to its citizens in an efficient and effective manner. ICMA advances the knowledge of local government best practices with its website (www.icma.org), publications, research, professional development, and membership. The ICMA Center for Public Safety Management (ICMA/CPSM) was launched by ICMA to provide support to local governments in the areas of police, fire, and emergency medical services.

ICMA also represents local governments at the federal level and has been involved in numerous projects with the Department of Justice and the Department of Homeland Security.

In 2014, as part of a restructuring at ICMA, the Center for Public Safety Management (CPSM) was spun out as a separate company. It is now the exclusive provider of public safety technical assistance for ICMA. CPSM provides training and research for the Association's members and represents ICMA in its dealings with the federal government and other public safety professional associations such as CALEA, PERF, IACP, IFCA, IPMA-HR, DOJ, BJA, COPS, NFPA, and others.

The Center for Public Safety Management, LLC, maintains the same team of individuals performing the same level of service as when it was a component of ICMA. CPSM's local government technical assistance experience includes workload and deployment analysis using our unique methodology and subject matter experts to examine department organizational structure and culture, identify workload and staffing needs, and align department operations with industry best practices. We have conducted over 341 such studies in 42 states and provinces and 246 communities ranging in population from 8,000 (Boone, Iowa) to 800,000 (Indianapolis, Ind.).

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SECTION 1. EXECUTIVE SUMMARY

The Center for Public Safety Management, LLC (CPSM) was commissioned to review the operations of the Medford Police Department. While our analysis covered all aspects of the department's operations, particular areas of focus of this study were identifying appropriate staffing of the department given the workload, community demographics, and crime levels; the effectiveness of the organizational structure; and efficiency and effectiveness of division/unit processes.

We analyzed the department workload using operations research methodology and compared that workload to staffing and deployment levels. We reviewed other performance indicators that enabled us to understand the implications of service demand on current staffing. Our study involved data collection, interviews with key operational and administrative personnel, focus groups with line-level department personnel, on-site observations of the job environment, data analysis, comparative analysis, and the development of alternatives and recommendations.

Based upon CPSM's detailed assessment of the Medford Police Department, it is our conclusion that the department, overall, provides quality law enforcement services. The staff is professional and dedicated to the mission of the department. Throughout this report, we will strive to allow the reader to take a look inside the department to understand its strengths and its challenges. We sincerely hope that all parties utilize the information and recommendations contained herein in a constructive manner to make a fine law enforcement agency even better.

In this Executive Summary, we have included a master list of recommendations for consideration; we believe these recommendations will enhance organizational effectiveness. Some of these recommendations involve the creation of new job classifications. Others involve the reassignment/re-purposing of job duties to other sections or units. Oftentimes, these types of recommendations require a substantial financial commitment on the part of a jurisdiction. In the case of the Medford Police Department, many recommendations can be accomplished by realignment of workload and/or reclassification of job descriptions. It is important to note that in this report we will examine specific sections and units of the department, and will offer a detailed discussion of our observations and recommendations for each.

The list of recommendations is extensive. Should the Medford Police Department choose to implement any or all recommendations, it must be recognized that this process is a long-term proposition, and implementation of some recommendations could involve a year, two years, or more. The recommendations are intended to form the basis of a long-term improvement plan for the city and department. It is important that we emphasize that this list of recommendations, though lengthy, is common in our operational assessments of agencies around the country. The number of recommendations should in no way be interpreted as an indictment of what we consider to be a fine department.

CPSM staff would like to thank Chief of Police Justin Ivens, and the entire staff of the Medford Police Department for their gracious cooperation and assistance in completing this project.

RECOMMENDATIONS

Community Engagement

(See pages 17-19.)

1. The MPD should continue to develop additional feedback mechanisms to better measure and understand community satisfaction. A citizen satisfaction survey specific to the functions and operations of the MPD should be developed and administered at regular intervals. The results of the survey should be posted publicly on the MPD website.
2. The department should continue to properly fund and support the Explorer Program. Specific performance goals for this program should be established in advance and the department should regularly monitor its relative degree of progress towards those goals.
3. The department should continue to properly fund and support the Citizen's Police Academy.

Demand for Service/CFS

(See pages 28-35.)

4. Create a CFS working group to explore the potential of eliminating workload demands and non-emergency CFS from patrol workload.

Schedule and Staffing

(See pages 36-45.)

5. Deploy two additional patrol shifts that overlap the existing two-tour, four-shift patrol schedule.
6. Designate the corporals assigned to all shifts to be the point-people to execute crime reduction and traffic safety plans focusing on "hot-spots" and "hot-people."
7. Consider modifying the days-off rotation for patrol officers.

Traffic Team

(See pages 45-50.)

8. Create a Traffic Safety Team in the MPD, consisting of two police officers working under the Special Operations Sergeant.
9. Reassign the other traffic officers to patrol.
10. Develop a Traffic Safety Plan.
11. Employ the Three Es of traffic safety throughout the department.
12. Minimize focus on random and routine traffic enforcement.
13. Expand the use of technology to enhance traffic safety.

Livability Section

(See pages 50-52.)

14. Add three police officers and one CSO to the Livability Team to deal with disorderly and nuisance conditions associated with livability issues.

Investigations Section

(See pages 58-71.)

15. The department should consider restructuring the Criminal Investigations Section into sub-units such as Violent Crimes, Financial Crimes, Forensics, Burglary, Auto Theft, etc. to enable the development of expertise.
16. It would benefit MPD to reach a point where the CST system is the primary tracking mechanism for caseload assignments; this will enable the development of investigative dashboards to monitor for trends and emerging issues. The department could then eliminate the use of stand-alone reporting systems such as Crystal reports or other specialized reports.
17. It is recommended that MPD develop a training matrix of courses for new detectives as well as experienced personnel to ensure the ongoing professional development of all personnel.
18. It is equally important and recommended that CID develop a reference manual for detectives and supervisors separate from the department policy manual. This should include common forms, search warrant samples, and operational guidelines.
19. CPSM recommends that MPD evaluate the greater use of civilian support staff in the Investigations Division to perform non-essential investigative functions and less urgent missing person investigations.
20. While overall CID staffing appears to be adequate, an examination of workload demands for the domestic violence detective should be conducted to ensure the best equity in caseload management.
21. Consideration should be given to hiring a temporary part-time detective/retiree or identifying a currently available officer/detective/corporal to review unsolved homicides and missing person investigations.
22. Explore the opportunities to incorporate a more comprehensive case management system utilizing the Central Square Technologies software to better serve supervisory needs in tracking cases and evaluating individual detective performance. This would include tracking case investigations assigned to patrol officers.

Crime Scene Forensic Technician

(See pages 72-77.)

23. Consideration should be given to establishing a full-time forensic position separate from the Property Control Unit.
24. Policies pertaining to the forensic technician should be developed where appropriate and specific to crime scene responsibilities and other duties associated to the position. The policy should specifically articulate the separation of duties between the Property Control Unit and Criminal Investigations Division.
25. A section manual for the position should also be developed in conjunction with a training matrix for the forensic technician position.
26. A robust case management program should be developed to offer better tracking and evaluation of casework by the forensic specialist and to identify the origin of work (CID or Patrol).
27. Ongoing training of personnel to allow for certification through the International Association for Identification should be a goal of the MPD.

Crime Analysis

(See pages 77-79.)

28. Continue with planning for a third crime analyst to expand the department's investigative efforts and assist in managing the extensive workload associated with the expanding efforts of the executive command, SOHTC, MADGE, and IMET.
29. The policy on the crime analysis function should be updated to reflect the current status of the unit to include its position within the organization.
30. To ensure that efforts coincide with "Best Practices" in crime analysis, it is recommended the crime analysts maintain membership in the International Association of Crime Analysts.

Task Forces

(See pages 80-82.)

31. A comprehensive, data driven annual cost benefit analysis should be conducted relative to the department's continued participation in any federal, state, or local taskforce to ensure goal attainment and productivity of such taskforces.
32. With the constant challenges presented by organized crime and drug cartels, priorities and resources are often in need of change to meet the community's safety expectations. It is recommended that MPD annually review regional cooperative agreements with state and federal authorities.
33. It is recommended that MPD build out task force expectations, operational procedures, and unit guidelines for inclusion into the policy manual as well as section manuals for each task force (similar to the manual developed for SWAT and SOHTC).

SOHTC

(See pages 82-85.)

34. To prepare for the expected, continual increase in digital forensic caseloads, the MPD should consider the formal regional expansion of the current SOHTC model with permanently assigned regional personnel vs. the current part-time regional members.
35. SOHTC should consider aligning the current sworn manager position with MPD's current supervisor classification structure for sworn personnel.
36. MPD should consider establishing a three-year performance review of SOHTC personnel to ensure performance and expectation objectives are met. This will provide an opportunity for others to rotate to this unique and specialized assignment.
37. MPD should continue its effort of partnering with the City IT department without jeopardizing the legal threshold of accessibility by IT experts in providing the highest of security measures to counter cyberattacks or illegal access into the computer systems.

MADGE

(See pages 85-87.)

38. A policy delineating the purpose of the task force and its roles and responsibilities should be developed to guide operations and provide a training matrix for ongoing professional development.
39. Undertake development of a section manual of procedures and examples of work products to guide new or experienced personnel through the difficult journey of learning forms, report types, and databases, as well as training courses to pursue.

IMET

(See pages 87-88.)

- 40. Develop a policy for IMET, including its purpose, function, responsibilities, and goals with a section manual for professional development.
- 41. Develop a training matrix for IMET to ensure their knowledge and skill level is beyond that of the typical narcotics unit based on the level of threat the region is facing.

Task Force K-9s

(See pages 88-90.)

- 42. MPD should consider a policy that defines the rotation period for future K-9 handlers to ensure the professional development and opportunity of all personnel.
- 43. MPD should ensure national certification for all MPD canines along with their current Oregon and California certifications.
- 44. MPD canine units should establish a written set of training courses for the unit protocols for basic and advanced canine training.

Critical Response Unit

(See pages 90-93.)

- 45. CNT should develop a section manual similar to SWAT to organize command, controls, communications, training, and equipment of CNT.
- 46. It is recommended that CRU maintain SWAT records for warrant service as a data category in response tracking.
- 47. It is recommended that CNT training and workload data meet the same criteria as the SWAT Unit in terms of tracking critical incident responses and total training hours.
- 48. In order to provide frontline civilian opportunities, MPD should consider the evolution of CRU in the years to come by developing a tactical support team of civilian personnel and possible civilian crisis negotiators.
- 49. There should be consideration for including a threat level assessment for when MPD would request the services of a regional or larger agency SWAT team should MPD resources be exhausted or occupied in an elongated operational period.
- 50. It is recommended the CRU develop a scheduled quarterly training between CNT members and SWAT for higher levels of consistency and integration.
- 51. It is recommended MPD SWAT Unit evaluate the MPD monthly training calendar to identify tactical hours that meet the NTOA threshold for the 192 SWAT training hours recommendation.

Mobile Response Team

(See pages 93-94.)

- 52. It is strongly recommended that MPD continue to evaluate the need for an MRT Unit based on long-term needs. If MRT is to continue the Medford Police Department should continue to invest in it with a continuous, established training matrix, and policy development similar to the CRU policy 408.
- 53. MPD should continue to provide leadership and tactical training for the Chief, Deputy Chiefs, and lieutenants to fully understand the use of a mobile response team and its value for a community.

54. MPD should review the February 2022 Police Executive Research Forum's latest publication in its critical issues in policing series. This publication is entitled "Rethinking the Police Response to Mass Demonstrations." It is established that the MPD was innovative in its approach to maintaining a low-profile approach during 2020's demonstrations that had the potential to be high-impact events. MPD received praise for its planning, organizing, and response to public demonstrations. Its approach should continue with the development of best practices for crowd management and demonstrations.

Management and Strategic Planning

(See pages 95-97.)

55. The CPSM consultants believe that the department is presently well-positioned to begin the process of developing and implementing a multiyear strategic plan. We believe that the department should begin to work with internal and external stakeholders to develop and publish this multiyear strategic plan. It is imperative that the department develop reasonable and attainable performance goals as well as mechanisms for tracking the relative degree of progress in achieving these goals from year to year. The development of a functional strategic plan should be a thoughtful and inclusive process.
56. It has been CPSM's experience that most American police departments of the MPD's size do not currently have a multiyear strategic plan as described above. Nevertheless, American policing has changed dramatically in recent years. All departments are now held to a higher standard of transparency and accountability. As such, we believe that strategic plans are a necessity (see, for example, *Final Report of the President's Task Force on 21st Century Policing*) It is recommended that the department begin the process of formulating its new plan now.
57. We recommend that the department develop a comprehensive written strategic planning document that includes specific goals and objectives for the department, as well as all operational units. Once it is developed and properly vetted, this plan should be broadly communicated within the department and throughout the community.
58. The department should continue to publish comprehensive annual reports. Annual reports should not simply report aggregate data for work performed during the previous year. Annual reports must make explicit reference to the department's overall strategic plan. Specifically, annual reports should contain stated goals and objectives that have been identified for the period in question and should demonstrate the relative degree of progress/success the department has had in achieving each of these goals.

Professional Standards

(See pages 97-98.)

59. Relieve the Professional Standards sergeant of the duties associated with being field training supervisor. Assign these duties to a newly created Training sergeant. This will provide further capacity in the areas of both training and professional standards going forward.
60. Devise a formal process whereby the Professional Standards sergeant performs an annual evaluation of all risk management data, including information on police vehicle pursuits, uses of force, department-involved traffic accidents, and other incidents that have the potential to incur liability for the City of Medford, the MPD, and its employees. This review should specifically focus on identifying possible training and policy needs or improvements and be reviewed by the command staff.

Crime Analysis

(See pages 99-100.)

61. The crime analysts should develop and distribute monthly reports similar in nature to the weekly Compstat reports that were produced several years ago. CPSM believes that there is no need to produce such comprehensive reports on a weekly basis.
62. The crime analysts must become active participants in all supervisors' meetings and partners in all planned investigative and tactical operations. It is imperative that the crime analysts receive timely and accurate feedback concerning all tactical plans that are formulated as a result of the information that they provide. The crime analysts should continue to actively participate in professional development and should reach out to the International Association of Crime Analysts (IACA), the COPS Office, the Center for Evidence-Based Crime Policy, the International Association of Directors of Law Enforcement Standards and Training (IADLEST), the BJA National Training and Technical Assistance Center (NTTAC), and NIJ's CrimeSolutions.gov for free support in developing and maintaining their analytical skills.
63. The crime analysts should be more fully utilized and supported so as to provide more predictive (as opposed to reactive) research products to members of the MPD.

Property and Evidence

(See pages 101-103.)

64. The staff of the Evidence Division should be enhanced by a minimum of one full-time evidence specialist. This represents a net increase to current staffing of one position. (Recommendation No. 64.)
65. Re-assign the forensic technician full-time to the Investigations Division. If this is done, it would require the hiring of an additional evidence specialist (over and above the additional position referenced above) to backfill the forensic technician within the Evidence Division. (Recommendation No. 65.)
66. Obtain additional storage space for the Evidence Division. (Recommendation No. 66.)

Training

(See pages 104-110.)

67. CPSM believes that a uniformed supervisor should be developing, scheduling, coordinating, and delivering training within the department. We therefore recommend that the department designate one sergeant to serve as Training sergeant. [Note: This is a new position added to the current organizational chart.] In addition to coordinating ongoing in-service and field training, the newly-designated Training sergeant would be primarily responsible for developing and coordinating the delivery of in-service lessons.
68. The department should develop a multiyear training plan. This training plan should identify specific training goals and objectives for all units, and all sworn and nonsworn members of the department, and should be incorporated into the department's newly created overall multiyear strategic plan. The newly appointed Training sergeant would be chiefly responsible for developing, reviewing, and revising the training plan as necessary.
69. The department's current training committee should meet regularly to consider the training needs of the department and set the agenda and training goals for the entire department. The training committee should also solicit ideas, identify operational problems and training opportunities, formulate specific training plans, and evaluate and periodically report on the success of training received by members of the department. The newly-designated Training sergeant should serve as chair of the MPD training committee.

70. The training committee should utilize the resources promulgated by the International Association of Directors of Law Enforcement Standards and Training (IADLEST). IADLEST membership includes access to an information portal that provides lesson plans, webinars, innovative learning strategies and activities, assessment tools and rubrics, etc.
71. In light of recent national events, de-escalation and judgmental use of force training for police officers has become critically important for all communities. The technology regarding immersive firearms simulator training is rapidly evolving. The current firearms simulation equipment utilized by the department is adequate, but the department should be continually open to utilizing new and emerging technologies. We believe that all police departments must avail themselves of the most current firearms training technologies and methods available. During our site visit we discussed such state-of-the-art systems that are now utilized by other departments in the state. We therefore recommend that the department seek opportunities to provide fully immersive judgmental firearms simulator training to its officers by: 1) obtaining and utilizing a state-of-the-art simulated firearms training system of its own (and perhaps sharing the costs with one or more law enforcement agencies in the region); or 2) seeking opportunities to utilize such equipment owned and operated by other law enforcement agencies in the region.
72. The department should enhance its sergeants' field training program to include specific learning objective and methods of assessment (such as daily observation reports [DORs] during the ride-along phase).
73. The department should encourage and actively support members of the department to apply to the FBI National Academy.

Facilities

(See pages 111-112.)

74. The MPD must partner with the JCSO, the county, Medford city officials, and the wider community to educate the public about the operational inefficiencies caused by inadequate jail facilities. A comprehensive public education and outreach program should be developed with the goal of ultimately obtaining additional jail space.
75. The MPD should partner with the Jackson County Sheriff's Office, the county, the local prosecutor's office, and the municipal court to explore creation of a special court for repeat offenders. It is likely that a special court of this type would be able to more properly address cases involving chronic repeat offenders and thus greatly reduce the procedural and administrative inefficiencies currently being experienced.

Records

(See pages 113-119.)

76. The MPD should create an internal committee to address the issue of unnecessary administrative tasks associated with the issuance, clearance, and expungement of warrants. This committee must meet with personnel from the municipal and state court system, as well as the Jackson County Sheriff's Office (and perhaps even the Ashland PD), in order to devise a more efficient and equitable means of assigning and sharing these tasks. It is possible that a solution would result in the MPD not having to schedule records personnel 24 hours per day. The Deputy Chief of the MPD's Support Bureau should chair this committee. This team should also consist of the Records Division manager, and the Report Writing Unit and Livability Section sergeants. The team should be charged with making recommendations regarding the streamlining of the warrant process (i.e., application, validation, etc.).
77. The Records Division should continue to schedule and hold biannual meetings of all personnel assigned to the records division. Work schedules should be adjusted as necessary

to allow for attendance at these meetings. There should be an agenda published in advance and minutes should be taken to ensure follow-up. The supervisor of the Report Writing Unit should also attend these meetings.

78. Records Division in-service training should continue to include a regularly scheduled training session on proper field reporting and NIBRS coding. The Division manager should deliver this training.
79. Formalize the policies and procedures of the Report Writing Unit and ensure that they are accurately reflected in the department's policies and procedures.
80. Enhance staffing in the Report Writing Unit by adding a full-time CSO position. This would likely significantly enhance the unit's efficiency.
81. Assign all newly promoted/probationary sergeants and corporals to the Report Writing Unit for a minimum of two weeks. The Report Writing Unit sergeant can mentor and assess these individuals in terms of their basic administrative and management skills. This will also build organizational capacity. It is essential that the MPD engage in succession planning with regard to the Report Writing Unit supervisor position.
82. Continue to closely monitor and report upon the performance of the Report Writing Unit. Utilize this data as an important performance metric for the MPD.

Information Technology

(See pages 119-121.)

83. Technology needs for American police departments are evolving and expanding rapidly. The city should consider assigning a dedicated IT professional to the MPD. This individual would have a comprehensive understanding of the department's various systems and needs and would be charged with identifying, installing, and maintaining hardware and software for such technologies as body worn cameras, drones, license plate readers (LPRs), etc.
84. The department should establish an internal technology taskforce. This body, comprised of supervisors, line officers, an IT professional assigned to the department, and civilian members of the department, should meet regularly, and should: 1) identify the department's current technology needs; 2) field test, evaluate, and select new equipment, software and technologies; 3) identify any deficiencies in the department's current communications (CAD), records management (RMS), or other data systems; 3) periodically revise and update the department's website; 4) identify technology training needs, and recommend and develop additional training; and 5) make recommendations for improvement.
85. The technology task force should develop a long-term plan for replacement of the department's IT equipment and software.

Recruitment

(See pages 121-122.)

86. The MPD should record and consistently monitor its application yield rate and compare it from year to year. This information, combined with accurate data concerning the number of police applicants each year, can provide meaningful data that will speak to the department's relative degree of success in attracting and securing qualified police officers.
87. Every effort should be made to post open positions and commence hiring as quickly as possible. Failure to commence the hiring process until a vacancy has already occurred results in unnecessary staffing shortages and backfilling of positions.
88. The MPD should further develop and substantially enhance its community service officer (CSO) program. In light of the nationwide hiring crisis, programs such as this are now viewed

as an innovative and effective means of attracting qualified young people to the police profession.

89. As part of its overall recruitment plan, the department should develop and/or strengthen relationships with colleges and universities that offer degrees in criminal justice and public administration. We recommend that the department reach out to full-time faculty in criminal justice programs throughout the region, particularly full-time professors with prior law-enforcement experience. In addition to simply attending job fairs on campus and handing out pamphlets, uniformed members of the department should request the opportunity to meet with and present to criminal justice club members. Such efforts were not necessary several years ago but in light of the current reality, every effort should be made to make meaningful connections and to distinguish the MPD in the minds of potential applicants.

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SECTION 2. METHODOLOGY

Data Analysis

CPSM used numerous sources of data to support our conclusions and recommendations for the Medford Police Department. Information was obtained from the FBI Uniform Crime Reporting (UCR) Program, Part I offenses, along with numerous sources of internal information. UCR Part I crimes are defined as murder, rape, robbery, aggravated assault, burglary, larceny-theft, and larceny of a motor vehicle. Internal sources included data from the computer-aided dispatch (CAD) system for information on calls for service (CFS).

Interviews

This study relied extensively on intensive interviews with personnel. On-site and in-person interviews were conducted with all division commanders regarding their operations.

Focus Groups

A focus group is an unstructured group interview in which the moderator actively encourages discussion among participants. Focus groups generally consist of eight to ten participants and are used to explore issues that are difficult to define. Group discussion permits greater exploration of topics. For the purposes of this study, focus groups were held with a representative cross-section of employees within the department.

Document Review

CPSM consultants were furnished with numerous reports and summary documents by the Medford Police Department. Information on strategic plans, personnel staffing and deployment, monthly and annual reports, operations manuals, intelligence bulletins, evaluations, training records, and performance statistics were reviewed by project team staff. Follow-up phone calls were used to clarify information as needed.

Operational/Administrative Observations

Over the course of the evaluation period, numerous observations were conducted. These included observations of general patrol, investigations, support services such as records, communications, property and evidence, and administrative functions. CPSM representatives engaged all facets of department operations from a "participant observation" perspective.

Staffing Analysis

In virtually all CPSM studies, we are asked to identify appropriate staffing levels. That is the case in this study as well. In the following subsections, we will extensively discuss workload, operational and safety conditions, and other factors to be considered in establishing appropriate staffing levels. Staffing recommendations are based upon our comprehensive evaluation of all relevant factors.

SECTION 3. COMMUNITY AND DEPARTMENT OVERVIEW

COMMUNITY

The City of Medford is located in southwest Oregon and is the county seat of Jackson County. According to the U.S. Census, the population of the in 2020 was 85,824, up from 74,907 in 2010. The daytime population is considerably higher (perhaps as high as 120,000), when many visitors, tourists, people seeking medical care, and people who work in the city are present. Since the beginning of the COVID pandemic, it is possible that the number of recent transplants into the Medford area (from the Bay Area, etc.) has risen. During the site visit the CPSM consultants noted a great deal of development underway. Available data clearly shows that the city has experienced significant population growth (12.7 percent) during the past decade. In recent years, the city has experienced between 1.5 percent to 1.9 percent annual population growth. This extended period of urban growth is duly noted and was taken into consideration in formulating our staffing analysis and recommendations provided in this report.

Medford is a shopping, tourism, transportation, and medical service hub serving approximately a nine-county region.

The Medford Police Department does not assign officers to the airport, but will respond to calls for service as necessary. The airport contracts with a private security company.

Demographics

The City of Medford is a somewhat heterogeneous community; its population is 88.85 percent White, 4.52 percent two or more races, 1.86 percent Native American, 1.85 percent other race, 1.48 percent Asian, 0.87 percent Black or African American, and 0.57 percent Native Hawaiian or Pacific Islander. The area of the city encompasses more than 26 square miles, giving the city a population density of 3,308 people per square mile. The average household income in Medford is \$66,715, the city has a federal poverty rate of 17.31 percent, and the median home value is \$265,400. The median age for Medford's population is 37.4 years. The rate of home ownership is 51.4 percent.¹

In 2020, researchers from Portland State University provided the following population projections for the city:

"[T]he Medford Urban Growth Area is expected to add 31,100 new residents between 2020 and 2050 at an annualized growth rate of 1.04 percent. This is equivalent to an average of 1,035 new residents per year. With an average household size of 2.5 residents, this equates to approximately 415 new households per year."

CPSM has taken this projection into account when developing the recommendations contained in this report.

¹ Source: <https://worldpopulationreview.com/us-cities/medford-or-population>

LAW ENFORCEMENT SERVICES

The Medford Police Department (MPD) provides a full range of law enforcement services, excluding custody operations. The department also does not provide its own emergency call taking and dispatch, rather, it relies on Emergency Communications of Southern Oregon (ECSO) for these services. The MPD has mutual aid agreements in place and enjoys a positive working relationship with regional law enforcement and public safety agencies.

Uniform Crime Report/Crime Trends

While communities certainly differ from one another in population, demographics, geographical landscape, and social-economic distinctions, comparisons to other jurisdictions can be helpful in illustrating how crime rates in the City of Medford measure against those of other local Oregon communities, as well as the state of Oregon and the nation overall.

This section presents information obtained from Uniform Crime Reports (UCR) collected by the Federal Bureau of Investigation (FBI). The tables and figures include the most recent information that is publicly available at the national level. This includes crime reports for 2011 through 2020, along with clearance rates for 2019 and 2020. Crime rates are expressed as incidents per 100,000 population.

TABLE 3-1: Reported Crime Rates in 2019 and 2020, by City

Municipality	State	2019				2020			
		Population	Crime Rates			Population	Crime Rates		
			Violent	Property	Total		Violent	Property	Total
Ashland	OR	21,415	135	2,998	3,133	21,419	191	2,381	2,572
Bend	OR	100,588	154	1,908	2,062	103,485	168	1,893	2,061
Central Point	OR	18,753	171	1,930	2,101	19,032	263	1,855	2,117
Eugene	OR	173,183	390	3,571	3,961	174,513	390	4,000	4,390
Grants Pass	OR	38,475	314	3,210	3,524	38,420	346	3,019	3,365
Klamath Falls	OR	22,447	468	3,301	3,769	22,693	595	2,952	3,547
Redmond	OR	31,558	225	3,527	3,752	33,198	265	3,178	3,443
Roseburg	OR	23,447	333	5,736	6,069	23,551	331	5,872	6,204
Springfield	OR	63,438	301	3,118	3,419	63,666	305	2,764	3,069
Medford	OR	83,316	414	4,944	5,358	84,016	462	4,303	4,765
Oregon		4,125,979	294	2,789	3,082	4,093,525	292	2,659	2,951
National		328,239,523	379	2,010	2,489	331,449,281	399	1,958	2,357

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FIGURE 3-1: Reported Medford Violent and Property Crime Rates, by Year

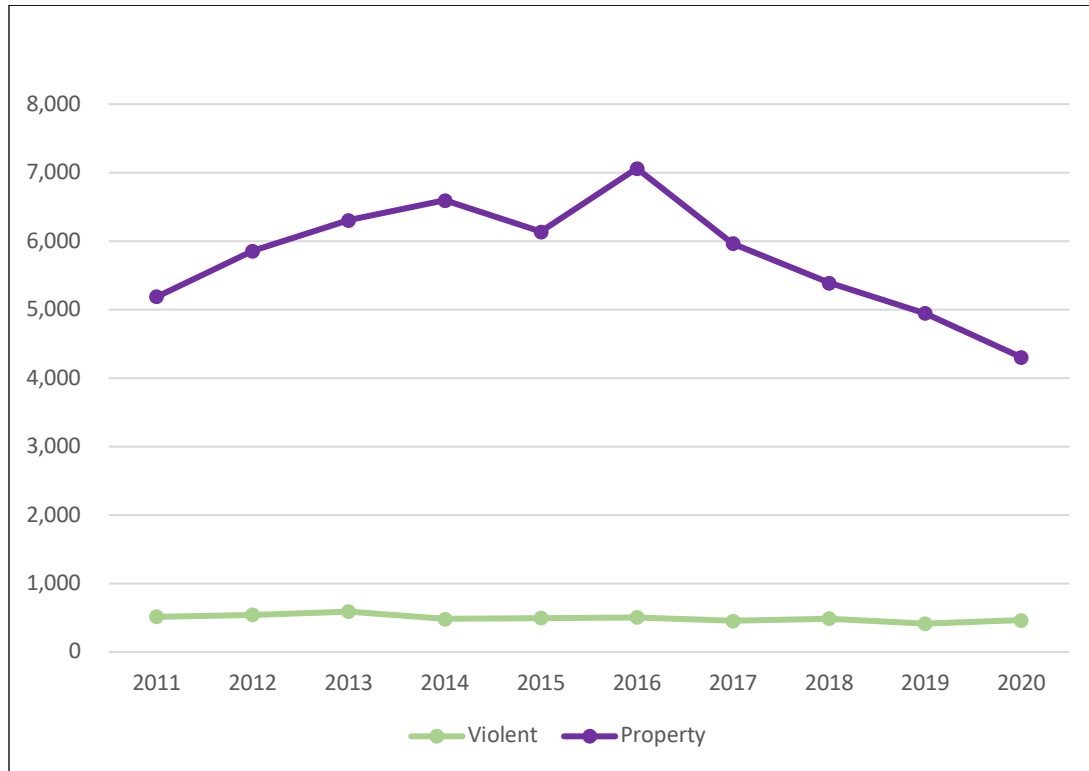


FIGURE 3-2: Reported City and State Crime Rates, by Year

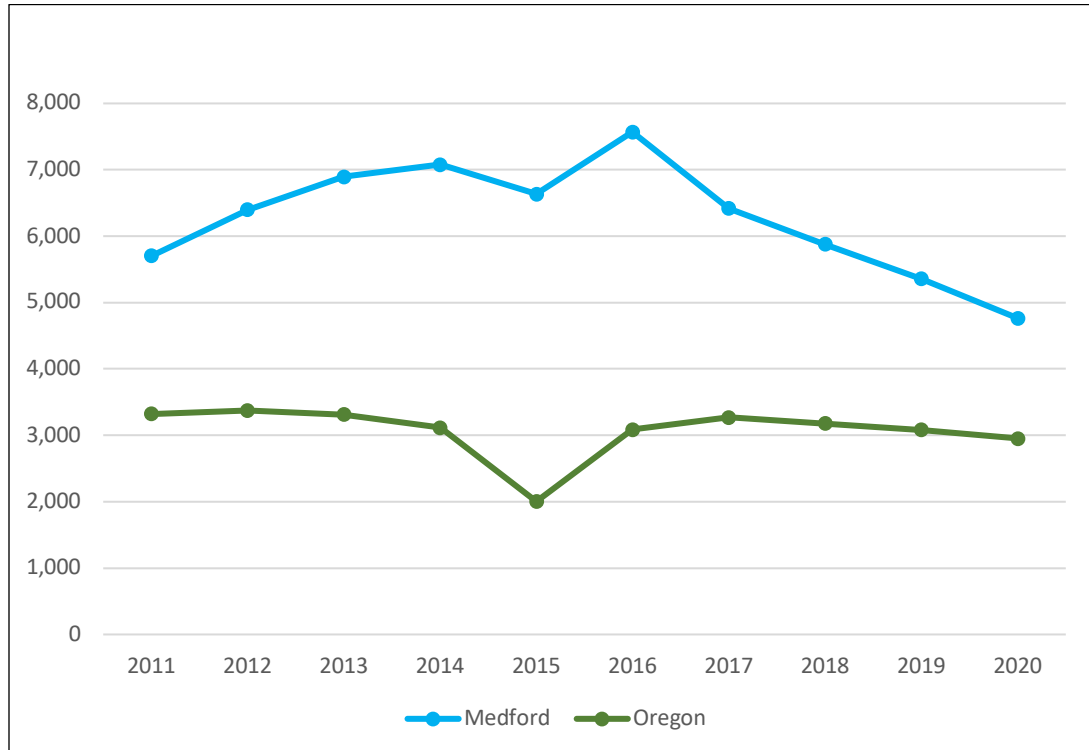


TABLE 3-2: Reported Medford, Oregon, and National Crime Rates, by Year

Year	Medford				Oregon				National			
	Population	Violent	Property	Total	Population	Violent	Property	Total	Population	Violent	Property	Total
2011	75,704	515	5,190	5,705	3,933,412	244	3,078	3,322	317,186,963	376	2,800	3,176
2012	76,037	541	5,855	6,396	3,961,014	241	3,133	3,374	319,697,368	377	2,758	3,135
2013	76,949	589	6,304	6,893	3,994,787	226	3,085	3,312	321,947,240	362	2,627	2,989
2014	78,356	482	6,596	7,078	4,034,781	232	2,881	3,113	324,699,246	357	2,464	2,821
2015	79,461	498	6,136	6,635	4,094,023	156	1,847	2,003	327,455,769	368	2,376	2,744
2016	80,794	507	7,062	7,570	4,172,382	254	2,834	3,088	329,308,297	383	2,353	2,736
2017	82,792	454	5,962	6,416	4,142,776	282	2,987	3,268	325,719,178	383	2,362	2,745
2018	82,800	487	5,390	5,877	4,190,713	286	2,894	3,180	327,167,434	369	2,200	2,568
2019	83,316	414	4,944	5,358	4,125,979	294	2,789	3,082	328,239,523	379	2,010	2,489
2020	84,016	462	4,303	4,765	4,093,525	292	2,659	2,951	331,449,281	399	1,958	2,357

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TABLE 3-3: Reported Medford, Oregon, and National Crime Clearance Rates, 2019

Crime	Medford			Oregon			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances*	Rate
Murder Manslaughter	1	1	100%	111	70	63%	14,325	8,796	61%
Rape	36	9	25%	1,326	337	25%	124,817	41,065	33%
Robbery	73	36	49%	1,262	576	46%	239,643	73,091	31%
Aggravated Assault	235	179	76%	5,169	3,665	71%	726,778	380,105	52%
Burglary	380	100	26%	9,801	1,569	16%	981,264	138,358	14%
Larceny	3,438	928	27%	57,906	13,616	24%	4,533,178	834,105	18%
Vehicle Theft	301	77	26%	8,289	1,255	15%	655,778	90,497	14%

TABLE 3-4: Reported Medford and National Crime Clearance Rates, 2020

Crime	Medford			National		
	Crimes	Clearances	Rate	Crimes	Clearances*	Rate
Murder Manslaughter	2	2	100%	18,109	9,851	54%
Rape	36	18	50%	110,095	33,689	31%
Robbery	94	53	56%	209,643	60,377	29%
Aggravated Assault	256	166	65%	799,678	371,051	46%
Burglary	296	76	26%	898,176	125,745	14%
Larceny	3,012	690	23%	4,004,124	604,623	15%
Vehicle Theft	307	87	28%	727,045	89,427	12%

Note: *Clearances were calculated from crimes and clearance rates, as these numbers are not directly available from the FBI. We could not locate clearance data at the state level for 2020.

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Organizational Structure/Department Profile

At the time of the CPSM site visit, the MPD was staffed as follows:

- One chief.
- Two deputy chiefs (one Support Bureau Deputy Chief and one Operations Bureau Deputy Chief).
- Four lieutenants.
- Fourteen detectives
- Thirteen sergeants
- Eight corporals (Seven assigned to patrol teams and one assigned to the Livability Unit).
- Sixty-eight police officers. This total includes four school resource officers assigned to the high school, opportunity high school, and middle schools.
- Two full-time and eight part-time community service officers.

Observations and recommendations regarding changes or realignment of specific units will be offered throughout this report.

COMMUNITY ENGAGEMENT AREAS

The following is a discussion of the critical areas in community engagement the MPD is addressing or is facing.

Based upon our interactions with local residents, business owners, etc. it appears that the MPD enjoys considerable community support. During the civil disturbances of 2020, the City of Medford was spared large-scale violence and property destruction. Members of the MPD had previously been trained in disorder control and were able to address disturbances without significant mutual aid support from other law enforcement agencies. The department is to be commended for these efforts. Going forward it is likely that the department's SWAT team and Mobile Response Team (MRT) will be able to adequately address similar occurrences in the foreseeable future. The Livability Section sergeant is the team leader of the MRT.

The Administrative lieutenant is charged with developing and coordinating community outreach activities and maintaining the department's social media presence on all major platforms. These platforms are utilized to disseminate information on criminal incidents and traffic conditions, high-profile criminal arrests, alarms regarding lost persons, BOLAs, safety tips, and public interest stories about MPD officers and employees positively interacting with members of the community. Such public interest stories are now critically important, not only in terms of projecting a positive image of the department, but to create and maintain a positive "brand" or image that will enhance recruitment by attracting qualified police applicants.

The consultants were advised that the City of Medford is planning to hire a second public information officer. If this occurs, we recommend that this individual be embedded within the Medford Police Department.

Homelessness continues to be a major challenge for the City of Medford. The consultants noted several homeless encampments throughout the city. The MPD addresses this challenge via the Livability Unit. This unit actively partners with local advocacy groups, service providers, and

shelters such as the Rogue Retreat Kelly Shelter, Men's and Women's Gospel Mission, St. Vincent De Paul Shelter, and Mercy Flights. Homeless population-related conditions such as in the Greenway are targeted and addressed. This unit has made considerable progress in enhancing the overall quality of life for all citizens of the Medford community.

The Livability Team performs a survey/census of homeless encampments every six months. Recent data suggests that the population of these encampments has been reduced considerably.

The MPD should continue these efforts and make community engagement, particularly homeless outreach and quality of life enforcement, a central part of its strategic planning process. Alongside crime, traffic, and disorder, community engagement and "customer" satisfaction should be considered "mission-critical" functions.

CPSM notes that the MPD is currently operating in an extremely challenging atmosphere. The department's crime and disorder reduction efforts are severely hampered by chronic offenders in the community who repeatedly fail to respond to citations and/or scheduled court dates. This results in the repeated issuance and recording of warrants that remain open. Offenders with open warrants cannot be rearrested due to significant occupancy limitations at the Jackson County jail (as discussed more fully in the *Facilities* section of this report).

Additionally, Oregon Ballot Measure 110, which was enacted in November 2020, further frustrates and undermines the operations of both the police and the courts. This measure declassifies and thereby de-criminalizes possession penalties for certain amounts of dangerous narcotics such as methamphetamine, oxycodone, and heroin. MPD officers frequently interact with citizens who possess these otherwise illegal substances. The citizen possessing the substance will be issued a summons rather than being arrested. If the person agrees to register in a rehabilitation program, the summons will be dismissed. Unfortunately, a large number of suspects simply agree to rehab with no real intention of doing so. When the person fails to register for rehab as agreed, no warrant is issued. There are no further penalties. This creates an untenable situation for the police where possession laws are frequently and repeatedly violated with impunity. As noted by one member of the department, "the number of narcotics overdoses in the county are skyrocketing," yet the police in Medford are prevented from utilizing traditional enforcement options used elsewhere in the country.

Similarly, the MPD is attempting to enforce an "exclusion zone" where individuals who have been repeatedly arrested are prohibited from re-entering. Due to the lack of detention space at the jail, enforcement via arrest is apparently no longer an option.

CPSM notes that the MPD's Livability Team has taken a holistic approach towards the myriad quality of life issues related to interacting with homeless community. We applaud their efforts. In particular, we note the efforts to relocate homeless individuals to more suitable accommodations. Data supplied by the Livability Team indicates that, since July 2020, a total of 1,279 individuals were referred to the "Urban Campground." A total of 1,042 referred individuals (81 percent) actually moved in after referral. Efforts such as these are a hallmark of American community policing and should be continued in the Medford community.

The professional standards sergeant is responsible for administering the MPD's Explorer Program. In prior years, the program had as many as 15 explorers and meetings were scheduled twice a month on Monday evenings. This program is currently "on hiatus" due to the COVID pandemic. CPSM has found that Explorer programs generally provide an excellent opportunity for community engagement and recruitment. The MPD plans to renew this program. A police officer will administer it.

The MPD offers a Citizen's Police Academy to members of the public. However, due to the pandemic, there was no program offered in 2021. At the time of our site visit an academy was in progress. While the programmatic elements of these academies vary by department, a program generally features instruction by uniformed personnel on topics such as the use of force, constitutional law, patrol, investigations, special investigations, and organizational structure and functions. Essentially, community members get a better understanding of their police department and police work in general. These programs are quite valuable in terms of developing rapport between police and citizens and building a positive public image for the department. The structure and content of the MPD's program was reviewed and found to be appropriate and consistent with best practices in American policing. The MPD offers an 11-week program with a typical enrollment of approximately 30 members of the public. The MPD's program includes presentations by SWAT and canine officers. Uniformed members of the department appear to be quite supportive of this program.

The MPD utilizes full- and part-time uniformed community service officers (CSOs) for code enforcement, evidence transport, and performing crowd and traffic control at public events. CSOs are unarmed and do not have arrest powers. The MPD has hired a number of former CSOs as police officers. In light of the current police recruitment crisis that is challenging departments across the country, a CSO program can provide a valuable opportunity to train and evaluate potential police candidates. CPSM strongly recommends that the department continue to utilize CSOs going forward.

The MPD actively partners with the community in neighborhood watch programs.

The MPD also operates a robust community volunteer program. At the time of our site visit the department had a total of 21 citizen volunteers who perform such necessary functions as handicapped parking patrol; school patrol (during school hours); confidential inter-agency document delivery and pick up; Greenway patrol; park patrol; vehicle maintenance for department vehicles; special community events such as safety Saturday, bike rodeo, and Pear Blossom Parade; and chaplain assistance to members of the department. Despite the pandemic, volunteers have donated thousands of volunteer hours over the past several years:

- 2019 – 5,605 hrs.
- 2020 – 1,982 hrs.
- 2021 – 1,566 hrs.

Community Engagement Recommendations:

- The MPD should continue to develop additional feedback mechanisms to better measure and understand community satisfaction. A citizen satisfaction survey specific to the functions and operations of the MPD should be developed and administered at regular intervals. The results of the survey should be posted publicly on the MPD website. (Recommendation No. 1.)
- The department should continue to properly fund and support the Explorer Program. Specific performance goals for this program should be established in advance and the department should regularly monitor its relative degree of progress towards those goals. (Recommendation No. 2.)
- The department should continue to properly fund and support the Citizen's Police Academy program. (Recommendation No. 3.)

SECTION 4. OPERATIONS BUREAU

The Medford PD Operations Bureau, commanded by a deputy chief, consists of the Patrol Division and the Community Engagement Division. Patrol is commanded by a lieutenant and is responsible for emergency response to calls for service, and general crime control, traffic safety, order maintenance, and customer service. Community Engagement is also commanded by a lieutenant and is responsible for community “livability” issues, traffic safety, the report writing unit, and school resource officers. These divisions complement each other and work closely together to provide first-rate services to the Medford community. The operations of each division will be discussed separately and opportunities for improvement will be offered where relevant.

PATROL DIVISION

Uniformed patrol is considered the “backbone” of American policing. Bureau of Justice Statistics indicate that more than 95 percent of police departments in the U.S. in the same size category as the Medford Police Department provide uniformed patrol. Officers assigned to this important function are the most visible members of the department and command the largest share of resources committed by the department. Proper allocation of these resources is critical in order to have officers available to respond to calls for service and provide law enforcement services to the public.

Patrol Resource Allocation

Staffing decisions, particularly for patrol, must be based on actual workload. Once the actual workload is determined the amount of discretionary time is determined and then staffing decisions can be made consistent with the department’s policing philosophy and the community’s ability to fund it. The MPD is a full-service police department, and its philosophy is to address essentially all requests for service in a community policing style. With this in mind it is necessary to look at workload to understand the impact of this style of policing in the context of community demand.

To understand *actual workload* (the time required to complete certain activities) it is critical to review total reported events within the context of how the events originated, such as through directed patrol, administrative tasks, officer-initiated activities, and citizen-initiated activities. Analysis of this type allows for identification of activities that are really “calls” from those activities that are some other event.

Understanding the difference between the various types of police department events and the resulting staffing implications is critical to determining deployment needs. This portion of the study looks at the total deployed hours of the police department with a comparison to current time spent to provide services.

In general, a “Rule of 60” can be applied to evaluate patrol allocation. This rule has two parts. The first part states that 60 percent of the sworn officers in a department should be dedicated to the patrol function (patrol staffing) and the second part states that no more than 60 percent of their time should be committed to calls for service. This commitment of 60 percent of their time is referred to as the *Patrol Saturation Index*.

The Rule of 60 is not a hard-and-fast rule, but rather a starting point for discussion on patrol deployment. Resource allocation decisions must be made from a policy and/or managerial

perspective through which costs and benefits of competing demands are considered. The patrol saturation index indicates the percentage of time dedicated by police officers to public demands for service and administrative duties related to their jobs. Effective patrol deployment would exist at amounts where the saturation index was less than 60.

This Rule of 60 for patrol deployment does not mean the remaining 40 percent of time is downtime or break time. It is a reflection of the extent that patrol officer time is saturated by calls for service. The time when police personnel are not responding to calls should be committed to management-directed operations. This is a more focused use of time and can include supervised allocation of patrol officer activities toward proactive enforcement, crime prevention, community policing, and citizen safety initiatives. It will also provide ready and available resources in the event of a large-scale emergency.

From an organizational standpoint, it is important to have uniformed patrol resources available at all times of the day to deal with issues such as proactive enforcement, community policing, and emergency response. Patrol is generally the most visible and available resource in policing, and the ability to harness this resource is critical for successful operations.

From an officer's standpoint, once a certain level of CFS activity is reached, the officer's focus shifts to a CFS-based reactionary mode. Once a threshold is reached, the patrol officer's mindset begins to shift from one that looks for ways to deal with crime and quality-of-life conditions in the community to one that continually prepares for the next call. After saturation, officers cease proactive policing and engage in a reactionary style of policing. The outlook becomes "Why act proactively when my actions are only going to be interrupted by a call?" Any uncommitted time is spent waiting for the next call. Sixty percent of time spent responding to calls for service is believed to be the saturation threshold.

Rule of 60 – Part 1

According to the department personnel data as of March 28, patrol was staffed by 58 sworn police officers (1 lieutenant, 6 sergeants, 7 corporals, 44 police officers). These 58 of the 102² sworn officers represents 57 percent of the sworn officers in the MPD. Adding the four officers from the Traffic Team brings this percentage to 61 percent. Accordingly, the allocation of sworn personnel to the patrol function is within appropriate bounds.

This part of the "rule" is not hard-and-fast. Taken on its face, however, this part of the "rule" must be considered when examining the operational elements of the department when staffing recommendations are taken into consideration.

Rule of 60 – Part 2

The second part of the "Rule of 60" examines workload and discretionary time and suggests that no more than 60 percent of time should be committed to calls for service. In other words, CPSM suggests that no more than 60 percent of available patrol officer time be spent responding to the service demands of the community. The remaining 40 percent of the time is the "discretionary time" for officers to be available to address community problems and be available for serious emergencies. This Rule of 60 for patrol deployment does not mean the

2. At the time of the site visit the MPD had nine officers in various stages of entry level training or pre-Academy status. Counting those officers would bring the staffing level to 111. Considering staffing levels fluctuate and assignments change when new officers are brought on board, take patrol assignments, and others transfer to non-patrol assignments, the allocation percentage of personnel on patrol will like remain similar to the status quo observed during the visit.

remaining 40 percent of time is downtime or break time. It is simply a reflection of the point at which patrol officer time is “saturated” by CFS.

It is CPSM’s contention that patrol staffing is optimally deployed when the SI is in the 60 percent range. An SI greater than 60 percent indicates that the patrol manpower is largely reactive, and overburdened with CFS and workload demands. An SI of somewhat less than 60 percent indicates that patrol manpower is optimally staffed. SI levels much lower than 60 percent, however, indicate patrol resources that are underutilized, and signals an opportunity for a reduction in patrol resources or reallocation of police personnel.

Departments must be cautious in interpreting the SI too narrowly. For example, one should not conclude that SI can never exceed 60 percent at any time during the day, or that in any given hour no more than 60 percent of any officer’s time be committed to CFS. The SI at 60 percent is intended to be a benchmark to evaluate overall service demands on patrol staffing. When SI levels exceed 60 percent for substantial periods of a given shift, or at isolated and specific times during the day, then decisions should be made to reallocate or realign personnel to reduce the SI to levels below 60. This is not a hard-and-fast rule, but rather a starting point for discussion on patrol deployment. Resource allocation decisions must be made from a policy and/or managerial perspective through which costs and benefits of competing demands are considered.

The CPSM data analysis in the second part of this report provides a rich overview of CFS and staffing demands experienced by the department. The analysis here looks specifically at patrol deployment and how to maximize the personnel resources of the department to meet the demands of calls for service while also engaging in proactive policing to combat crime, disorder, and traffic issues in the community.

The following eight figures represent workload, staffing, and the “saturation” of patrol resources during the seasons on which we focused our workload analysis. By “saturation” we mean the amount of time officers spend on patrol handling service demands from the community. In other words, how much of the day is “saturated” with workload demands. This “saturation” is the comparison of workload with available manpower over the course of an average day during the months observed. The figures represent the manpower and demand during weekdays and weekends during the winter and summer of 2021. Examination of these figures permits exploration of the second part of the Rule of 60. Again, the Rule of 60 examines the relationship between total work and total patrol, and to comply with this rule, total work should be less than 60 percent of total patrol.

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FIGURE 4-1: Deployment and Workload, Winter 2021, Weekdays

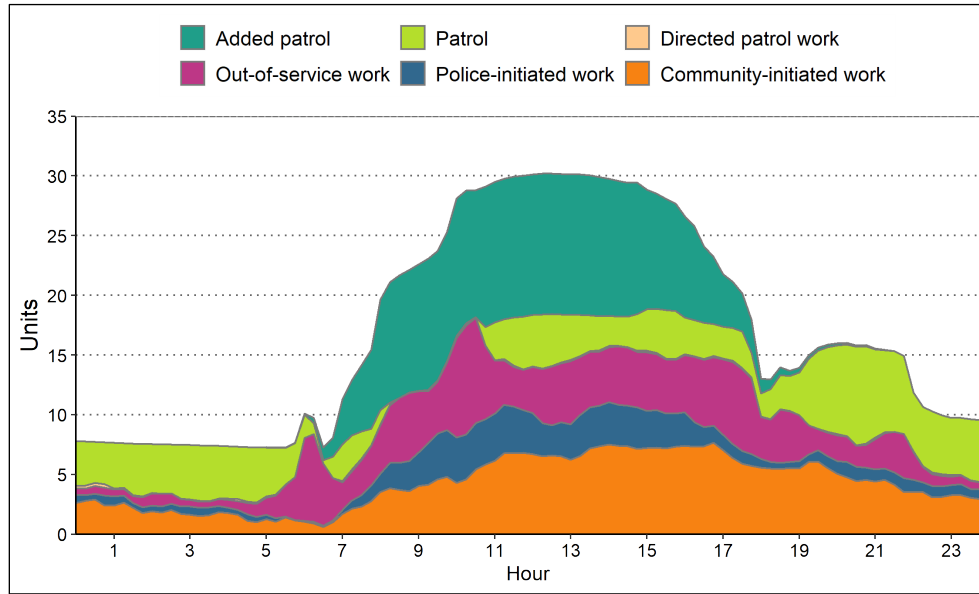
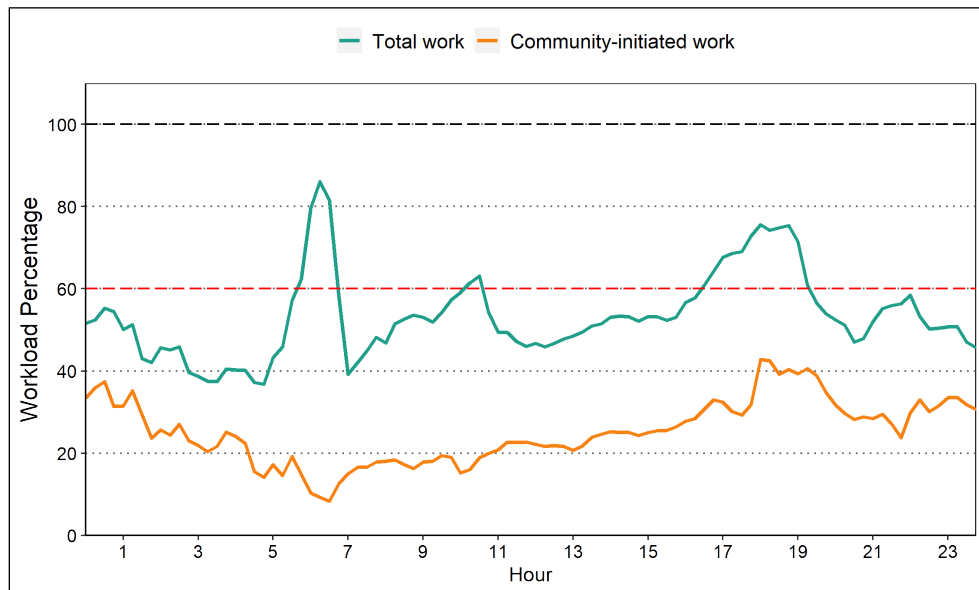


FIGURE 4-2: Workload Percentage by Hour, Winter 2021 Weekdays



Workload v. Deployment – Weekdays, Winter

Avg. Deployment: 17.2 officers per hour
 Avg. Workload: 9.3 officers per hour
 Avg. % Deployed (SI): 54 percent
 Peak SI: 86 percent
 Peak SI Time: 6:15 a.m.

FIGURE 4-3: Deployment and Workload, Winter 2021, Weekends

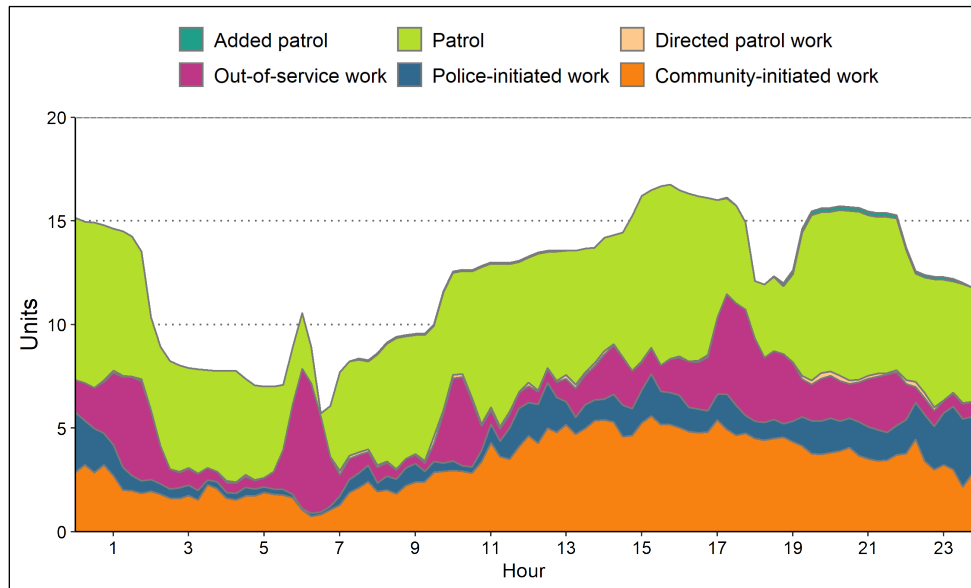
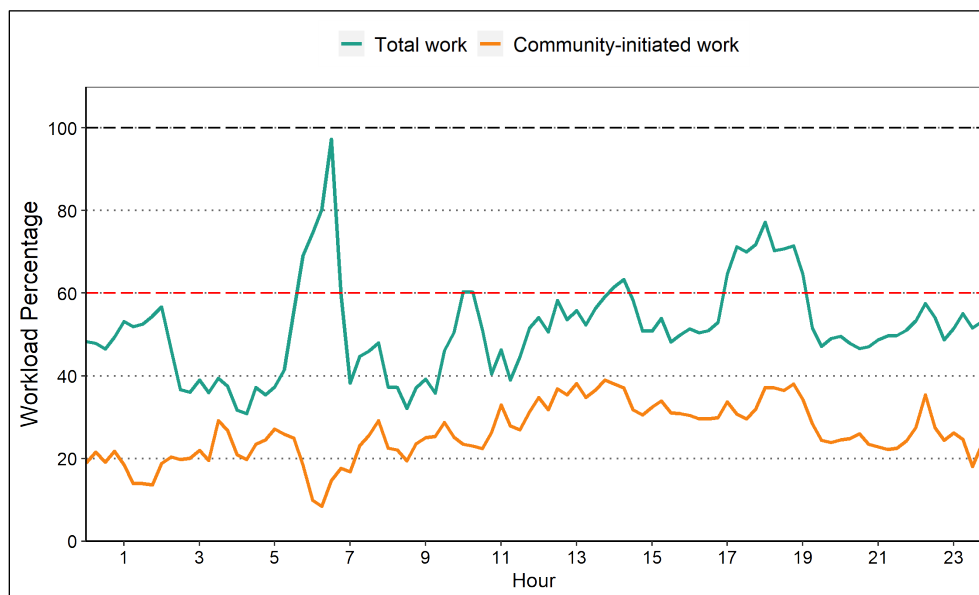


FIGURE 4-4: Workload Percentage by Hour, Winter 2019, Weekends



Workload v. Deployment – Weekends, Winter

Avg. Deployment: 12.3 officers per hour
 Avg. Workload: 6.4 officers per hour
 Avg. % Deployed (SI): 52 percent
 Peak SI: 97 percent
 Peak SI Time: 6:45 a.m.

FIGURE 4-5: Deployment and Workload, Summer 2021, Weekdays

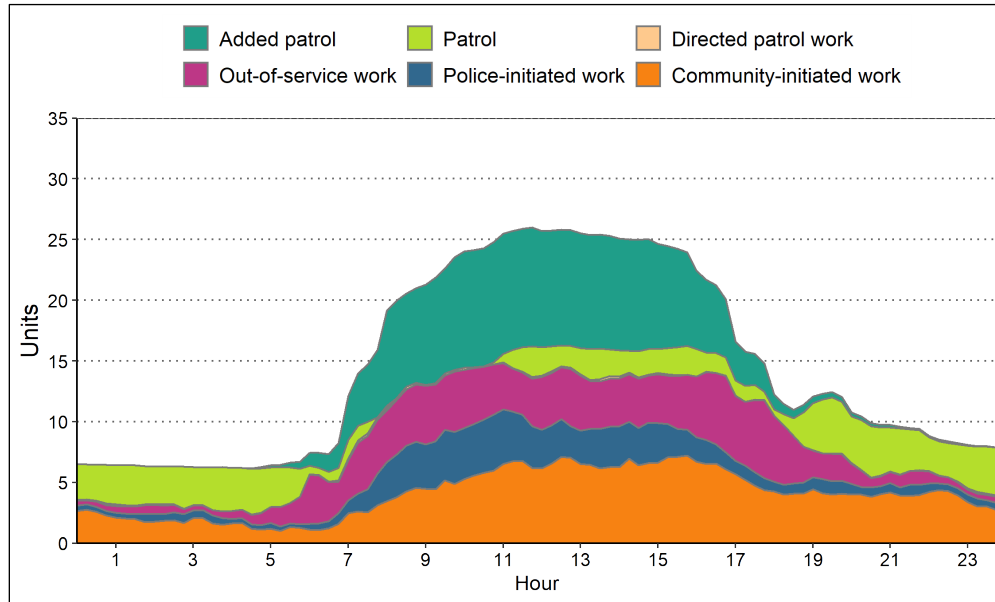
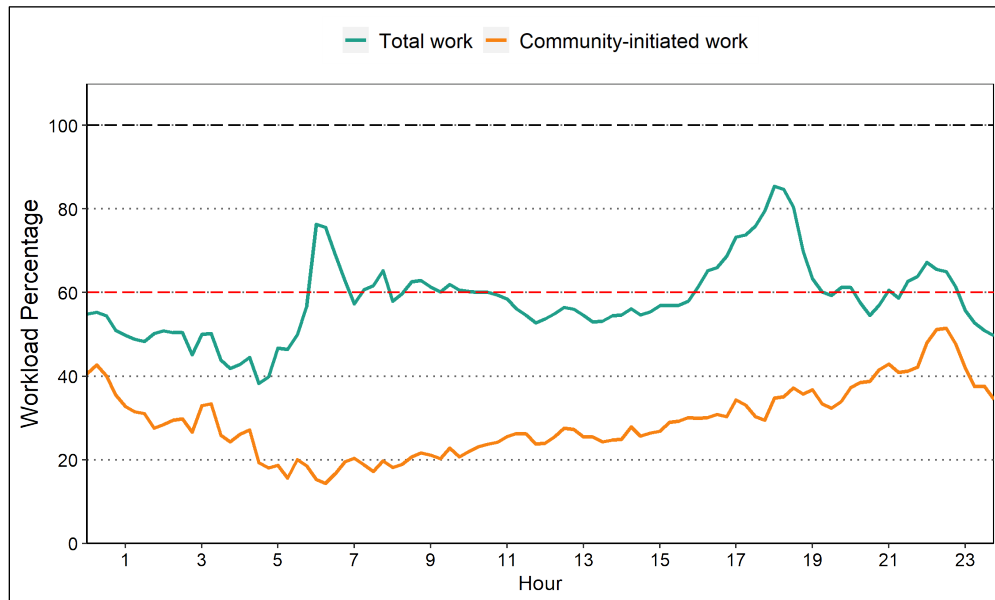


FIGURE 4-6: Workload Percentage by Hour, Summer 2019, Weekdays



Workload vs. Deployment – Weekdays, Summer

Avg. Deployment: 14.6 officers per hour
 Avg. Workload: 8.6 officers per hour
 Avg. % Deployed (SI): 59 percent
 Peak SI: 85 percent
 Peak SI Time: 6:00 p.m.

FIGURE 4-7: Deployment and Workload, Summer 2021, Weekends

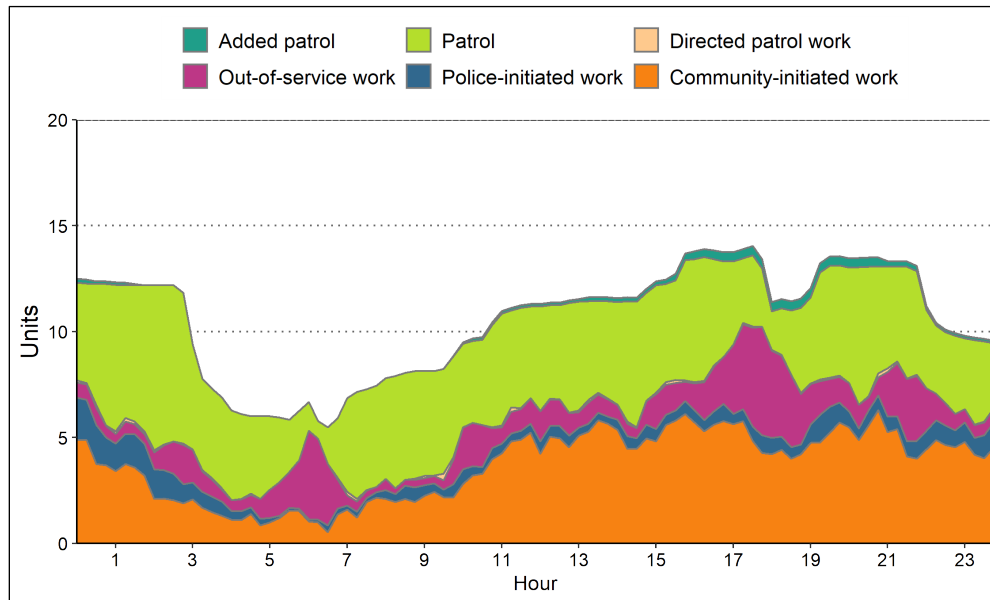
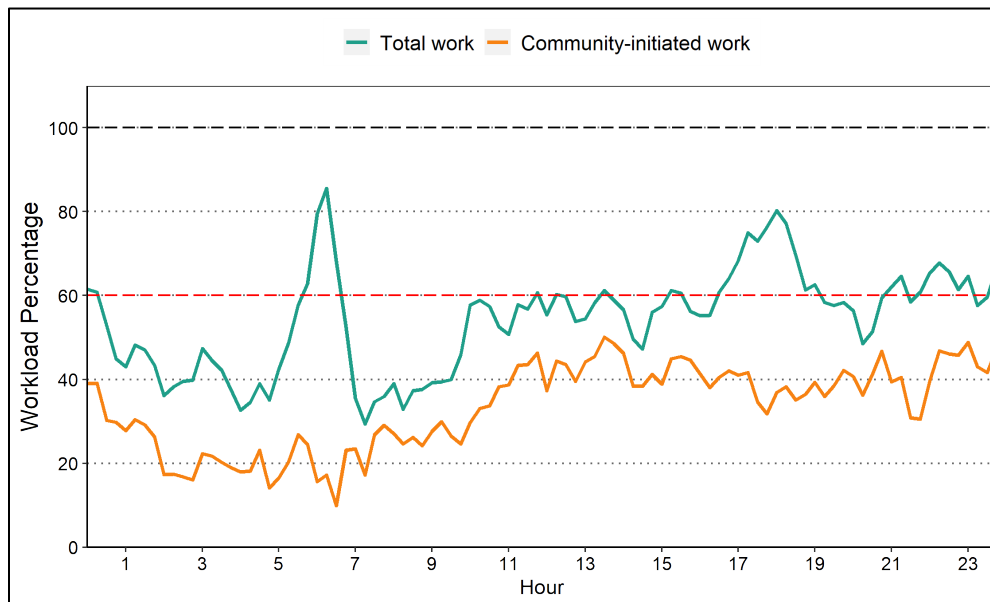


FIGURE 4-8: Workload Percentage by Hour, Summer 2019, Weekends



Workload v. Deployment – Weekends, Summer

Avg. Deployment: 10.6 officers per hour
 Avg. Workload: 5.8 officers per hour
 Avg. % Deployed (SI): 55 percent
 Peak SI: 85 percent
 Peak SI Time: 6:15 a.m.

The following table summarizes the workload and deployment in the four periods observed:

TABLE 4-1: Summary of Workload and Deployment

	Winter Weekdays	Winter Weekends	Summer Weekdays	Summer Weekends
Avg. Deployment	17.2	12.3	14.6	10.6
Avg. Workload:	9.3	6.4	8.6	5.8
Avg. % Deployed (SI):	54%	52%	59%	55%
Peak SI:	86%	97%	85%	85%
Peak SI Time:	6:15 a.m.	6:45 a.m.	6:00 p.m.	6:15 a.m.

The information in these figures reveals several important findings and can lead to important recommendations about the workload demands and patrol function in the MPD.

The workload demands from the Medford community present a typical distribution found in law enforcement. Call volume is low in the early morning hours, increases throughout the day, then peaks in the evening. The supply of officers also fits an expected pattern consistent with the shift schedule for officers working throughout the day. The highest sustained workload saturation time appears to be in the late afternoons through the evening in both weekends and weekdays, in both winter and summer. There are also pronounced spikes in workload at 6:00 a.m. and 6:00 p.m., which are undoubtedly related to the shift change that occurs at these times. For example, as the day shift ends its tour officer are likely to stop accepting CFS, and as the night shift comes on duty there will likely be a delay in officers accepting assignments. The combination probably pushes CFS on hold until the shifts change and CFS can be answered by the oncoming shift.

The average deployment appears sound. There is a pronounced drop-off in available personnel from weekday to weekends. However, this is due to the absence of the traffic officers who are included in our staffing models. Backing out these personnel during the week would produce consistent levels of patrol staffing, which suggests that time-off requests are managed judiciously. The dark green shaded areas in Figures 4-1, 4-3, 4-5, and 4-7 represent Traffic Team officers and community service officers. These personnel are critical to meet CFS demands during the week.

Also, CPSM learned that officers in the MPD take pride in their work and operate under a philosophy that “no call is too small,” which was reported to be the motto of a previous administration. This approach to workload and service demands continues to have an impact on the patrol approach in Medford and one that might warrant reconsideration.

All that being said, when looking at these four periods as a whole, it appears that the workload demands in Medford are too high and the patrol function struggles to meet these demands. The 60 percent saturation threshold is regularly breached throughout the day and average workload saturation indexes are in the 50-plus percent range.

CPSM recommends that the 60 percent threshold not be breached for extended periods or repeatedly during the 24-hour day. This is because when workload gets too high officers shift their focus from being proactive to being reactive. They do this because they want to be available for CFS as they come in from the public, respond to emergencies, and be available to back-up their fellow officers. If service demands from work get high, officers will not seek out self-initiated activities that would otherwise pre-occupy them because they need to be available for calls that might be coming their way.

This is not a recommended situation for Medford. Since officers on patrol will likely be overly reactive, waiting for CFS to come in from the public, they will be resistant to engaging in proactive work. Considering the “livability” issues facing the community, the MPD would be better served with a patrol function that had ample noncommitted time to engage in proactive policing that did not involve CFS from the public or administrative work associated with those calls.

If the MPD wants to leverage the patrol function to commit to take a strategic approach to issues, engage in crime prevention, traffic enforcement, community engagement, etc., it will fail because officers on patrol will not have the time to fulfill the strategy. While it might appear that they have about 40 percent of their time on patrol available, they will not engage in proactive work because they will want to remain available to perform their primary function of responding to CFS. Essentially, with the saturation indexes at the levels reported here, the patrol function is one-dimensional. The focus is on CFS and other strategic priorities will have limited success getting implemented.

Lastly, the officers on patrol will likely report high levels of work and a fair degree of stress from handling the CFS. This stress is amplified by long work hours. Experiencing this level of work for an 8-hour work day would be exhausting, but in Medford the patrol shift is 50 percent longer than that at 12 hours. In addition, working three 12-hour shifts in a row is undoubtedly taxing on the officers. The typical 12-hour schedule rotation used in policing in the U.S. features a combination of two or three days on and off. It's recognized that after three, 12-hour shifts in a row, officers are fatigued. Also, this only accounts for regular work days. Police work oftentimes requires that officers extend their work day to handle situations, process arrests, complete paper work, etc. Therefore, a 12-hour day can regularly extend to a 13-hour or 14-hour day.

The information presented above can be used in estimating the appropriate level of staffing for patrol. This is determined by examining shift schedules within the context of the service demands illustrated above. In order to address this situation, there are three “levers” that should be considered. First, workload itself must be examined. What kinds of calls are the officers handling, can they be reduced, are there other mechanisms the department can take to minimize service demands placed on the officers?

The second step would be to examine shift schedules. Are the schedules designed in a way that has officers on duty during the times they are needed the most? Oftentimes adjustments can be made to better align the supply of personnel with the demand for their services.

The last step, after exhausting the first two, is to add personnel to patrol. When workload is too high officers often resist proactive patrol, service quality to reactive CFS suffers, and the general negative outcomes of overwork and burnout manifest themselves in the department.

All three of these steps are considered in the following analysis.

Demand for Service – CFS Analysis

It was reported to the CPSM team that no call is considered too minor to warrant a response and no case is too small to warrant an investigation. The result of this policing philosophy is the delivery of comprehensive policing services to the community. The department has the hallmark of a small-town approach to policing, in which people are not just citizens but members of a community. Service is personalized, the police are part of the fabric of the community, and expectations for police service are high.

This approach is not without its costs, however. Considerable resources are needed to maintain the small-town approach. The patrol division must be staffed with enough officers to respond to these calls.

When examining options for the department's direction, the city and the department face the choices of a) continue to police the community as they do now, or b) take steps to restructure how to respond to demand, still promote order and safety, but free up additional time for officers to engage in proactive patrol and community engagement. That is, the department must decide whether to sustain its comprehensive level of police service or take the steps necessary to manage public demand. Essentially, this is a political decision regarding the quantity of police services offered to the Medford community. But quality doesn't need to suffer. The recommendations offered regarding operations, if implemented, will permit the MPD to continue its full-service model of policing yet run the agency more efficiently.

TABLE 4-2: Calls for Service

Category	Community-initiated			Police-initiated		
	Calls	Units per Call	Minutes	Calls	Units per Call	Minutes
Accident	2,586	1.8	40.0	186	1.8	27.1
Alarm	2,921	1.8	11.7	13	2.5	19.4
Animal	2,091	1.2	20.9	65	1.4	17.9
Assist citizen	5,058	1.1	18.2	526	1.1	14.9
Assist other agency	2,456	1.8	23.8	99	1.5	34.7
Crime-mischief	1,029	1.3	24.8	157	1.1	19.4
Crime-person	3,297	1.7	31.4	97	1.3	39.9
Crime-property	9,679	1.6	26.1	942	1.1	16.1
Crime-substance	577	1.2	19.8	108	1.7	59.4
Disturbance	4,514	2.0	21.2	127	2.3	30.6
Domestic dispute	2,653	2.5	30.3	20	1.6	24.1
Follow-up	3,378	1.2	21.7	6,484	1.1	24.7
Investigation	5,931	1.5	26.9	837	1.6	28.5
Mental health	5,175	1.6	25.3	71	1.5	30.7
Miscellaneous	1,370	1.1	21.2	460	1.8	47.9
Suspicious incident	5,508	1.4	16.9	1,523	1.5	12.2
Traffic enforcement	1,440	1.4	25.6	614	2.5	55.4
Traffic stop	2	2.0	48.3	8,388	1.2	8.9
Violation	2,148	1.1	18.3	5,438	1.0	18.9
Warrant	555	2.2	49.4	2,172	1.6	37.4
Weighted Average/ Total Calls	62,368	1.6	23.9	28,327	1.3	20.1

The table above presents information on the main categories of calls for service received from the public which the department handled during our study period of 2021. In total, department officers were dispatched to approximately 90,000 calls during that twelve-month period, or approximately 248 calls per day.

In general, CFS volume in Medford may be slightly above expected bounds. To evaluate the workload demands placed on the department, it is useful to examine the number of CFS received from the public in relation to the population size. With a service population estimated to be approximately 84,000, the total of 90,000 CFS translates to about 1.07 CFS per resident. While there is no accepted standard ratio between calls for service and population, CPSM studies of other communities show a CFS-to-population ratio ranging between 0.40 and 1.00 CFS per citizen per year. A lower ratio typically suggests a well-managed approach to CFS. The value of 1.07 CFS/per citizen/year would suggest a higher-than-expected CFS volume.

To reduce the number of police responses, the MPD could explore opportunities to triage CFS. Certain types of calls do not necessarily require the response of a sworn police officer. Responding to a false alarm is one such type of call. Another is a motor vehicle accident involving only property damage and where the police role is largely administrative, that is, preparing and filing reports. The bottom line here is that a substantial number of CFS dispatches to officers could be eliminated. This would free officers' time to address other conditions present in the community as opposed to spending time at CFS at which their services are not essential. This is particularly important given the number of officers assigned on patrol during any given shift. Sparing these officers from responding to non-emergency CFS allows them to remain available and on patrol in the community.

Alarm Calls

The MPD has the most impressive alarm reduction program seen by CPSM in the hundreds of departments we have studied in the U.S. The program features a well-articulated Alarm Reduction Ordinance featuring alarm registration and a progressive fine schedule for repeated false alarms. The system also features a double-call protocol where alarm owners are contacted before a police response is initiated. In 2021, more than 1,100 would-be false alarm responses were avoided by this call-back program. Similarly, the MPD collected more than \$30,000 in fines from almost 1,000 false alarms in that same year. Nonetheless, there were still more than 2,000 alarm CFS handled by the department.

There are two additional things the MPD might consider to improve upon an outstanding program. First, the fee structure for false alarms could be reconsidered. Communities round the country that impose a higher fee schedule experience better results in tamping down false alarm calls. Ordinances with nominal fines, such as \$25 to \$50 for repeat false alarms, do not reduce false alarms significantly. However, fees of \$500 to \$1,000 for repeated false alarms appear to have a dramatic effect. Some communities in the U.S. impose fees of more than \$1,000 for repeated false alarms. At that level there is a strong incentive to ensure that an alarm is working properly. This change can save hundreds of hours of wasted time spent on these types of CFS. Second, the MPD could analyze the data on false alarm activations. Such an analysis could reveal problematic locations and/or alarm installation companies that are generating a large number of false alarm. For example, the analysis could reveal certain companies that have a poor record of installation. High-frequency alarm locations could be identified and visited by sworn personnel to identify reasons behind the false alarms.

The city and the MPD are to be commended for the rigorous approach they take to this frivolous category of CFS. Minimizing responses to these types of calls should be a high priority for the department.

Automobile Accidents

Automobile accidents are another category of call for which the response by a sworn officer is questionable. In the period under observation the MPD responded to nearly 2,600 motor vehicle accidents. Examination of the table above indicates that a little over 4 percent of community-

initiated CFS during the study period were traffic accidents. Those nearly 2,600 accidents required on average 1.8 officers and took approximately 40 minutes to handle. This equates to 3,100 officer/hours to handle accidents that were mostly routine “fender-benders.” Arguably, most of these calls were administrative in nature and did not necessarily warrant the response of a sworn police officer.

Consideration should be given to modifying the approach to vehicle traffic accidents in Medford. Similar to the alarm reduction program, the MPD should take a more aggressive stance towards responding to “property damage only” accidents. Adopting a more aggressive stance towards minor traffic accidents will minimize the number of accidents dispatched to patrol officers.

According to Oregon law, a motorist must file an Oregon Traffic Accident and Insurance Report with the DMV within 72 hours of a crash when there is more than \$2,500 in damage to any vehicle, any vehicle is towed from the scene, any injury or death resulted from the accident, or other property damage (other than the vehicle) is more than \$2,500. Police departments across the state have interpreted this regulation as a mandate to respond to every traffic crash and prepare a report. This results in numerous hours spent by patrol officers responding to and documenting traffic crashes that may not meet the above parameters.

Compounding this issue is the MPD policy that requires Traffic Team personnel, if they are working, to handle reported traffic crashes. This issue will be explored in greater detail later in this report; however, this is an inefficient use of these personnel. Using highly-skill traffic personnel to prepare routine paperwork should be discontinued immediately.

CPSM contends that even sending “regular” patrol officers to traffic crashes is not an efficient use of patrol officer time. CPSM recommends that only a limited number of vehicle crashes require a police response. When a motor vehicle is disabled or blocking the roadway, or there is a dispute between motorists, or one motorist is intoxicated, or other criminal activity is alleged, a police response is required. When the crash is routine and none of those factors are present, the motorist should be advised to prepare the required forms and submit them to the state. No response by the police is necessary.

If a motorist calls 911 to report a minor property-damage-only accident, they should be instructed to exchange information with the other motorist and report the accident to the state as required by law. This practice would spare the need for an officer to respond to the scene and would keep them free to perform other, more critical functions. Again, think about the other, more productive things that officers on patrol could be doing with 3,100 hours of time rather than responding to routine crashes.

Assist CFS

In 2021, the MPD responded to more than 5,000 “Assist Citizen” and nearly 2,500 “Assist Other Agency.” These two categories of CFS accounted for 12 percent of all CFS received from the community. These categories are used by 911 dispatchers to describe CFS that do not fit into any other type of call. “Assist Citizen” calls undoubtedly represent the type of non-emergency CFS that the police are tasked with handling every day. If a crime is reported, it would be categorized as a crime; likewise, accidents, alarms, disturbances, etc. all have a logical label. When a member of the public calls 911 to report a situation that they think requires the police, but the police dispatcher can’t describe it, it goes into the Assist Citizen category.

The MPD should examine the exact nature of these CFS and minimize response to the greatest extent possible. Dispatchers can be trained to triage calls and screen them out before they are dispatched to officers on patrol. Likewise, shift supervisors could be empowered to cancel

responses to these types of CFS when they are dispatched to officers. The point here is that the overwhelming majority of CFS in these categories might not be a police matter and should be removed from the police responsibility.

Combined, those categories of CFS discussed above represent **almost 25 percent of all CFS handled by the MPD in 2021**. This means that almost one-quarter of all the CFS handled by the MPD could potentially be handled differently or not at all. Reducing patrol responsibility from handling frivolous CFS and refocusing on things where the police can have an impact would be an opportunity for improvement.

CPSM recommends that from a policy perspective the responses to certain categories of CFS be reduced. Again, the CPSM recommendations presented here do not call for an immediate cessation of responding to these types of CFS. However, best practices in American policing indicate that by working in collaboration with stakeholders in the community a dialogue can begin and a critical evaluation of appropriate responses to these types of calls can be started. With community input and approval a decision can be made about the necessity of a police response to these CFS. If the community maintains that a police response is necessary, then the funds need to be committed to ensure sufficient police personnel are available. Good government and efficient management, however, require that scarce resources be committed only when and where they are absolutely necessary, and this is an area that is ripe for evaluation.

Instead of responding to false alarms, minor fender-benders, conducting routine traffic stops not connected to traffic safety, and responding to frivolous situations, the police could redirect their efforts elsewhere. They could engage the community more actively in order to better understand their needs; work on building trust; and focus efforts on improving traffic safety. There are numerous things that the officers could be doing to make a positive contribution to the Medford community instead of responding to frivolous CFS.

In addition to minimizing frivolous CFS responses, there are other areas where the MPD should monitor and manage more rigorously.

Traffic Stops

Traffic safety is an important part of the core mission of any police department. Complaints about traffic are generally the most frequent kind of complaint that the police receive from the public. Monitoring traffic conditions and making an effort to reduce traffic crashes are important responsibilities for the police.

During the period studied, the MPD engaged in more than 8,000 traffic stops. These stops accounted for almost 30 percent of police-initiated activity. This is an enormous amount of activity, in both sheer numbers and in context of total work, and signifies a very robust approach to traffic enforcement. It is not clear, however, if this enforcement is contributing to any improvement in overall traffic safety in the community.

In lieu of these conventional low-tech, high-touch traffic stops by officers, Medford should consider expanding the use of traffic speed and red-light cameras on strategic roadways. This is discussed in greater detail later in the report under the Traffic Team section. However, it bears reinforcing that the MPD should use high-tech/low-touch enforcement opportunities to a greater extent by expanding the radar van and traffic camera programs.

A full discussion about traffic safety is presented later in this report; however, CPSM recommends that patrol officers in the MPD minimize, or discontinue altogether, routine traffic stops. Instead, the MPD should leverage traffic crash data to focus enforcement efforts on the locations

deemed most prone to accidents and on drivers deemed to be at the highest risk of causing them. Routine, or random, motor vehicle stops should be discontinued or drastically reduced. Without any direction about where to focus or for what types of violations officers are left to conduct this enforcement as their shift permits. It is this type of unfocused traffic enforcement that should be discontinued.

Suspicious Person/Vehicle

In 2021, officers in the MPD responded to more 7,000 CFS in the category of “Suspicious Incident,” a total that is made up of both community-initiated and police-initiated events. This category of CFS describes a situation where the caller does not see evidence of a crime being conducted, but sees something that is not quite right. Perhaps there is someone walking up and down driveways, or parked in front of their home for an extended period of time. The caller has a suspicion or a hunch that something is wrong. This category represents almost 9 percent of community-initiated calls and almost 8 percent of all CFS.

Based on the approach the MPD takes towards handling calls from the community, undoubtedly all 7,000 of these CFS were answered, and undoubtedly where possible, the officers encountered those suspicious people or vehicles. This is known as an investigative encounter. Some of these encounters might rise to situations where the person is not free to leave. This is known as a “Terry Stop” after the landmark case *Terry v. Ohio*, and also known as Stop-and-Frisk. At this level of encounter an officer would need “reasonable suspicion” that a person was committing a crime. It’s a fairly low threshold of information for officers to articulate reasonable suspicion. They don’t have to be correct, but they need to be reasonable. These encounters are often fraught with danger and that is why the U.S. Supreme Court gave officers a good deal of latitude to protect themselves during these encounters.

These encounters can also be situations where racial profiling can occur. Officers might rely on the “profile” of a typical offender they encounter and use that past information to inform their decisions about future encounters. These types of encounters must be monitored and managed very carefully. With almost 9 percent of all community-initiated CFS in this category, MPD officers likely engage in this type of encounter frequently.

There were 1,523 police-initiated CFS in this category. In these situations, the police are exercising their broad power and inserting themselves by their own volition without being called by the public. It is important that these encounters are appropriate, lawful, and conducted professionally. Here too, like the community-driven suspicion, officer suspicion has the potential for racial profiling.

The MPD currently reports these types of encounters to the Oregon Criminal Justice Commission, recording the gender, race, and age of the people stopped and the reason they were stopped. In addition, the MPD should internally track, analyze, and publicly report this information periodically.

It is recommended, therefore, that the MPD establish a committee that includes all the principal stakeholders in this process and which has the responsibility of evaluating the CFS workload with an eye toward formulating recommendations for ways to reduce response to nonemergency CFS. This committee should begin their work with the categories of CFS discussed above and formulate additional protocols for these assignments. Furthermore, the MPD should develop a policy that records the race, gender, and age of people involved in traffic stops and reasonable suspicion stops in the community.

CFS Efficiency

Further examination of various elements of the CFS and patrol response data also warrants discussion. Data from various tables and charts in the data analysis section of this report provide a wealth of information about demand, workload, and deployment in Medford. Several key pieces of information need to be highlighted to demonstrate the effective use of patrol resources in the city. These statistics are found in the data analysis section under Figure 8-2, Percentage Events per Day by Category; Table 8-6, Primary Unit's Average Occupied Time, by category and initiator; Table 8-7, Average Number of Responding Units, by Initiator and Category; and Table 8-16, Average Response Time Components, by Category. Taken together these statistics provide an excellent lens through which to view the efficiency of patrol operations.

According to the data in Table 8-6, Medford patrol units on average takes 23.9 minutes to handle a call for service from the public. This figure is lower than the benchmark time of about 28.7 minutes for a CFS, based on our experience. Also, the department, according to Table 8-7, dispatches an average of 1.6 officers per CFS. The number of officers dispatched (like occupied time) varies by category of call, but this figure is on par with the CPSM benchmark of about 1.6 officers per CFS. In other words, the MPD uses slightly less time and the same number of officers to handle a CFS compared to the average police response of other agencies studied by CPSM.³

According to Table 8-16, response time for CFS in Medford averages 18.6 minutes per call in the winter, and 23.2 minutes per call during the summer. These times are higher than acceptable response time, which should be about 15 minutes per call. Response time to "high-priority" CFS is also high. The MPD averaged 9.5 minutes to respond to a high-priority CFS, which is higher than the 5.0 minute benchmark considered acceptable.

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3. CPSM benchmarks are derived from data analyses of police agencies similar to the MPD.

TABLE 4-3: CFS Efficiency

Variable Description	Mean	Minimum	Maximum	Medford	MPD vs. CPSM Comps
Population	67,745.7	5,417.0	833,024.0	84,016	
Officers per 100,000 Population	201.2	35.3	465.1		LOWER
Patrol Percent	66.1	32.4	96.8		LOWER
CFS Rate	1.00	0.022	68.94	1.07	HIGHER
Avg. Service Time, Police CFS	17.7	8.1	47.7	20.1	HIGHER
Avg. Service Time, Public CFS	28.7	16.0	42.9	23.9	LOWER
Avg. # of Responding Units, Police CFS	1.2	1.0	1.6	1.3	HIGHER
Avg. # of Responding Units, Public CFS	1.6	1.2	2.2	1.6	SAME
Total Service Time Police CFS (officer-min.)	22.1	9.7	75.7	26.1	HIGHER
Total Service Time Public CFS (officer-min.)	48.0	23.6	84.0	38.4	LOWER
Workload Percent, Weekdays Winter	26.6	5.0	65.0	54	HIGHER
Workload Percent, Weekends Winter	28.4	4.0	68.0	52	HIGHER
Workload Percent, Weekdays Summer	28.7	6.0	67.0	59	HIGHER
Workload Percent, Weekends Summer	31.8	5.0	69.0	55	HIGHER
Average Response Time, Winter	11.0	3.1	32.2	18.6	HIGHER
Average Response Time, Summer	11.2	2.4	33.3	23.2	HIGHER
High-Priority Response Time	5.0	3.2	13.9	9.5	HIGHER

The table above shows that service times are high, and response times to both ordinary CFS and high-priority CFS are high as well. The workload percentages reported above and illustrated in Figures 4-1 through 4-8 show that patrol resources are “saturated” with too much work and are essentially one-dimensional, that is, simply reacting to CFS. The department needs to lower service demands for patrol. Considering that the MPD already engages in many demand reduction strategies, the potential for reducing demand by further reducing CFS is not promising. Civilian CSOs are deployed on patrol, calls are diverted to a report writing unit, and there is an aggressive alarm reduction program in place already. The MPD should explore other opportunities identified above, but the reality is that these measures, while important, will likely only get the department part way to solving the problem.

Demand for Service Recommendation:

- Create a CFS working group to explore the potential of eliminating workload demands and non-emergency CFS from patrol workload. (Recommendation No. 4.)

Schedule and Staffing

Taking into consideration the demand for police services and the concept of saturation index, appropriate levels of patrol staffing can be determined. The optimal level of patrol staffing will lead to the modeling of patrol schedules and act as the foundation for the staffing of the entire department.

The main patrol force is scheduled in seven teams. Six teams work 12 hour shifts and one team works 10 hour shifts. Officers on patrol have steady days off. Assignment to the patrol teams occurs during semi-annual shift bid where selections are made in seniority order.

The following table presents the combination of personnel assignments for patrol.

TABLE 4-4: Patrol Strength by Shift

Team	Hours	Days	Sgt.	Cpl.	P.O.
1	0600x1800	Sun-Tue	1	1	6
2	0600x1800	Wed-Fri	1	1	6
3	0600x1800/1000x2200	Sat/Sun-Mon	1	1	6
4	1200x2200	Tue-Fri		1	7
5	1500x0300/1830x0630	Fri-Sat/Sun	1	1	6
6	1800x0600	Mon-Wed	1	1	7
7	1800x0600	Thu-Sat	1	1	6
			6	7	44

There are 6 sergeants, 7 corporals, and 44 officers assigned to patrol. There are also six vacancies in patrol in the MPD (1 sergeant and 5 officers). Under normal circumstances each patrol team would be staffed with one sergeant, one corporal, and seven officers.

With the exception of Team 4, officers work three days on and four days off, which amounts to 36 hours each week. The missing four hours per week are banked by the officers. Every four weeks, eight of those hours are used for training, and the other eight “payback” hours are used at the officers’ discretion. Team sergeants are expected to manage that time and ensure that officers are working the “payback” time. Activities worked during the payback time can range from routine patrol, to directed patrol, traffic enforcement, administrative activities, to additional training. Officers can also elect to use that time as additional leave.

This is a very flexible and generous use of patrol time for officers. The practice allows officers to explore different facets of police operations and it provides additional support for non-patrol functions when the officers elect to do these. However, CPSM recommends the department have a more rigorous management approach towards deployment of officers’ payback time. On the one hand, it is a good philosophy to provide officers with greater autonomy in their workplace. Permitting officers to explore their interests is undoubtedly good for officer satisfaction. This should be embraced, but this should also be balanced with meeting the needs of the department and the community.

This appears to be a missed opportunity to leverage a substantial amount of patrol resources to deploy at problems and conditions in the community. Instead of an open-ended choice in the use of “payback” time, officers should be given a range of activities that are available. These activities should be designated with a balance of both officer interest and problems that need to be addressed in the community. Ideally, these two things should align, but there should be a

more purposeful selection of the activity to ensure the payback time is being used to its greatest impact.

Shift Length

The available literature on shift length provides no definitive conclusions on an appropriate shift length. A recent study published by the Police Foundation examined 8-hour, 10-hour, and 12-hour shifts and found positive and negative characteristics associated with all three options.⁴ The length of the shift is secondary to the application of that shift to meet service demands.

The 12-hour shift poses advantages and disadvantages. On the positive side, the 12-hour shift requires fewer work appearances for officers and supervisors. Presumably, fewer appearances translates into a higher quality of life away from work. From an operational perspective, the 12-hour shift results in a greater percentage of officers working on any given day, thus more officers to deploy toward crime, traffic, disorder, and community issues at any one time. This shift also affords a tight unity of command with supervisors and officers working together each shift. This promotes better supervision and better esprit de corps among employees.

On the negative side, a 12-hour shift configuration with equally staffed teams results in a constant and fixed level of patrol staffing throughout the day. Service demands vary, peaking in the evening hours and waning in the early morning hours. With a constant supply of personnel and a variable demand for their services there will be a continual surplus and shortage of resources. The MPD patrol schedule counteracts this somewhat with the addition of Team 4 working 12:00 p.m. to 10:00 p.m., but otherwise there is a consistent number of officers on patrol throughout most of the week.

Also, with this 12-hour shift configuration a “silo” effect is often created. Due to the fixed nature of the shift schedule in the MPD the separate teams do not interact often; this creates personnel “silos.” Similarly, it is difficult to communicate between the “silos” and between the teams and the executive management of the department. Lastly, shifts configured with two 12-hour shifts meeting face-to-face do not have any overlap. This creates problems as discussed earlier, particularly in the evening when CFS volume is high. One shift stops taking CFS near the end of their shift, and the other delays taking CFS on the start of theirs. In the MPD case, this is resulting in high service demands at the evening shift-change.

Ten-hour shifts are also very common. These shifts are typically the most beneficial from an employ wellness perspective. Having a compressed workweek with three days off provides a better work-life balance and is consistent with high levels of satisfaction and physical, mental, and emotional wellness. However, 10-hour shifts are very difficult to adapt to a 24x7 rotating work schedule. Ten is not a factor of 24, therefore, there will always be an overlap in daily coverage and a disjointed rotation of days off/on. This dilemma creates surplus/overlaps in coverage that if not managed correctly leads to inefficiencies that can undermine the benefits of using 10-hour shifts in the first place. The way the MPD uses these 10-hour shifts, however, is to supplement the basic patrol coverage model. Team 4 is the only team on 10-hour shifts and is simple layered over the conventional patrol schedule at the times and days determined to be most needed.

The patrol schedule in the MPD is unique. It offers many employee-friendly features, such as a compressed workweek, four days off each week, and flexible and discretionary use of payback time. Anecdotal information gathered from MPD personnel indicates the patrol schedule is liked by most officers working it, although others would welcome changes. These divergent opinions

4. Karen L. Amendola, et al, *The Shift Length Experiment: What We Know about 8-, 10-, and 12-hour Shifts in Policing* (Washington, DC: Police Foundation, 2012).

are common when dealing with any shift schedule, but the structure of the one in Medford appears to favor the employees. There are three teams of officers that do not share all the benefits of the other four “basic” patrol teams. Teams 3 and 5 have variable start times and work weekends. Team 4 works 10-hour shifts, which eliminates the payback and training time features. Essentially, four of the seven teams enjoy a preferred schedule while the other three do not.

Nonetheless, the basic structure of the shift plan for patrol operations is sound. Inspection of the workload saturation percentages (Figures 4-2, 4-4, 4-6, and 4-8) indicate a distribution of workload percentage throughout the day. While there are periods where the red dotted line spikes, this is due to shift change where there is an artificial increase in workload due to both patrol teams being out-of-service during shift change. Otherwise, there is an appropriate distribution of personnel throughout the day, albeit an inadequate number of personnel to meet the demand.

Essentially, the department has structured the patrol schedule to match the demand times properly, but not staffed enough positions to meet that demand effectively. The MPD could simply consider adding more personnel to patrol (assuming the philosophy of handling every call no matter how minor or frivolous is maintained), but there is also an opportunity to explore different shift plan alternatives. An altered shift plan using the same number of personnel could result in more officers working at critical times.

This would, of course, require a fundamental disruption in the current shift plan, so CPSM recommends that any change be considered carefully. As indicated, there appears to be wide satisfaction with the current shift plan among officers on patrol. Switching to any of the alternatives discussed below would necessitate a change from the current model, including a rotation of days off and an elimination of the payback/training time built into the current model. The alternatives discussed below are all used widely in police departments in the U.S. and viewed favorably by officers working them; these alternatives should be considered as they could help the department do a better job meeting the service demands of the community.

CPSM offers a series of different 10-hour and 12-hour shift plans for consideration.

Option 1 – Implement a Plan with Four 10-hour Shifts

This option is built on four 10-hour shifts that have staggered start times throughout the day. The following table illustrates a schedule that features four 10-hours shifts. This schedule would rely on the current patrol allocation of 1 lieutenants, 7 sergeants, 7 corporals, and 49 officers.⁵ Under this plan the number of officers assigned per shift varies. This model increases the number of officers assigned from 1000 hours until 0200 hours. This overlap period can be changed to suit the needs of the department and may be adjusted for winter and summer deployment, since workload peaks may shift during the year. The teams that have single coverage during some part of the day are staffed with additional officers in order to provide coverage.

§ § §

5. Assumes all six vacancies are filled.

TABLE 4-5:10-hour Shift Configuration

	Lt.	Sgt.	Cpl.	P.O.	Total
(Varies)	1				1
1000x2000		1	1	12	14
2000x0600		2	2	13	17
0600x1600		2	2	13	17
1600x0200		2	2	11	15
	1	7	7	49	64

Consideration would need to be given to the days-off rotation. There are several ways to design this. The following are three possible ways to accomplish days-off scheduling.

Option 1a – Weekly “Double Day”

The least disruptive approach to implementing a shift schedule with four 10-hour shifts would be to maintain two “sides” of the patrol section that essentially mirror each other. In this approach, one side would work four days opposite the other side and there would be one overlap day, or “double day.” For example, one side would work Sunday to Wednesday, and the other Wednesday to Saturday. Each side would have one weekend day off, and Wednesday could be used for training or operational deployment.

There is an advantage to scheduling training on an overlap day. As well, departments that implement this type of schedule report that it is an attractive recruitment tool and that it enjoys a high level of officer satisfaction. The downside of this schedule is that twice as many officers are assigned to work on Wednesdays, which is typically not a high-demand day for CFS, crime, or quality-of-life issues. In addition, designing a workplan should be based on the operational needs of the department. Training can be scheduled around the shift schedule, and there are workplans that can appeal to officers (prospective and incumbent). The surplus staff on one day of the week and staffing needs on other days make continued use of the current plan unadvisable. CPSM does not endorse this approach and does not recommend its implementation.

Option 1b – Days Off & “Payback”

This plan does not contend with the double day on Wednesdays. CPSM offers this alternative that could be advantageous to the department.

Instead of having teams doubled-up every Wednesday the shifts could be arranged in a rotation of four days off and four days on. Essentially, the different “sides” of the patrol schedule would rotate around one another. Under this model officers would work 182.5 days per year on average. This would translate into 1,825 hours worked each year based on a 10-hour day. Currently, officers are required to work 2,080 hours per year; therefore, this modification would result in officers scheduled for 255 fewer hours each year, or 255 hours that would be in the “payback” category.

Currently, officers in Medford have 208 payback hours. Adding hours to this payback bank could be managed since officers are familiar already with the concept and its use to support monthly training. Subtracting the monthly training would leave 159 hours owed by each officer. This is 13:25 hours per month, which could be used to address livability issues in the community and provide additional time for officers to explore their own interests.

Also, the department could detail extra officers to work on Fridays and Saturdays or for special events and cash in on this bank of time instead of paying overtime. This time could also be leveraged to plan and execute problem-based operations that tackle crime, traffic, and disorder conditions in the community. Instead of limiting these initiatives to Wednesdays (as in Option 1a) when the problem might not actually be most acute, the department could schedule these initiatives on days when additional personnel are actually needed and deploy them accordingly.

Departments also adjust the length of tour to account for shift changes more explicitly. In other words, the shift length could be 10.25 hours, with the 15 extra minutes dedicated to shift change. This presents a clear signal that Briefing is 15 minutes long and patrol starts immediately thereafter. Adding the extra 15 minutes to each day would lower the “payback” bank by approximately 46 hours; extending it to 30 minutes would reduce it by 92 hours. In either version, the department would generate a substantial bank of time to deploy in creative ways to lower costs, address crime and disorder, and still provide officers working the schedule with four days off in a row.

Option 1c – Flexible Days Off

A unique approach to staffing patrol would be to build a plan with wide-ranging flexibility. Under such a plan, once minimum staffing is determined, officers select the days they want to work while ensuring that the minimum is always met. Currently, five officers are required at any given time.

There are numerous ways this selection of work days could be accomplished. Seniority, a rotating system, or a combination of the two would work, but the basic approach is that officers take turns scheduling themselves across a fixed time period.

For example, over a 28-day period officers are required to work 16 shifts. Starting with the officer with the most seniority that officer selects any 16 days to work over the 28-day period. This could be the same four days each week with the same three days off. This might also be 16 consecutive days with 12 days off in a row. The only restriction is that an officer could not select a day that is already at or over the minimum staffing if there is a day available where the minimum has not been met.

There are 13 officers assigned to day shift. The combined number of officer days is 208 across a 28-day period. Over that same period there are 140 (28 days x 5 positions) minimum shifts required. Therefore, there should be ample opportunity for officers to schedule themselves, as well as to account for vacation, training, etc.

The section commander or one of the team sergeants would be responsible for the overall scheduling and could even block-out specific days during the period to ensure more officers are assigned. Special events, such as Fourth of July, could be designated as “must appear” days to ensure more officers are assigned than the minimum requirement.

This approach would be an attractive recruitment tool and would offer officers more flexibility in their schedules. For most, the schedule would probably be similar (or identical) to what they work now, but for others it would allow an attractive work-life balance.

If this approach were to be considered by the MPD, it is recommended that a committee of stakeholders be created to explore the mechanism for how work days and days off are selected.

The personnel complement as shown in Table 4-5 would be deployed using a staggered 10-hour shift model, with a mandated minimum of five officers on duty for each shift. Patrol personnel could be deployed in the manner shown in the following table.

TABLE 4-6:10-hour Shift Deployment

Hour	1000x2000	2000x0600	0600x1600	1600x0200	Total
12 AM		5*		5	10
1 AM		5		5	10
2 AM		5			10
3 AM		5			5
4 AM		5			5
5 AM		5			5
6 AM			5		5
7 AM			5		5
8 AM			5		5
9 AM			5		5
10 AM	5		5		10
11 AM	5		5		10
12 PM	5		5		10
1 PM	5		5		10
2 PM	5		5		10
3 PM	5		5		10
4 PM	5			5	10
5 PM	5			5	10
6 PM	5			5	10
7 PM	5			5	10
8 PM		5		5	10
9 PM		5		5	10
10 PM		5		5	10
11 PM		5		5	10

Note: *Does not include supervisors.

The table above shows that teams of five officers report for duty at multiple occasions throughout the day. From 1000 hours all the way until 0200 hours, there are two teams assigned at the same time, which results in 10 officers assigned to patrol during these times. Each team has additional officers assigned to account for regular days off, sick, vacation, etc. The exact structure of the days off could be flexible or fixed depending upon the needs of the department and the officers.

The advantages of this shift plan are that it has the same basic level of patrol coverage as the existing schedule and then increases the coverage during the busiest times and reduces coverage during times when demand is lower. This is a similar feature of the existing schedule, but this version smooths out the shift overlaps. Instead of having three periods of overlap (1-hour each at shift change from nights to days and from days to evenings, and the 10-hour overlap on four days each week) there is a regular presence of an overlap during most of the day. This mitigates the mentality of being “relieved” (and going to administrative time from patrol). The

only real “shift change” is at 0600 hours on this schedule where there is a true hand-off of responsibility for patrol from one shift to the other. During the other times of the day officers would simply remain on patrol and be joined by added resources from an oncoming shift.

Option 2 – 12-Hour Shifts

Another possibility for the MPD is to implement a 12-hour shift rotation. Police departments all around the country implement this shift length successfully. The major advantage of this schedule is that it maximizes the amount of resources that are available at any time during the day. At a minimum, 25 percent of the patrol force is working at all hours of the day. Another advantage is that the patrol teams work together at the same time as their supervisors and always work together as a team. Officers, therefore, have the same supervisor every day, and work with the same officers every day. This establishes unity of command and a high degree of esprit de corps with the team. This shift rotation has disadvantages as well. With the patrol force divided equally into four teams, the same number of personnel are assigned to work every hour throughout the day. The workload may fluctuate throughout the day, but the level of personnel assigned remains the same. This shift model requires 1 lieutenant, 4 sergeants, 4 corporals, and 50 police officers deployed in teams as illustrated in the following table.

One attractive feature of this model is it requires only four sergeants and four corporals, thus the MPD would save seven supervisory positions. In order to provide greater management of patrol under these circumstances, CPSM would recommend adding an additional lieutenant to patrol, with one responsible for the day shift and the other responsible for the night shift. Their days off would be flexible and determined by operational need. The following table illustrates this shift schedule.

TABLE 4-7: 12-hour Shift Configuration

Team	Shift	Lt.	Sgt.	Cpl.	P.O.	Total
A	0600X1800	1	1	1	13	15
B	1800X0600	1	1	1	12	14
C	0600X1800		1	1	13	15
D	1800X0600		1	1	12	14
			4	4	50	58

Option 3 – 12-Hour Shift with a Neighborhood Response Team

The shift model with considerable potential is an option which features six 12-hour shifts. There would be four main patrol shifts primarily responsible for handling CFS. Layered on top of these four shifts would be community response teams. These teams would work the same rotation of days off and be assigned to overlap the patrol teams during the times when workload demands are highest. Personnel assigned to the teams would also be responsible for conducting proactive enforcement, engage in long-term problem-solving, and act as primary resources to the organized community. One officer in each team would be assigned to be the liaison with the community groups in each beat area in Medford in addition to the other operational elements in the MPD. On a day-to-day basis the CRT would interact with the organized communities in these neighborhoods, work on their long-term issues, and be available as a team to conduct enforcement operations directed at crime, disorder, and traffic.

The following table shows how the Patrol Division might be organized under this model.

TABLE 4-8: Alternative 12-hour Shift Configuration

Team	Shift	Lt.	Sgt.	Cpl.	P.O.	Total
A	0600X1800	1	1	1	10	13
B	1800X0600	1	1	1	10	13
C	0600X1800		1	1	10	12
D	1800X0600		1	1	10	12
CRT-1	1200x2400		1	1	5	7
CRT-2	1200x2400		1	1	5	7
		2	6	6	50	64

For all of the 12-hour shifts CPSM recommends a rotation that limits the number of consecutive days worked and provides for every other weekend off for personnel. Days off under this plan would rotate on a biweekly basis. Each team would have an alternating rotation of two- and three-day combinations. The rotation illustrated in the following table is commonly known as the “Pitman” schedule. The four teams work opposite each other. Two share the same work hours, and the other two share the same days-off rotation. The rotation permits each team to have every other weekend off. This schedule calls for seven 12-hour shifts over the two-week period. This will result in 84 work hours. This will require the EMPD to fund the extra hours each period or require officers to use the overage number of hours of time each period. The logistics of the 84-hour period would need to be determined by the department.

TABLE 4-9: Biweekly Rotation for 12-Hour Shifts

Day:		1	2	3	4	5	6	7	8	9	10	11	12	13	14
Shift	Sqd	M	T	W	H	F	Sa	Su	M	T	W	H	F	Sa	Su
6X18	A	ON	ON	OFF	OFF	ON	ON	ON	OFF	OFF	ON	ON	OFF	OFF	OFF
18X6	B	ON	ON	OFF	OFF	ON	ON	ON	OFF	OFF	ON	ON	OFF	OFF	OFF
6X18	C	OFF	OFF	ON	ON	OFF	OFF	OFF	ON	ON	OFF	OFF	ON	ON	ON
18X6	D	OFF	OFF	ON	ON	OFF	OFF	OFF	ON	ON	OFF	OFF	ON	ON	ON
12x24	CRT	ON	ON	OFF	OFF	ON	ON	ON	OFF	OFF	ON	ON	OFF	OFF	OFF
12x24	CRT	OFF	OFF	ON	ON	OFF	OFF	OFF	ON	ON	OFF	OFF	ON	ON	ON

Under this model, the lieutenants could be tasked with overall responsibility of carrying out the strategic plan of the department and use their resources to reduce crime, disorder, and improve traffic safety and the response to community problems. Considering that many problems are unique to day or night, the temporal assignment of responsibility, as opposed to geographic or spatial, might make more sense for the MPD. The daytime shifts could be focused on traffic, daytime burglaries, park conditions, etc., and the nighttime teams focused on disorderly bars and clubs, car theft, DUI enforcement, etc. Each shift would have an operational plan and the lieutenants would be responsible for executing that plan and using their experience and authority to marshal departmental resources to achieve the goals of that plan.

Under this model, each team would have four officers assigned to specific beats and be expected to carry out the strategic priorities of the department. These teams would be supported by the CRT assigned to patrol. These teams work with the community and other units of the police department and city/state/federal officials to identify and solve community problems. These problems can range from crime, to traffic, to disorder, to schools, etc. Essentially, this approach incorporates the “S.A.R.A.” process of community policing (scanning,

analysis, response, and assessment) with problem-oriented policing to eliminate community problems.

Option 4 – Hybrid

A hybrid option would involve the use of both 10-hour and 12-hour shifts. For 10-hour shifts CPSM recommends a four-team plan as discussed above. Officers working these 10-hour shifts would have four steady days off: Sunday to Wednesday for example.

To complement the 10-hour shifts a different set of officers would work 12-hour shifts on the opposite days when the 10-hour shift officers are off duty. Building on the example above, and utilizing the community response team models, three teams of officers would work on Thursday, Friday, and Saturday. Therefore, Sunday, Monday, Tuesday, and Wednesday would feature 10-hour shifts, and Thursday, Friday and Saturday would feature 12-hour shifts. The following table provides an illustration of this shift schedule.

TABLE 4-10: Hybrid Option with 10-Hour and 12-Hour Shifts

Team#	Work Days	Hours	Lt.	Sgt.	Cpl.	P.O.	Total
	Sun-Wed	Varies	1				1
	Thu-Sat	Varies	1				1
1	Sun-Wed	0600x1600		1	1	7	9
2	Sun-Wed	1000x2000		1	1	6	8
3	Sun-Wed	1600x0200		1	1	6	8
4	Sun-Wed	2000x0600		1	1	6	8
5	Thu-Sat	0600x1800		2	1	10	13
6	Thu-Sat	1200x2400			1	5	6
7	Thu-Sat	1800x0600		1	1	10	12
			2	7	7	50	66

Schedule Recommendations:

- Deploy two additional patrol shifts that overlap the existing two-tour, four-shift patrol schedule. (Recommendation No. 5.)
- Designate the corporals assigned to all shifts to be the point-people to execute crime reduction and traffic safety plans focusing on “hot-spots” and “hot-people.” (Recommendation No. 6.)
- Consider modifying the days-off rotation for patrol officers. (Recommendation No. 7.)

If the department maintains the current approach to handling CFS and does not lower demand by eliminating CFS, AND no change in shift schedule is made, the MPD would need to look at adding new personnel patrol. At a minimum, under the current shift plan, CPSM would recommend adding 10 officers and 1 sergeant to the basic patrol shifts. These additional 11 officers would enable the MPD to meet minimum beat coverage requirements each shift and have additional personnel to handle workload demands, maintain a proactive approach to patrol, and engage crime and disorder conditions.

If the department remains with the status quo schedule, the patrol shift plan should be configured as illustrated in the following table with the 11 additional officers. Each 12-hour team

would have eight officers assigned, and the team working 10-hour shifts would have six officers assigned.

TABLE 4-11: Patrol Strength by Shift on Status Quo Schedule

Team	Hours	Days	Sgt.	Cpl.	PO
1	0600x1800	Sun-Tue	1	1	8
2	0600x1800	Wed-Fri	1	1	8
3	0600x1800/1000x2200	Sat/Sun-Mon	1	1	8
4	1200x2200	Tue-Fri	1	1	6
5	1500x0300/1830x0630	Fri-Sat/Sun	1	1	8
6	1800x0600	Mon-Wed	1	1	8
7	1800x0600	Thu-Sat	1	1	8
			7	7	54

COMMUNITY ENGAGEMENT DIVISION

The MPD Community Engagement Division is commanded by a lieutenant and consists of the Special Services Section and the Livability Section, which are both supervised by a sergeant. The Special Services Section is made up of the Traffic Team and School Resource Officers and the Livability Section is made up of the Livability Team and the Code Enforcement Team.

Special Services Section

Traffic Team

Traffic safety is part of the core mission of any police department. Complaints about traffic are generally the most frequent kind of complaint that the police receive from the public. Every accident that can be prevented can save the community thousands of dollars in damages and liability. The department should embrace the mission of reducing accidents, reducing injuries, and saving lives through enforcement, education, and roadway improvement through engineering. Collectively, these are referred to as the "Three Es" of traffic safety.

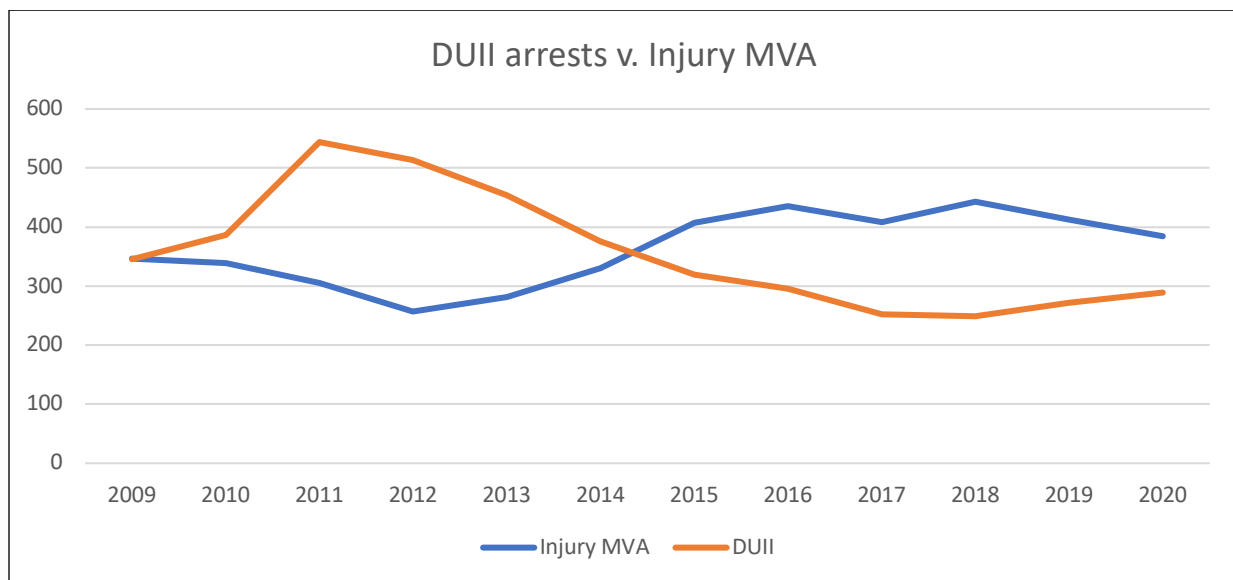
Historical data on traffic activity in Medford shows a period of decreasing enforcement and a relatively constant rate of crashes and injuries. The data in the following table was obtained from the department and shows accident reports prepared, injury accidents, fatal accidents, violations, citations, and drunk-driving arrests from 2009 through 2020.

There has been a 60 percent decrease in violations issued from 2010 to 2020. Similarly, citations dropped a little more than 60 percent and DUII arrests dropped 25 percent during the same period. However, the number of traffic crashes remained at about the same levels. For the period shown, the yearly average for accidents is 1,175, the annual number of injury accidents is 363, and there are on average 2.67 fatal accidents each year in Medford. Inspection of the table shows that annual counts appear to hover above and below these figures across the decade. The take-away here is that enforcement is not directly related to traffic crashes, and in fact the number of crashes appears to be relatively constant in the face of significantly lower levels of enforcement.

TABLE 4-12: Traffic Incidents and Violation Statistics, 2009–2020

Year	MVA Reports	Injury MVA	Fatal	Violations	Cites	DUII
2009	1,433	347	0	10,879	9,034	345
2010	1,397	339	3	12,482	9,926	387
2011	1,219	305	3	10,515	8,390	544
2012	900	257	1	10,491	8,400	513
2013	899	282	1	10,133	7,861	454
2014	975	330	4	8,977	7,001	376
2015	1,163	407	1	7,842	6,172	319
2016	1,211	436	4	7,776	6,154	296
2017	1,174	408	5	6,924	5,183	252
2018	1,232	443	4	6,144	4,706	249
2019	1,098	413	4	5,269	4,015	272
2020	1,398	384	2	5,047	3,741	289

One stark difference, however, is the inverse relationship between injury crashes and DUII enforcement. The figure below illustrates that as DUII arrests increase, injury accidents decrease and vice versa. These descriptive data indicate that there is a relationship between these two things and that the MPD might be effective at reducing accident injuries through more rigorous DUII enforcement.

FIGURE 4-9: Relationship Between DUII Arrests and Injury MVAs

The Traffic Team in the MPD consists of four officers generally assigned on motorcycle. Three are also FARO system operators, crash reconstruction specialists, and members of the Jackson County Serious Traffic and Reconstruction Team (STAR). The team also plans and organizes numerous city-wide special events, such as parades and runs.

According to the staffing roster at the time of the CPSM site visit, all four officers work 10-hour shifts from 8:00 a.m. to 6:00 p.m. Two officers work Monday through Thursday and the other two officers work Tuesday through Friday. The team has a two-pronged operational focus: enforcement and traffic accident investigation. The following table illustrates the activity of these four officers in these areas in 2021.

TABLE 4-13: Traffic Team Citations and Crash Investigations, 2021

Officer	Citations	Crashes
A	222	126
B	395	195
C	308	143
D	335	113
Ave.	315	144

Consider that Traffic Team members work four days per week, which would result in 208 appearances per officer per year. Traffic enforcement undoubtedly requires numerous absences from regular traffic duty for serious crash investigations, court appearances, training, personal leave, etc. Assuming, therefore, that officers were only on Traffic Team duty for half the time, or 104 appearances, we can put their activity in context. Based upon this estimate, the average Traffic Team officer will issue about three citations per tour of duty, and investigate 1.4 traffic accidents in a 10-hour day. Based upon these data, it appears that the Traffic Team has only a minor role in the overall traffic enforcement picture in Medford, issuing about 10 percent of the citations and preparing about the same percentage of accident reports.

Currently, the MPD tasks Traffic Team officers with responding, investigating, and preparing the accident reports for any type of traffic crash that occurs when they are on duty. CPSM recommends that this practice be discontinued immediately. Traffic officers are highly skilled and well-trained on accident reconstruction and are invaluable at the scenes of serious and fatal accidents. Utilizing this training to simply assist motorists in exchanging information at routine property damage accidents is akin to having specialized trauma surgeons putting bandages on cuts in the emergency room. It is a misapplication of the valuable skills these officers have. They should be relieved of this administrative function so that they may dedicate their time to other activities that can have an impact on traffic safety.⁶

The MPD should reevaluate the enforcement posture of the Traffic Team and evolve the focus of the team from enforcement driven to intelligence, education, hit-and-run investigations, and community engagement.

Sheer volume of enforcement, however, is not enough to improve traffic safety. In general, this enforcement should be focused on the drivers most at risk of causing accidents, at crash-prone locations, and for violations of the law that are deemed to be causing those accidents. In other words, random, or unfocused vehicle enforcement is inefficient. A target approach can yield substantial gains towards traffic safety. Even considering this approach, the enforcement activity of the Traffic Team is low. With approximately three citations per officer per day, they can hardly be making an impact on motorist behavior in the community.

Instead of concentrating on enforcement, the team should be using data-driven intelligence and leveraging patrol officers as a force multiplier to conduct enforcement at targeted

6. CPSM recommends that the MPD discontinue responding to routine property damage accidents all together and not just for Traffic Team personnel.

locations, times, for common offenses, and for high-risk offenders. In other words, the Traffic Team identifies the places and people most likely to be involved in accidents, as well as the reasons for these accidents, and communicates that information to patrol for enforcement. Enforcement would not be concentrated on weekday mornings and afternoons, but throughout the day during times when it's needed the most. For example, drunk-driving is a known cause of traffic injuries. This behavior occurs at night and on weekends when the Traffic Team is not working. Therefore, the team could identify the critical locations and times, and high-risk DUI offenders, and provide the graveyard patrol teams with that information for enforcement. They become less directly involved in enforcement and more involved in gathering intelligence and making that intelligence actionable for the entire department.

An opportunity exists to leverage the robust enforcement already being conducted in Medford towards a more focused approach to traffic safety. CPSM recommends that traffic safety be made an integral part of the strategic plan for all patrol officers. The Special Services Section under the leadership of the sergeant should coordinate the efforts in this area and leverage the efforts of the entire patrol function. Using personal injury accidents as the outcome measure, the MPD should embrace a comprehensive approach focusing on the "Three Es": Enforcement, Education, and Engineering.

Enforcement should continue to be focused at high-frequency crash locations. In addition, the MPD should maintain a list of high-risk drivers (repeat DUI, etc.) and target these individuals for enforcement.

Traffic safety education and accident awareness should be developed more strategically by the MPD. The targeting of at-risk drivers (e.g., high school students or elderly motorists) should be considered. Safe driving courses can be developed and delivered to these individuals. Currently, traffic safety school is an option offered by the City Municipal Court for some offenders of speed and red-light violations.

The MPD could also consider deploying variable message signs at high-frequency crash locations to warn motorists about the dangers present in the area. The city might consider traffic safety education instead of monetary fines for first-time violators from high-risk demographics. Communities around the country are benefiting from offering such educational programs to reduce accidents and injuries.

From an engineering perspective it appears that the MPD is doing an excellent job. Anecdotal accounts from MPD personnel indicate that it works closely with the city's traffic engineering personnel and has collaborated in the past to redesign roadway segments to improve traffic safety. Although this is not the current focus of the MPD Traffic Team, there is close cooperation and the MPD is part of the city-wide approach to roadway design.

Speed and red-light cameras have also been shown effective at reducing accidents and the MPD has a robust system in place to deploy radar vans in key locations throughout the city. The department deploys two radar vans staffed by retired sworn personnel at more than 300 sites in the community. The sites are vetted according to state law and are deployed at four-hour intervals. The van operators verify speed violations and then send these violations to RedFlex for processing. These violations are returnable to Municipal Court. The vans are deployed in response to community complaints and at-crash prone locations. This is an excellent use of resources and consideration should be given to expanding this program in the community.

In addition, the MPD deploys four fixed speed and red-light cameras throughout the community. Again, this is an excellent use of technology and the MPD is to be commended for embracing such an approach. CPSM recommends that consideration be given to expanding the number

of speed and red-light cameras to all critical intersections in the community. This high-tech/low-touch approach should be the standard, replacing the high-touch and limited deployment approach of the Traffic Team.

Expanding the use of technology, and shifting to a more strategic approach to traffic safety, leads to several recommendations that the MPD could consider with respect to the current operation of the Traffic Team.

CPSM recommends that the Traffic Team be reduced to two police officers working variable times and days off. They should abandon motorcycle patrol, abandon responding to routine crashes, and focus more on developing traffic intelligence for the use of the entire department. In addition, they should place a greater emphasis on education and engineering, and deploying available technology in the most effective manner possible based upon that intelligence. Lastly, the Traffic Team should be responsible for developing a traffic safety strategy for the entire department that, among other things, shifts the enforcement focus to patrol. To enhance this approach, at least one officer in each patrol team could be designated as the traffic liaison and be directly responsible for implementing the traffic safety strategy for their team. To support this approach, each beat in Medford should have traffic enforcement zones identified by the Traffic Team. Officers regularly assigned to these Beats, along with the team traffic officer, could direct their enforcement activities at these areas for at-risk violations and at-risk drivers. This would shift the “random” enforcement to more targeted approach and leverage the entire patrol function to conduct enforcement throughout the week.

For example, the MPD deploys officers on patrol to five specific Beats. Beats 1 and 2 are on the east side of the city, and Beats 3, 4, and 5 on the west side. Based upon traffic data analysis and community complaints, each Beat should have at least one designated “traffic emphasis area” each month, and officers on patrol should be expected to conduct enforcement at these areas. This enforcement should be targeted at the specific offenses that are contributing to the crashes in the first place. Routine, or random, enforcement should be avoided. Instead, a targeted approach should be taken. In addition, the traffic team and patrol officers should work to educate the community about these locations and work with the city departments to improve the engineering at these locations to improve safety.

Traffic safety could be a good opportunity for MPD personnel to engage the organized community by attending meetings to deliver traffic safety information. Traffic education and safety should be a natural part of that approach.

Part of the traffic safety strategy must also include careful attention paid to the demographics of motorists stopped. Not only is it important that enforcement be focused, it must be free from discrimination and bias. The MPD should begin to record the gender, race, and age of every motorist stopped in the city. Traffic analysts would then be responsible for collating, analyzing, and reporting on the demographics of motorists stopped. This information should also be analyzed for patterns and trends to identify any racially disparate stops. The information should also be publicly reported on at least an annual basis.

Traffic Team Recommendations:

- Create a Traffic Safety Team in the MPD, consisting of two police officers working under the Special Operations Sergeant. (Recommendation No. 8.)
- Reassign the other traffic officers to patrol. (Recommendation No. 9.)
- Develop a Traffic Safety Plan. (Recommendation No. 10.)

- Employ the Three E's of traffic safety throughout the department. (Recommendation No. 11.)
- Minimize the focus on random and routine traffic enforcement. (Recommendation No. 12.)
- Expand the use of technology to enhance traffic safety. (Recommendation No. 13.)

School Resource Officers (SROs)

The MPD assigns four police officers as school resource officer to local schools in Medford. Two officers are assigned to the high schools and two to the middle schools; they share coverage of the various elementary schools in the community. The School District reimburses the department \$220,000 per year for the SROs, which covers approximately 35 percent of their cost to the city. The SROs are deployed in full uniform and marked police vehicles.

The SROs provide security to these schools and work closely with the school administrators to deal with attendance and conduct issues in the school, as well as drug awareness and monitoring. The SROs also coordinate safety drills, provide staff and students education about safety, and engage in student counseling activities.

According to the National School Resource Officers Association, the typical SRO's time is committed 45 percent to education, 45 percent to counseling, and 10 percent to enforcement; this is consistent with the deployment strategy in place in Medford.

Assigning SROs to local schools is a widely used and effective deployment of resources. School violence around the country seems like an almost daily event. Dedicating officers to schools undoubtedly improves security at these facilities and provides parents with an added measure of satisfaction. SROs also provide an excellent opportunity for police officers and police departments to interact with young people in a positive and constructive setting. This benefits later recruitment. Through daily interactions and educational programs young men and women get to see officers in a different role and this helps to facilitate the process of developing positive relationships with the police. The deployment of SROs in any community is important.

Based upon the workload, the nature of crime in the community, and the personnel assigned, it is clear that the MPD is providing an excellent SRO program and resources are deployed in an efficient manner to achieve its mission.

Community Service Officers

At the time of the CPSM site visit, the MPD had 12 community service officers assigned to the department (four full-time and eight part-time). CSOs are non-sworn personnel who are deployed in uniform and support MPD operations across many units. CSOs are assigned to patrol and assist in handling CFS. They are also assigned to administrative support positions, and to the Livability Section and Investigations. They perform myriad tasks and are an essential part of the operations in the MPD. Again, the department is to commended for such a creative use of personnel.

Livability Section

The Livability Section in the MPD falls under the Community Engagement Division in the MPD. It is supervised by a sergeant and is made up of the Livability Team and Code Enforcement.

Livability Team

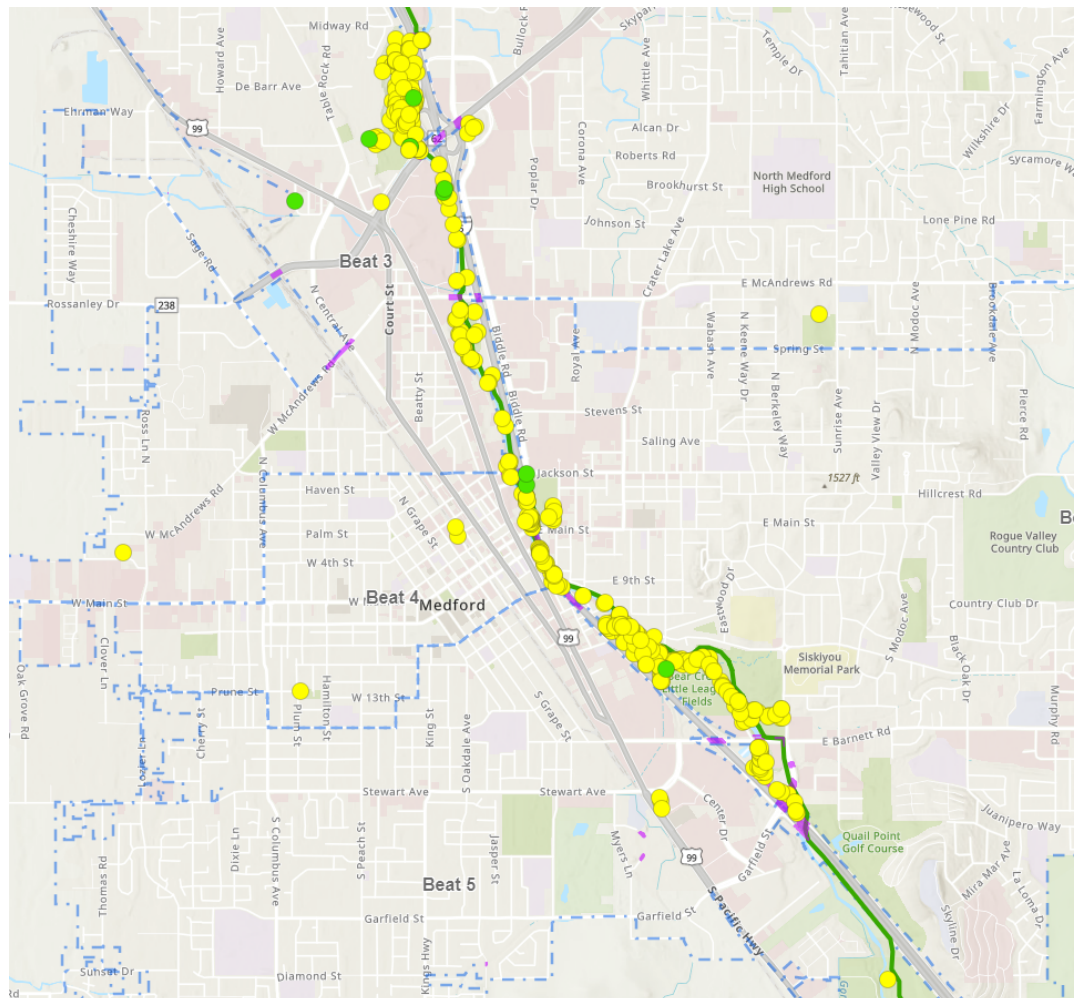
The Livability Team consists of one corporal, three officers, and one full-time CSO. Personnel assigned to this team generally work 10-hour shifts from 7:00 a.m. to 5:00 p.m. Monday to Friday. Their mission is to connect with the homeless people living throughout the city and assist them in

securing services and permanent housing. The team's primary focus is dealing with illegal camping in the city and the social disorganization that is created by unhoused members of the community.

The general operational approach taken by this team is enforcement of the city's illegal camping ordinance. A person found residing in a camp on public property is served notice that they are in violation of Medford Municipal Code Section 5.257, and are given a 24-hour notice to remove the camp and property from the public place where camping is prohibited. Every Monday the community is surveyed to determine the number of camps to be cleaned for that week. Notices are served on Monday and then the Team returns Tuesday to remind the person(s) that they are still in violation of the ordinance and subject to enforcement. The team returns again on Wednesdays with resource providers. On Thursday the camps that received notice earlier in the week are cleared.

As of the time of the CPSM site visit, there were zero active camps under notice, except of course the ones that pop up during the weekends. This approach has been in effect since 2019 and since that time approximately 438 illegal camps have been cleared, with thousands of people being offered services. The following map was provided by the MPD and illustrates the scope and breadth of these efforts.

FIGURE 4-10: Homeless Camps Cleared from the Greenway and Other Locations



The operations of the Livability Section are nothing short of impressive. Personnel in this unit were observed engaging in a robust approach to dealing with the very complex issue of homelessness. The latest count by Jackson County estimated that approximately 727 people were experiencing homelessness. And while the community engages this community to provide essential services to them, the MPD is supporting that mission by providing firm, fair, and compassionate treatment. There is an understanding that responding to people experiencing homelessness is not a law enforcement issue, but when laws are broken and disorder compromises public safety, the MPD is there to enforce the law in a measured and reasonable approach.

It was abundantly clear during the CPSM site visit that personnel assigned to this effort are consummate professionals and performing an important role for the community. Their work is only in the beginning phases and, as the effort to abate illegal camps continues, a simultaneous effort must be mounted to deal with the disorder evinced by the few members of the community that compromise the quality of life for others. The current staffing of the unit is not prepared to deal with both of these areas at the same time.

During the time of the CPSM site visit, the MPD was about to implement a dedicated patrol presence in the downtown area using overtime. This is a good use of resources to deal with the disorderly conditions present in that area. However, a more long-term and sustained approach could be considered by expanding the operations of the Livability Section. Considering the success this section has had already with the illegal camp abatement, additional personnel deployed to deal with disorderly and nuisance conditions associated with livability issues is certainly a wise investment. CPSM recommends adding three additional police officers and one CSO to the unit. The unit should expand coverage to seven days per week and expand the hours of operation to later in the day with the additional personnel.

Code Enforcement

The Code Enforcement Team consists of three civilian personnel who generally work from 7:00 a.m. to 5:00 p.m. from Monday to Friday. Their duties and responsibilities involve responding to Municipal Code violations and complaints from the community. The unit responds to more than 3,500 reports of violations each year, ranging from abandoned shopping carts to zoning violations. In 2021, the most common complaints were abandoned vehicles (988), objects left in the street (453), overgrown weeds (423), and graffiti (282). The unit also manages vacant properties that are bank-owned and assists in abating problems associated with these structures.

From a quality-of-life perspective, community decay and disorder and physical nuisances are problematic. From a criminological perspective, physical disorder is on a spectrum and related to social disorder and crime. Eradicating physical disorder, therefore, not only improves the aesthetic appearance of a community, but it is also instrumental at reducing crime. Deploying resources in the police department is a very effective approach to deal with this two-prong impact of community physical disorder.

Livability Section Recommendations

- Add three police officers and one CSO to the Livability Team to deal with disorderly and nuisance conditions associated with livability issues. (Recommendation No. 14.)

SPATIAL REPRESENTATION OF DEMAND

The figures presented previously (Figures 4-1 through 4-8) provided a thorough examination of the patrol workload demands during different seasons and by the day and week. In addition to these “temporal” demands, it is also possible to illustrate the “spatial” demands on the MPD. Examining the spatial demands permits the exploration of where incidents are occurring.

We generated maps using the CFS data we extracted from the CAD system. The maps are intended to illustrate problem areas in the city using one year of data. The goal in this section is to illustrate problematic locations in the community and the need to develop specific strategies around those locations.

As can be seen in Figures 4-11 and 4-12, there are distinct incident “hot spots” in the community. It is clear that the several of the commercial and retail areas dominate the responses by officers to both crime CFS and other CFS. This comes as no surprise, as these areas are vibrant and well-traveled parts of the community and presumably would demand a large share of attention from the police department.

Each one of the actual “hot spots” in the community could be the focus of a specific and targeted strategy that aims to eliminate, or drastically reduce, the conditions present at those locations. Undoubtedly, these locations receive the lion’s share of attention from patrol officers in the department, and consideration should be given to formulating a deliberate plan to deal with these locations in a proactive fashion.

CPSM recommends taking a more strategic approach to crime at these locations. The department should create a specific strategic plan for these general locations. All of the operational resources—patrol, investigative, etc.—should be brought to bear on crime and disorder at the identified locations. Shoplifting could just be a simple juvenile prank, or it could be part of an organized ring of retail and identity theft. Police departments across the country are seeing a growing trend of gang involvement in retail and identity theft, as well as auto larceny in the vicinity of commercial hubs. A more coordinated and strategic approach to these conditions is warranted. A strategic approach will have an impact on reducing crime and be a better use of scarce patrol resources.

The same approach should be taken for traffic safety. It is clear that, in the main, the department pays attention to those locations that experience a higher level of traffic accidents. Comparing the high-frequency motor vehicle stop locations (Figure 4-13) to the high-frequency accident locations (Figure 4-14) illustrates that the department does a good job making traffic stops at the locations where crashes occur more frequently.

Making vehicle stops at the hot spots is a good start. Applying visible patrol and traffic enforcement at hot spots is essential. But that is only part of the solution. If officers continue to check the areas and make the stops and the conditions persist, then the effort is somewhat wasted. CPSM recommends that the MPD take a more strategic approach to these issues and enlist resources from the entire department to bring to bear on the problems.

FIGURE 4-11: Spatial Representation of Crime Calls for Service (CFS)

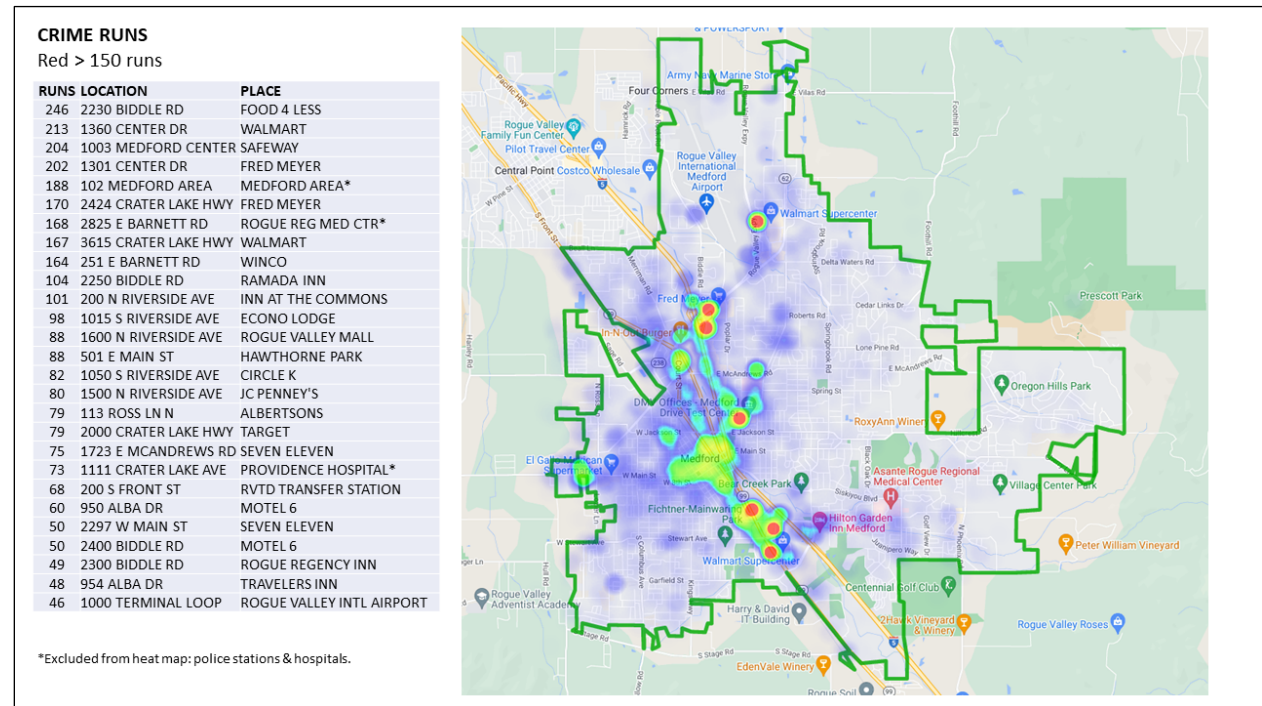


FIGURE 4-12: Spatial Representation of Community-Initiated CFS

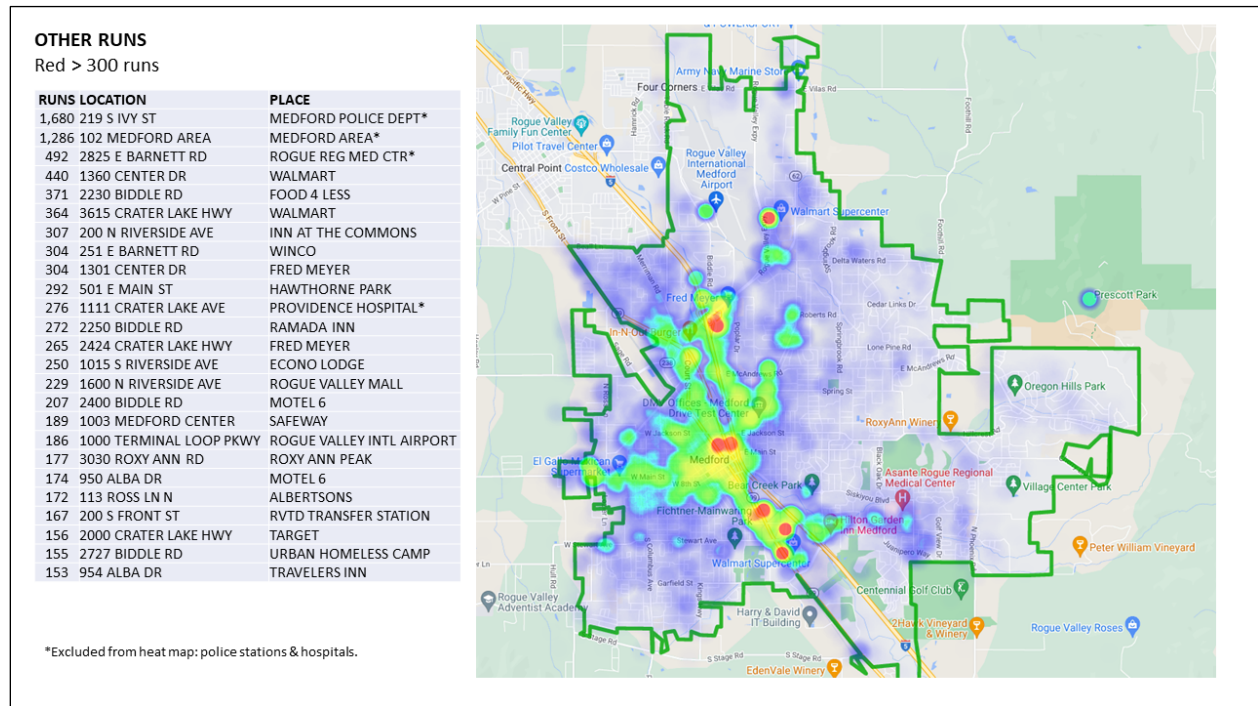


FIGURE 4-13: Spatial Representation of Traffic STOPS

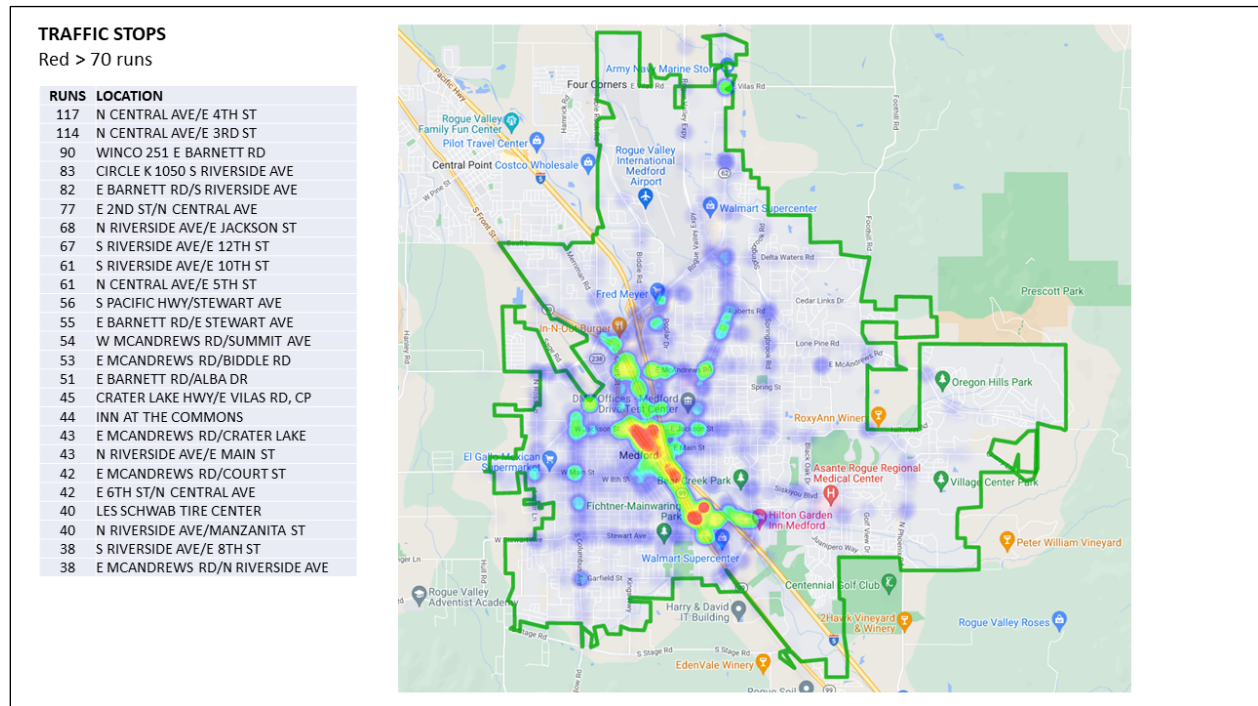
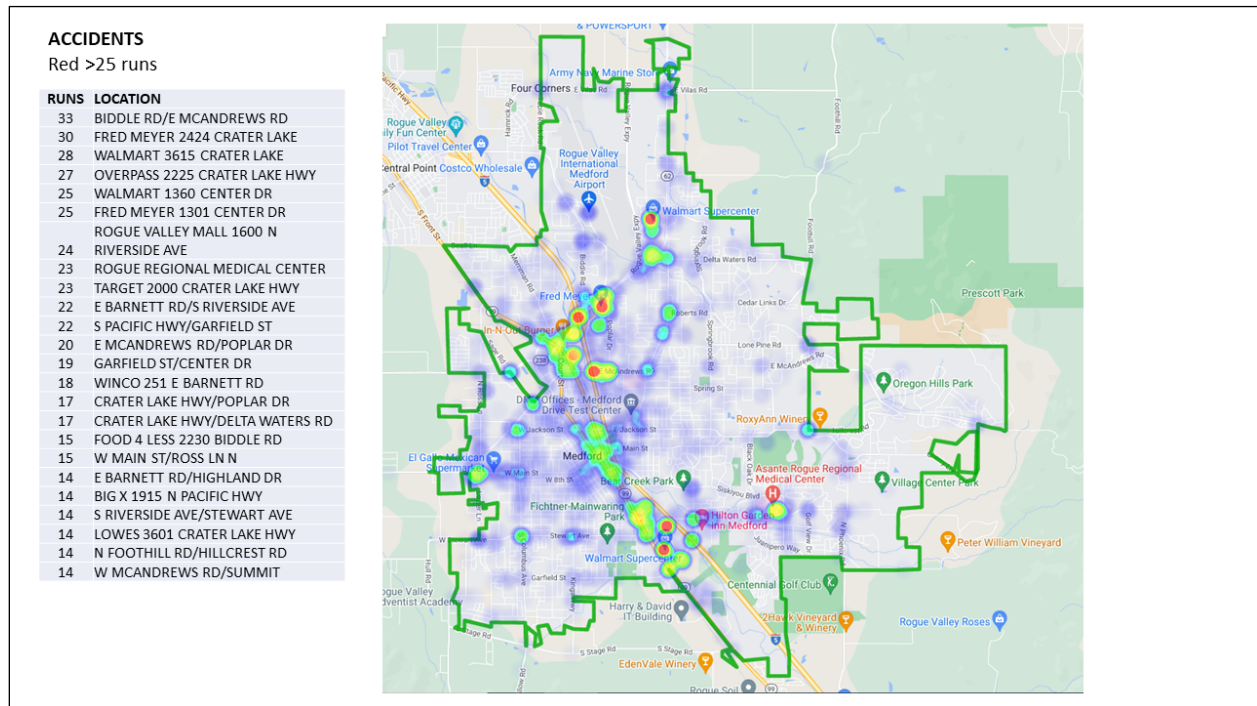


FIGURE 4-14: Spatial Representation of Motor Vehicle Accidents



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SECTION 5. INVESTIGATIONS DIVISION

Under the command of a Deputy Chief, the Investigations Division is led by a lieutenant who oversees multiple sections/units. The division is divided under the supervision of four sergeants who report to the lieutenant.

The commands include the following sections/units:

- Criminal investigators (detectives)
 - Property Crimes.
 - Violent Crimes.
 - Crime Analyst (Tactical Information Unit).
 - Community Service Officer (Pawn Shop & Property Crime).
- Medford Area Drug and Gang Enforcement (MADGE).
- Illegal Marijuana Enforcement Team (Regional taskforce- IMET).
- Southern Oregon High Tech Crimes (SOHTC).
- Crime Scene Specialist (Currently assigned to the Evidence Division).

Note: Some of the detective positions in the Investigations Division are rotational position with either 3 or 5 year rotations.

POLICIES

As CPSM explores the various functions of departments, we examine policies that guide department operations and how the department operating units comply with those guidelines. As we examined the Investigations Division, we noted an absence of section procedural manuals to guide personnel through the many facets of section work at the investigative level. Section manuals also assist with the professional development of personnel as this resource offers sample documents and databases available for the investigative process. The MPD uses the services of the Lexipol Company for policy development. The use of Lexipol is nationally recognized as an industry best practice in managing police policies, manuals, and training bulletins. The Medford Police Department's Investigations Division utilizes Lexipol policies for policy guidelines and procedures regarding police investigations and managing crime scenes.

Our review of the Investigations Division's policy development indicates it is well-managed with best practices in place. It would benefit MPD to establish a singular point of policy management with one unit to oversee the leadership and development of policy. As well, the department would benefit from broader policies regarding structured assignments and providing guidance on traditional units of work. This aspect of the assessment will be reviewed in the following sections.

It should be noted that the policies provided by Lexipol include federal and state law mandates. The drafted policies allow for a police department to develop additional language for policy guidance without violating the state and federal mandates covered by Lexipol.

It would also benefit MPD to develop structured section procedures, inclusive of resources and examples of work, to further the professional development of newly assigned detectives regarding the core functions of investigative responsibilities. For instance, there are no defined procedurals that guide operations of the detective functions (specialized crimes, on-call process, or training requirements); however, Medford does pursue a rigorous process to ensure the assignment of cases is balanced, does ensure training for essential positions, and adheres to a practice of on-call responsibilities.

Another example in the area of policy has to do with crime scene forensics, specifically crime-scene responsibilities and the collection of/preservation of crime scenes, but which are not specific to the role of the forensic technician. The MPD should continue to develop policy and procedures for this position as its responsibilities continue to expand.

The policies of the Investigations Division are contemporary, updated, and reviewed on a regular basis through the Lexipol knowledge management system (KMS). In some cases, the policies do not specially provide guidance. For example, the policy does not reflect the current placement of the forensic technician in the Property Control Unit or supervisory responsibilities of the forensic technician. Another example is the classification of a sworn police officer with the unique classification of "manager," within the Southern Oregon High Tech Crimes Unit (SOHTC).

STAFFING

The following table reflects this organization structure and the current and budgeted (authorized) staffing assigned to the division.

TABLE 5-1. Criminal Investigations Division Current Staffing (Authorized)

	DC	Lt.	Sgt.	Cpl.	P.O.	Civilian	Total
Criminal Investigations	1	1	2		11 (11)	2(2)****	17 (18)
MADGE Drug Task Force			1		2 (2)**		3 (3)
IMET/Marijuana Taskforce			1		1	1(1)	3 (3)
Southern Oregon High Tech Crimes			1		2***		3 (3)
Forensic Specialist*						.5 (.5)	.5
Crime Analyst						2 (2)	2 (2)
Total Staffing	1	1	5	0	16 (17)	5.5 (5.5)	28.5 (29.5)

Notes: *The Forensic Specialist also serves as the Property Technician (.5 position).

**The MADGE Drug Task Force has one temporary assigned officer.

***SOHTC officers hold the rank of detective.

****One Community Service Officer and an office staff technician.

In the reporting to follow, each section/unit will be assessed and reported upon individually to allow the reader to better understand how each person individually, and collectively, supports the mission of the Medford Police Department.

The Criminal Investigations Section serves as the core (traditional) investigative body of the department. Its purpose is to investigate the most serious and significant of crimes, regardless of the category, while less serious crimes are parceled out to either patrol officers or school resources officers as needed and based on detective caseload, report correction, or case sensitivity. As such, detectives investigate murders, rapes, robberies, aggravated assaults,

complex financial crimes, burglaries with significant losses, or any other serious offense as well as officer-involved shootings in coordination with regional police agencies.

The lieutenant leads and manages all detective operations, including IMET, MADGE, and the SOHTC, the crime scene specialist, and the tactical information unit consisting of two MPD crime analysts (one assigned specifically to detectives). Two sergeants supervise the detectives, and one part-time community service officer (CSO), the forensic technician (assigned to the Administrative Division), and the crime analyst. There are ten detectives assigned to the Criminal Investigations Section; they are promoted to the rank of detective during their tour in investigations. Detectives do not have a limitation on their assignment to investigations; they receive a stipend upon being promoted.

One MPD officer is also assigned to the division as the Domestic Violence officer with a rotation period of two years. The person in this assignment is not part of the Detective on call rotation. This position is of concern and it is recommended that MPD re-evaluate the total caseload assigned to this position. Also of note, is the position to the Property Control Unit and which serves as a forensic technician as needed. The Property Control Unit is assigned within the Administrative Division; however, the position is subject to call-outs or being redirected to crime scenes or collection of evidence as needed by the Investigations Division.

There is an executive support specialist who manages the workflow, Excel spreadsheets, and other professional services related to managing the Criminal Investigations Section. There is also one crime analyst assigned to detectives to manage crime trends, case clearances, and other tasks related to detective investigations and electronic databases. This aspect of CID is reviewed under the Tactical Information Unit.

A recommendation for the MPD is to review its division structure and subunits of operation within the division to possibly define specialized section/units within the Section such as the Detective Section/Violent Crime Unit. This approach would be similar to other units of operation within the Investigations Division and consistent with the newly established crime reporting system referred to as the National Incident Based Reporting System (reviewed later in this report).

It should be mentioned that the workspace, lockers, and desk availability in investigations is well-designed, organized, and provides for a positive workflow. Detectives have to hold briefings and there are private rooms to be used for meetings and interviews. The design of the office space is excellent for the work required and would enable the MPD to expand the Criminal Investigations Section for additional personnel or subunits of work.

Detectives are not assigned to specialized crime duties, especially as it relates to the responsibilities for investigating serious and violent crimes. As is custom among most police agencies with a staffing level similar to Medford's, detective sections are broken down into subunits similar to the following example:

- Robbery / Homicide (includes aggravated assaults).
- Burglary (includes larceny).
- Auto Theft.
- Financial Crimes.
- Sex Crimes.
- Family Crimes.
- Missing Persons.

- Computer Crimes.
- Night / Weekend Detectives.

Detectives specifically trained in an area are assigned to each of these subunits, based upon a proportional workload. This structure allows for detectives assigned to each crime category to receive training and develop expertise in order to master the investigative skills necessary to effectively investigate and provide expert court testimony in what may be complex cases.

As but one example, the Southern Oregon High Tech Crimes Unit requires a very unique level of training and expertise than that required to investigate a homicide, aggravated assault, or rape. It is not realistic for a Criminal Investigations detective to undergo the required training and gain the experience necessary to master the investigative skills for every type of serious or violent crime.

The department appears to recognize the importance of specialists such as the domestic violence detective as one example. Given the size of the agency, and its limited investigative division staffing levels, we are not suggesting that a detective only work on cases involving their specialty. Rather, they would serve as the lead investigator for those crimes and assist other detectives on other types of crimes as necessary. The Medford Police Department has generally embraced that principle in its training and responsibility of detectives.

Consideration should be given to taking this a step further and applying a training matrix similar to the mandatory training documented by the SOHTC Unit. Identifying required training courses with a structured policy or section manual would balance the challenge of developing specialized units of work vs. the current generalist model with some degree of expertise. The required training should also include a timeline so that the mandated training can be delivered to investigators within the first six months or one-year period of their appointment to ensure continual education and development.

Domestic Violence Detective

The domestic violence detective is a rotational two-year position for a Medford police officer. The position also investigates other types of related crimes and will partner with other detectives to investigate crimes.

This officer's involves the criminal filing of domestic violence cases and representing the department in the suspect's initial court appearance, which is a duty required by the Domestic Violence Court. Here, they provide information relative to the details of the crime in order to assist the court in determining whether the offender will be held in custody, or if eligible for release, conditions for such release. As well, and where appropriate, the domestic violence detective will assist victims in obtaining a protection order from the court. This officer is assigned a higher number of cases than the average detective but many of these cases are not DV-related and include assaults, harassment, and similar types of investigations.

Schedule

The Criminal Investigations Section detectives are assigned to work Monday through Thursday or Tuesday through Friday from 8:00 a.m. to 6:00 .pm. A few are assigned Monday through Thursday or Tuesday through Friday from 7:00 a.m. to 5:00 p.m. There is an on-call rotation for after-hours and weekend incidents; detectives take turns rotating as the on-call investigator.

Detectives are split between specialized personnel in the area of homicides and family/children's investigations and the other detectives who work various generalized crime investigations. Specific detectives are also available for deployment for regional call-out team

for officer-involved shootings in the Jackson County region. The regional cooperation agreement is the guiding internal document and consideration should be given to including these guidelines in the MPD policy or future section manuals for reference and adherence.

The other units within the division such as the Southern Oregon High Tech Crimes, Medford Area Drug and Gang Enforcement Team, and the Illegal Marijuana Enforcement Team all function on a 4/10 work schedule. Often, these units are required to be flexible and adjust work hours, workdays, and additional (overtime) as needed, based on the unpredictability of gang and drug activity in the region.

Case Intake

Law enforcement agencies vary widely in case intake policies and practices relative to investigative division functions. In some agencies, all cases are assigned to detectives for review, and follow-up investigation where appropriate. In others, only felony cases are generally referred to detectives, while patrol officers are responsible for the investigation to completion of misdemeanor cases. Various hybrids are utilized by others. Decisions as to the case intake processes are often driven by staffing levels.

MPD utilizes a review process by the Section sergeants to assign cases and evaluate workloads. Based on increased investigative caseloads, lower-level crimes might be returned to patrol for additional investigative efforts, requiring patrol officers to complete additional work before assigning the case to investigations. The patrol case assignments are not tracked by the CID sergeants and oftentimes the case work by patrol officers is not tracked in the computer-aided dispatch system. When a crime occurs in Medford, patrol officers generally serve as the first responder and take the initial report. If the case qualifies as a major or serious crime, the Criminal Investigations Section will ultimately investigate the case. Examples of such crimes include:

- Homicide.
- Robbery.
- Sexual assault.
- Aggravated assault.
- Special circumstances criminal incidents.
- Officer-involved shootings under a regional agreement plan for outside police agencies to assist with OIS and major investigations.

Less urgent and minor crimes such as simple assault, burglaries, general thefts, auto thefts, and similar crimes are assigned to CID detectives; however, as previously mentioned, depending on the workload, the original handling unit (patrol officer) may occasionally retain cases. This assignment is considered by the two detective sergeants based on the complexity and the seriousness of investigations. In the event an investigation requires expertise beyond that of the patrol officer, and a significant commitment of time, the case may be reassigned to detectives to either assume control of the investigation or assist the patrol officer. This creates a challenge for patrol officers as their available discretionary patrol time decreases due to investigative caseloads; however, CID supervision maintains awareness of this effort.

Examples of when cases are assigned to patrol officers include reports in need of further investigation or considered to be incomplete, or when patrol officers work in CID on their training days. The MPD utilizes an approach of utilizing one department training day for all sworn personnel and occasionally on these training days patrol officers are assigned to CID for professional growth. The one-day rotation offers patrol officers an opportunity to further develop

their investigative skills by handling lower priority crimes. At times, the patrol officer will continue with the assigned case investigation as they return to regular patrol duties. In addition, officers are assigned to CID in temporary or modified positions due to work restrictions related to injuries. During these periods, officers will be assigned cases to investigate and may occasionally retain these cases when returning to patrol duties. These cases are not tracked under the same process as the CID detectives for case management or clearances.

The two CID sergeants review police reports and, as discussed, decide when a crime report needs to be returned to the patrol officers for additional work. Whether the case is retained or transferred to a patrol officer, the case is ultimately filed for prosecution and tracked in the management system by CID detectives. The CID detectives will complete the filing process and required investigation efforts. It is recommended that MPD enter and manage investigative cases by assigning patrol officers into MPD's case management system for consistency and enhanced management. This will assist in routine audits and provide a clearer snapshot of caseload management and clearance rates.

Central Square Technologies (CST) is the department's computer-aided dispatch and records management system (CAD/RMS) software. CST also serves as the case management vendor for the MPD case management system. Since the implementation of CST in 2020 challenges have emerged with data migration from the legacy system to CST. There is an opportunity for MPD to better understand the system's abilities and make enhanced use of CST as a universal tool. This situation is not an uncommon occurrence for police agencies when a new CAD/RMS system is implemented; users need to be properly trained and use the new system consistently for there to be successful implementation. MPD's challenges with the new CAD/RMS system are being overcome through training, better understanding of the CST system, and the development of data migration solutions.

In the interim, MPD has developed provisional arrangements as CID uses databases separate from the CST system. It would benefit MPD to reach a point where the CST system is the primary tracking mechanism for caseload assignments, which would enable the development of investigative dashboards for trends and emerging issues.

It is a universal challenge in policing to utilize only one system; thus, the creation of "stand-alone" databases or management software is common. Even though at present the supervisors track this process in stand-alone systems, a review of case solvability factors by the CID sergeants indicates the system is well-managed by the current practices.

Case Management

Examination of the types of crimes being investigated provides some insight into the relative workload and associated staffing. The following table includes all detectives, total cases assigned, the number of detectives, average cases assigned per detective, and finally the average workload per detective.

TABLE 5-2: Detective Division Case Assignment and Closed Cases, 2020 & 2021

Cases Assigned	Jan.–Dec. 2021	Jan.–Dec. 2020	Detectives Assigned to Function*	Average per Detective
All Detectives	632	846	11 (15)	57.45 (42.1)
Cases Closed	348	480	11 (16)	31.6 (23.2)

Source: Medford Classification and Breakdown by Detective Report

This table includes the 10 budgeted detectives and one domestic violence officer for a total of 11; however, the number of 15 detectives in parentheses represents the entire 2021 roster inclusive of retirements and transfers. The average caseload assigned is also based on the allotted number of budgeted detectives and the total number for the year in parentheses

There are no absolute standards to determine appropriate caseload for police investigators. One murder investigation could occupy the time of several detectives for months, and on the other hand, one detective could handle hundreds of theft cases in a similar period. Nonetheless, the International Association of Chiefs of Police (IACP) suggests that a detective caseload of between 120 and 180 cases per year (10 to 15 per month) is manageable.

The anomaly in our review of case numbers is the 116 cases assigned to the rotational officer in detectives classified as the domestic violence detective. The 116 cases (of 632 in 2021) assigned to this detective represent 18 percent of all cases assigned to detectives; this is nearly double the number of the average number of cases assigned to each detective. It is important to understand that the length and depth of other detectives' investigations can be much more difficult and time-consuming than many of the less critical cases the D.V. detective is assigned. These cases include assaults, harassment cases, and criminal contempt investigations as well as others. However, it is recommended that MPD take this opportunity to examine the caseload of the domestic violence officer.

Other sources suggest that departments should staff one detective for every 300 UCR Part I Index Crimes recorded each year. However, over the past few years changes in investigative techniques and mandates have altered the trajectory of investigative works. Many basic search warrants require a much higher level of investigation and time commitment due to the need to examine such things as smartphones and information such as cell tower data from hundreds of cell towers (as an example). This has increased the complexity of investigative work by the number of technology systems utilized. Therefore, the time required to investigate a case with pursuable leads has likely increased over the past few years with no empirical metric yet developed as a "benchmark" for police agencies. The technology systems used by the Medford Police Department to support investigations are listed below; this list offers an indication of the investigative time now required to research, review, and act on investigative data.

- ESRI ArcGIS Pro, mapping and analytic software.
- Microsoft SQL Server Reporting Services, data storage, query, and analyzing.
- Crystal Reports, customized data reports.
- GeoShield, location data intelligence for existing incidents, calls, and other resources.
- Penlink, a comprehensive collection and data analysis application.
- i2 Analyst Notebook, visual analysis tool for social networks and geospatial/temporal views to connect patterns in data.
- CellHawk, cell phone data analysis system.
- Central Square Inform Records Enterprise, manages local government systems.
- Vigilant License Plate Reader.
- Flock License Plate Reader.

Cases that are determined to require investigation through the case intake process are assigned to a detective for investigation. The CST case management system allows for tracking of these

cases; however, due to data migration challenges, the system is not used for case management. CPSM requested information as to what is captured and tracked in the case management system and received and reviewed a copy of a sample report. It contained the following information:

Case Classification/Disposition Report:

- CX – Closed.
- S – Suspended.
- CA – Arrest.
- CC – Cited.
- COA – Arrest by patrol (more commonly referred to as an assist).

MPD Case Assignment/Disposition:

- Arrests.
- Citations.
- Outside clearance.
- Closed.
- Open.
- Search warrants served.
- Classification/crime breakdown.

Separately, MPD tracks the individually assigned cases for audit and management assessment. The audit and management report includes:

- Assignment of cases by individual,
- Case numbers with supplemental (updated) report dates,
- Suspect identifiers,
- Date assigned and status of case as open vs inactive,

These reports are created and maintained separately from the Central Square Technologies software program. Once the migration challenge is mitigated it would benefit the MPD to utilize just one reporting system throughout the department. This integrated level of report would enable comprehensive case updates and audit abilities, and would help ensure detectives are actively pursuing case investigation leads and regularly reporting outcomes.

In our assessments CPSM often offers an alternative to the factors an agency uses to evaluate the solvability of a case. We believe these solvability factors help to provide guidance that gives supervisors discretion in determining whether a case warrants investigation. These solvability factors include but are not limited to the following:

- The suspect is named.
- The suspect can be identified.
- The address of the suspect is known.
- The suspect can be located.

- The license plate number of the vehicle used in the crime is known.
- The vehicle can be identified.
- There was traceable stolen property.
- There were identifiable latent fingerprints lifted from the scene.
- There was potentially identifiable forensic/biological evidence collected.
- A significant modus operandi has been recognized in the case.
- It is reasonably suspected that there was a limited opportunity to commit the crime.
- There is reason to believe that further investigative effort will lead to the solving of the crime.

These solvability factors, while offering greater discretion to the reviewing supervisor, are consistent with best practices.

While MPD's practices fall within generally accepted elements of case management, some important elements of an effective case management system are not included. These include automated notification to supervisors of investigations exceeding normal completion periods and/or case updates, and clearance rate percentages by individual detective. We note here as well, that as we attempted to acquire historical case management data, we were advised that it could not be accurately extracted from the case management system due to the migration of data between the legacy CAD/RMS system and its newest vendor, Central Square Technologies.

According to the national benchmarks, it would appear that Medford PD has adequate resources to manage criminal investigations when considering the Section's total caseload and staffing.

Unsolved Murder Cases/Missing Persons (Proposed)

At present, no cold case (unsolved) homicide unit exists at MPD; at present, there are two existing unsolved homicides that were committed since 2000. Both cases are assigned to current MPD detectives. MPD maintains cold case missing person cases dating back to the oldest in 1978. There are seven missing person cases from 1978 to 2013 and none from 2013 to 2020. However, there has been a noticeable increase in cases lately with eight open cases from 2021 and eleven 11 (year-to-date) in 2022. Prior to 2021, MPD utilized the services of a part-time (retired) detective who conducted follow-up on all missing person cases. Due to the COVID-19 pandemic the position was eliminated due to health concerns as well as because of the economic impact of the pandemic.

With advances in technology and other investigative avenues, there may be opportunities to reexamine unsolved murder (suspended) cases. Any vacancies may provide a suitable opportunity to use salary savings to bring in a part-time, retired detective(s) to reexamine such cases; this work could be combined with missing persons investigations to help elevate the workload for CID detectives. The part-time detective could provide a review that may identify leads or other factors to investigate. Those could then be assigned to a major crimes detective for follow-up, which may be as simple as sending biological/trace evidence to the crime lab for analysis or contacting missing people located by the part-time detective via technology or social media platforms. This is a low-cost way to appropriately reexamine these troublesome cases with the hopes of bring the perpetrators to justice and relief and closure to the families of the victims while also locating missing persons.

CID Training

Currently, MPD ensures CID detectives receive proper training for their individual types of investigations; however, no training matrix nor required courses are listed in the policy manual for mandated training. Equally, the State of Oregon does not require perishable skill training in the investigative knowledge and experience areas of performance.

It is recommended that MPD develop a training matrix for new detectives entering CID and ongoing professional skill development for seasoned investigators. Traditionally, new detectives learn from other more senior detectives, and can ask for advice or guidance from another detective or supervisor. As training becomes available, such as Basic Investigations Courses, investigators will attend when possible, depending on caseloads. Advanced training is also encouraged as detectives continue in their positions.

Following a formal training plan will ensure best practices and cotemporary investigative approaches. New detectives should receive training within a designated and reasonable period of time upon their appointment. The development of a training matrix listing required/desired training should be established for each assignment within the division. By developing specialties of assignments training can be tailored as necessary.

Supervisors can then track their employees' progress to ensure that this training is prioritized over other training offerings that may be available. For instance, as training requests are submitted, the course curriculum can be evaluated to determine if it is relevant to the assignment, especially if other core courses have yet to be completed.

It is equally important and recommended that CID develop a reference manual for detectives and supervisors separate from the department policy manual. This should include common forms, search warrant samples, and operational guidelines. Examples of manuals are available from other police departments. These operational manuals benefit new detective staff and supervisors, easing the transition into investigations. As an example, the Carlsbad, Calif., police department has an outstanding training program and is an excellent resource for the latter recommendations.

Rotation Schedule

Similar to other Medford assignments, the detective assignment is permanent, in effect creating organizational "silos" unless the individual detective is promoted or makes a choice to rotate to patrol. CPSM would suggest that this model does not serve the best interests of the department and its workforce and that a rotational schedule should be considered. There are a number of reasons for such an action, and CPSM recognizes the challenges of establishing a rotation schedule. While we will address rotation in detective positions here, it applies throughout the department and certainly for the regional taskforces (which we will discuss). We will re-state this point at that time. The reasons for having a rotation schedule include:

- Opportunities for other employees to gain valuable experience in such an assignment.
- The potential for stagnation.
- New energy and ideas may be brought into the workforce force.
- Officers rotating out of investigative assignments bring valuable experience into their new assignments that they can share, especially relative to patrol or other enforcement-related assignments.

- As personnel are promoted, they would bring more diverse experience into their supervisory/leadership roles versus being largely singularly dimensional. This enables them to be more informed decision makers, which benefits the department. Promoted employees are not just focused on that section in which they might have spent the most time.

However, there are a couple of considerations. Certain investigative assignments require a high degree of training and expertise to be effective. These include, but are not limited to, homicide, high-tech crimes, financial crimes, crimes against children, and multidisciplinary accident investigations. A term of four to five years, which is a normal rotation schedule in many agencies, is generally not sufficient to master the skills and experience necessary to effectively investigate the areas noted. A policy that allows for department discretion in extending such special assignments is appropriate, and CPSM would encourage that those investigative areas mentioned here receive high consideration for such an extension, in some cases indefinitely. The challenge of returning experienced detectives to patrol is an investment in the department but one that requires strategic decision making and further discussion.

Civilian Staff (Proposed)

Virtually all law enforcement agencies of Medford's size and complexity utilize civilian support staff in their Investigative divisions. They perform clerical and investigative support functions in a wide variety of ways. The Medford Police Department has positively invested in the use of three crime analysis technicians, two of which are Medford PD employees while the other is a shared resource from the Jackson County Sheriff's Department. The Medford PD reports that the process is underway to staff a third MPD full-time crime analysis technician since a current crime analysis technician will transfer to the Office of the Chief of Police to provide greater focus on crime trends and analysis for the department. To provide opportunities for civilian staff advancement and at the same time meet the needs of the department, the MPD should examine duties that civilians could perform in support of Investigations personnel, such as:

- Victim follow-up contact.
- Transcription services.
- Gun release approval and documentation.
- Freedom of Information Act requests specific to Investigations.
- Preparing case transmittals for patrol-generated arrests.
- Assisting with missing persons (non-critical).
- Assisting with or certain duties at crime scenes.

Each of these duties, and more, are suitable to be performed by a civilian employee at a substantially reduced cost compared to a detective's compensation. This would also free up commissioned officers to perform more critical duties. We strongly suggest that consideration be given to having civilian staff handling a wider array of duties in Investigations.

MPD utilizes a community services officer to perform a few of the functions listed above. The CSO is a part-time position that is assigned to the CID detectives for varying duties. The CSO helps locate stolen property through programs such as LEADS Online and other resources, while also working closely with property crime detectives in their investigations. The CSO also communicates and works with local pawn shops to ensure compliance with stand and local regulations. The Medford CSO is a strong example of civilian utilization within a police department.

Equally, the use of a forensic technician requires additional forethought and growth in the position; however, it is another positive example of MPD evolution of civilian personnel.

Case Clearance Rates

Clearance rates are an important measure of an individual detective's performance and can lead to the identification of training needs, additional supervisory oversight, and in some cases reassignment from the unit. Staff indicated that CID is responsible for maintaining information on clearance rates, managed by office staff and the crime analysis technician.

CPSM maintains that while preventing a crime is of utmost importance to any law enforcement agency, solving crime should have parity. The solving of crimes which results in the prosecution of offenders not only prevents future crime, it provides much-needed closure to crime victims. Clearance rates as defined and measured by the FBI Uniform Crime Report (UCR) have been the benchmark for a department's effectiveness in solving crimes.

Historically, the UCR established a strict three-prong criteria for clearing of a case. For UCR reporting purposes, a crime is considered cleared when: (1) a law enforcement agency has arrested the offender; (2) the offender has been charged with the offense; AND (3) the offender is turned over to the court for prosecution (whether following arrest, court summons, or police notice). The arrest of one person may clear several crimes or the arrest of several persons may clear only one crime. Convictions or acquittals are not factored into clearance rates.

In 2016, the Criminal Justice Information Services (CJIS) Advisory Policy Board (APB) decided that the FBI UCR Program would transition to a National Incident-Based Reporting System (NIBRS), with data collection for that systems to begin in 2021. All federal, state, local, and tribal agencies were required to implement a transition plan for crime reporting. Police agencies were to begin reporting NIBRS crime statistics in January 2022. The MPD met that deadline and began to report Part I and Part II crimes into the new group reporting system under the NIBRS data collection system; however, full migration has not occurred. NIBRS requires crimes to be reported under group A or group B types with three classifications:

- Crimes against persons.
- Crimes against property.
- Crimes against society.

In September 2021, MPD initiated the new NIBRS mandated reporting system and incorporated NIBRS group types and the three crime classifications into its monthly reports. As mentioned earlier in this report, the data migration from MPD's legacy system to the new Central Square Technologies had been challenging and limited the transition to one stand-alone system.

The new NIBRS reporting system will likely lead to initial increases in crime reported due to changes from the UCR's summary reporting system to the NIBRS incident-based reporting system. NIBRS allows up to 10 offenses to be reported per incident. Under NIBRS, each crime within an incident is one crime to be counted, potentially leading to a higher reporting number. As mentioned, MPD initiated the new reporting system for the fourth quarter of 2021. The result was that MPD reported a 14.5 percent increase in crimes against persons with 1,175 in 2021 compared to 1,026 in 2020. At the same time, under the NIBRS group B reporting, MPD reported a 29.5 percent decrease with 4,604 in 2021 compared to 6,529 in 2020. Overall, the reported NIBRS group A and B totals led to an 18.8 percent decline in total crime reports. MPD continues to assess and reconcile the data between the UCR and NIBRS reporting systems. It is best to state

this is a work in progress and MPD has made the needed changes to report crime data under the NIBRS mandated reporting.

The following tables offer a look at Medford's crime numbers and clearance rates. Table 5-3 in an overview of all crimes against persons and crimes against property along with the clearance rates for 2020 and 2021. It should be noted that the clearance rates in Medford are higher than the national averages. The Medford Police Department is a model agency with its overall clearance rates as compared to the national clearance rates. According to the FBI UCR reporting the average violent crime clearance rate is 41 percent and the national average for property crime clearance is approximately 14 percent. The MPD exceeded those rates in both 2020 and 2021.

TABLE 5-3: Total Part I Crime Count and Clearance Rates, 2020 & 2021

Reported Offensives	2021	2020
Crimes Against Persons	1,175	1,026
Crimes Against Persons Clearance Rate	55.2%	62.1%
Crimes Against Property	4,604	6,529
Crimes Against Property Clearance Rate	23.1%	25.9%

Source: Medford UCR Year of End Report for 2021.

TABLE 5-4: Reported Medford and National Crime Clearance Rates, 2020

Crime	Medford			National		
	Crimes	Clearances	Rate	Crimes	Clearances*	Rate
Murder Manslaughter	2	2	100%	18,109	9,851	54%
Rape	36	18	50%	110,095	33,689	31%
Robbery	94	53	56%	209,643	60,377	29%
Aggravated Assault	256	166	65%	799,678	371,051	46%
Burglary	296	76	26%	898,176	125,745	14%
Larceny	3,012	690	23%	4,004,124	604,623	15%
Vehicle Theft	307	87	28%	727,045	89,427	12%

Note: *Clearances were calculated from crimes and clearance rates, as these numbers are not directly available from the FBI. We could not locate clearance data at the state level for 2020.

As noted above, individual detective clearance rates, or rates for the Investigations Division as a whole, are not tracked under the present case management system. We believe the use of the CST software for case management should continue to be a top priority for the MPD as the data mitigation challenges are resolved.

Summary

Our examination of caseload data suggests that there is adequate staffing of investigators to meet workload demands. However, the current level of clerical support requires investigators to perform a variety of tasks that in virtually any agency of this size, are performed by civilian support personnel.

The present case management system is functioning well and the MPD utilizes Crystal reports and legacy data to manage caseloads. However, the full potential of the Central Square Technologies system has yet to be reached for MPD. As the migration and training challenges are overcome, CST will offer more robust capabilities to better serve the department.

The MPD should consider a rotational schedule for some detective assignments to enhance professional development among sworn officers. A rotation would better serve the broader interests of the department.

The recommendations offered will provide opportunities to develop contemporary solutions to many of the issues that serve as impediments to the CID performing optimally.

Investigations Section (Detective) Recommendations:

- The department should consider restructuring the Criminal Investigations Section into sub-units such as Violent Crimes, Financial Crimes, Forensics, Burglary, Auto Theft, etc. to enable the development of expertise. (Recommendation No. 15.)
- It would benefit MPD to reach a point where the CST system is the primary tracking mechanism for caseload assignments; this will enable the development of investigative dashboards to monitor for trends and emerging issues. The department could then eliminate the use of stand-alone reporting systems such as Crystal reports or other specialized reports. (Recommendation No. 16.)
- It is recommended that MPD develop a training matrix of courses for new detectives as well as experienced personnel to ensure the ongoing professional development of all personnel. (Recommendation No. 17.)
- It is equally important and recommended that CID develop a reference manual for detectives and supervisors separate from the department policy manual. This should include common forms, search warrant samples, and operational guidelines. (Recommendation No. 18.)
- CPSM recommends that MPD evaluate the greater use of civilian support staff in the Investigations Division to perform non-essential investigative functions and less urgent missing person investigations. (Recommendation No. 19.)
- While overall CID staffing appears to be adequate, an examination of workload demands for the domestic violence detective should be conducted to ensure the best equity in caseload management. (Recommendation No. 20.)
- Consideration should be given to hiring a temporary part-time detective/retiree or identifying a currently available officer/detective/corporal to review unsolved homicides and missing person investigations. (Recommendation No. 21.)
- Explore the opportunities to incorporate a more comprehensive case management system utilizing the Central Square Technologies software to better serve supervisory needs in tracking cases and evaluating individual detective performance. This would include tracking case investigations assigned to patrol officers. (Recommendation No. 22.)

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CRIME SCENE TECHNICIAN

The MPD forensic technician is assigned to the Property Control supervisor under the command of the Administrative lieutenant. The forensic technician position is a highly specialized duty with a required expectation of ongoing professional development and certifications in various crime scene responsibilities. Successful identification and collection of evidence, especially trace and biological evidence, is of paramount importance in successfully solving crimes and prosecuting offenders. Technicians must have a high degree of training, experience, skill, and commitment to master this art. Each is of vital importance to this effort. CPSM acknowledges MPD's commitment to a best practice approach in defining this job responsibility as well as establishing an inclusive work environment by assigning a professional (civilian) staff member to this vital role.

The department employs a generally accepted practice where minor crime scenes are investigated by patrol officers as well as the more serious crime scenes when patrol personnel are skilled in these types of investigations. At Medford, this is a shared responsibility, led by the CID sergeants, detectives, and the crime scene technician. CID is also reliant upon patrol officers to assist in the collection of evidence at many minor property crime scenes. This division of responsibilities is not presently delineated in policy. In discussions with staff about the division of responsibilities we noted that a more detailed procedural manual would benefit the field work while enhancing investigative efforts.

The policy defining the forensic technician position and functions of the assignment is very limited and it is recommended that MPD develop a more robust policy. The forensic technician is assigned to the Property Control Unit under the Administrative Division. It is recommended that MPD consider a more defined policy with an evaluation of where this position should be allocated within the department. The placement of the position under CID would allow for more interaction and experience with detectives.

A more standard policy for the forensic technician would help provide for better oversight and growth of the position as MPD continues to expand the position's services. An accompanying recommendation is to also begin to build a section manual for the forensic technician as that position's responsibilities grow. There are ample policies and section manuals from other departments available for consideration. CPSM can refer staff to contemporary agencies of equal size for policy and section manual development. MPD has developed the appropriate procedural policies including processing latent fingerprints (804.06), fingerprint examinations (804.08), and forensic case review process (804.09).

An MPD patrol corporal is assigned to each patrol team and has the capacity and knowledge base to handle the basic responsibilities of crime scene management until the arrival of the MPD forensic technician. The challenge for the MPD is that the forensic technician also serves as the property & evidence technician. This approach can be problematic, and the splitting of job responsibilities can lead to diluting the focus on crime scene investigations as well as create workload challenges. This should be a full-time duty assignment for MPD.

As we noted, the level of training and experience required to master the skills required of this position are significant and continuous. CPSM would encourage the department to consider migrating toward a full-time civilianization of the position under the direction and supervision of the CID sergeants. Such forensic personnel generally become more highly trained and experienced than their sworn counterparts.

Should the department choose to establish a full-time civilianized position, it is strongly encouraged to establish a training manual for the position in accordance with state and national standards.

Work Schedule

The crime-scene technician is an “as needed” assignment and used when serious and violent crimes occur. The work schedule for the technician is primarily based on the property and evidence room regular work hours of Monday through Thursday or Tuesday through Friday from 7:00 a.m. to 5:00 p.m. The need to separate these two positions should be considered as a top priority for the MPD. The forensic specialist is limited in duties and does not provide any specific forensic evidence functions at major crime scenes, homicides, and officer-involved shootings. These crime-scenes are managed by MPD detectives and utilize county forensic specialists

Workload

The duties of crime scene forensic technicians specifically related to evidence collection/processing include the following, for example:

- Processing and collection of evidence at crime scenes to include:
 - Photography.
 - Video walk-through (major incidents).
 - Evidence collection/packaging/voucher plus any additional lab processing.
 - Latent print processing.
 - DNA/Trace evidence collection.
 - Attend all autopsies for MFD incidents.
 - Assist MFD with arson/fire investigations.
- Courtroom testimony to include extensive pre-testimony preparation.
- Public fingerprinting.
- Train new officers in latent print processing.
- Assist at major accident investigation scenes.
- Assisting outside agencies with crime scene processing and analysis.

Case Management

A dedicated case management software program is not utilized to quantify the forensic technician’s workload. CPSM requested workload data for the forensic technician from the past three years; however, MPD records were unable to identify the cases worked with CID and those worked via Patrol calls for service. The following data was provided and includes all photographs, crime scene responses, collection of evidence, and other type of crime scene functions:

- 2018 – 719 cases.
- 2019 – 941 cases.
- 2020 – 874 cases.

All cases involving the forensic technician are recorded and tracked by the Property Control supervisor. It is recommended that MPD develop a forensic case management system that separates CID and Patrol cases for audit purposes.

The absence of a dedicated case management system for the forensic technician position is a challenge and one that MPD should resolve. While total cases processed is easily recorded, important information as other factors such as the number of cases with workable evidence, information on the number of fingerprints submitted through the Automated Fingerprint Identification System (AFIS), the number of DNA samples submitted for match through the Combined DNA Index System (CODIS), matching “hits” for both AFIS and CODIS records, and a variety of other data should be readily available. This is important information for managers as they assess the effectiveness of the department's efforts collectively, as well as those of individual investigators. The case work that derives from CID and Patrol should be separated and tracked for audit.

The total number of cases represents a very high caseload for one technician and especially in a position that is considered part-time. The total number of cases are inclusive of other types of evidence collection and one of the likely reasons of the high number. It is recommended that the intake of cases and tracking of internal reports, evidence processed, and whether DNA is recovered be added to the spreadsheet of items reviewed for a better account of work performed by the forensic technician.

Training

As we discussed in the intro to this section, forensic investigation of crime scenes is a highly specialized duty. Successful identification and collection of evidence, especially trace and biological evidence, is of paramount importance in successfully solving crimes and prosecuting offenders. Investigators must have a high degree of training, experience, skill, and commitment to master this art.

To ensure that this unit establishes and maintains proficiency, a training matrix that identifies required/desired training is in the final stages of development. While the actual training matrix has much more detailed information, we illustrate here the main titles of the breadth of training required/desired; this list reflects the volume of courses that are needed to develop expertise.

TABLE 5-5: Overview of Training Needed to Develop Forensic Expertise

Type	Class
Basic Crime Scene	Legal Issues of Crime Scene Searches
	Basic Crime Scene Photography
	Practical Crime Scene Processing/Investigation
	Evidence Collection and Processing
	Basic Crime Scene Investigations
	Crime Scene for Investigators
	Crime Scene Investigation
Adv. Crime Scene	Basic Crime Scene Academy
	Adv. Crime Scene Investigations
Latent Print Processing	Print Processing, Collection & Photography
Photography	Crime Scene Photography
	Crime Scene and Evidence Photography
	Basic/Adv. Forensic Photography

Type	Class
Adv. Photography	Forensic Fire Inv. Photography
	Low Light, Night, Inclement Wx Photography
Firearms	Firearms for the Det. And CSI
Death Investigations	Death Investigation 101
	Death Investigations
Child Death Investigations	Child Death Investigations
	Child Death Investigation
	Child and Infant Death Investigations
Reporting	Photoshop, PowerPoint, Diagrams for CSI
Testimony	Forensic Science Courtroom Testimony
	Courtroom Testimony: Practical Approach
CCO	Cellebrite Certified Operator
Digital Evidence	Susteen - DataPilot
	DEI
	FARO - On-Scene
	Drone Observer
	IBIS - Collection
AFIS (Basic)	Fingerprint Recognition & Comparison (AFIS)
	Basic Latent Print Examination
	Intro to the Science of Fingerprint Class
	Basic/Intm. Fingerprint Comparison
	Fingerprint Comparison, ID, and AFIS Plotting
AFIS (Palms)	Palm Print Techniques
	Adv. Latent Palm Print Comparison
	Latent Palm Print Comparison
AFIS (Adv.)	Basic Latent Print Comparison
	Comprehensive Adv. Latent Print
Basic Shooting Recon	Shooting Incident Documentation
	Shooting Incident Reconstruction
	Shooting Reconstruction
	Basic Shooting Reconstruction
Adv. Shooting Recon	Shooting Incident Reconstruction
	Forensic Firearm/Toolmark ID Shooting Recon
	Adv. Shooting Reconstruction
Basic Bloodstain	Basic Bloodstain Pattern Recognition
	Basic Bloodstain Pattern Analysis
	Bloodstain Pattern Documentation
	Bloodstain Pattern Analysis Level I
	Documentation of Bloodstain Evidence
Adv. Bloodstain	Adv. Bloodstain Pattern Analysis
	Adv. Bloodstain Pattern Analysis

Type	Class
	Bloodstain Pattern Analysis Level II
	Adv. Bloodstain Pattern Analysis
	Recovery of Human Remains Workshop
Buried Body	Buried Body and Surface Skeleton
	Clandestine Grave Search & Recovery
Adv. Crime Scene Processing	Crime Scene Reconstruction - Level I
	Crime Scene Reconstruction - Level II
Part 107 – UAS License	Drone Operator
DVR/Video Processing	DVR Examiner (VERA)
	DVR Assessment & Video Recovery
	Fundamentals of Video Evidence
	Forensic Video Analysis
	Remote Online Training - ClearID
	Remote Online Training - Intro to Omnivore
	Remote Online Training - Ffmpeg Convert
	Remote Online Training - dTective Effects
FARO	FARO - Zone Core
	FARO Zone Point Cloud Crime
	FARO Zone Point Cloud Crash
	FARO Zone Adv. Diagramming
	FARO Zone 3D (Online)
Computer Forensics	BCERT (Computers)
Mobile Device Analysis	MDE (Handheld Devices)
	CCO/CCPA
Adv. Mobile Device Analysis	MADE
	CASA
Adv. Digital Forensics	Mac Forensics Training
	BNIT
	NITRO
	Memory Forensics & Malware Analysis
	Digital Currency Course

The International Association for Identification (IAI) is the largest professional crime scene investigators association that establishes standards for forensic excellence. Certification by IAI is considered the "Gold Standard." At this time, MPD's CID and forensic technician have not pursued this approach, which is worth an assessment in the future.

Forensic Technician Position Summary

The MPD will need to assess the ability to establish a dedicated professional forensic team position who specializes in the identification, collection, and preservation of physical evidence. The time of sworn resources could then be redirected to other department functions as needed.

Other recommendations offered include developing a new forensic specialist policy outlining duties and responsibilities and for any technician or technicians to obtain IAI certification.

Crime Scene Forensic Technician Recommendations:

- Consideration should be given to establishing a full-time forensic position separate from the Property Control Unit. (Recommendation No. 23.)
- Policies pertaining to the forensic technician should be developed where appropriate and specific to crime scene responsibilities and other duties associated to the position. The policy should specifically articulate the separation of duties between the Property Control Unit and Criminal Investigations Division. (Recommendation No. 24.)
- A section manual for the position should also be developed inclusive of a training matrix for the forensic technician position. (Recommendation No. 25.)
- A robust case management program should be developed to offer better tracking and evaluation of casework by the forensic specialist and to identify the origin of work (CID or Patrol. (Recommendation No. 26.)
- Ongoing training of personnel to allow for certification through the International Association for Identification should be a goal of the MPD. (Recommendation No. 27.)

TACTICAL INFORMATION UNIT (CRIME ANALYSIS UNIT)

The systematic analysis of data and information is valued by police agencies seeking to improve their effectiveness. In the MPD that responsibility falls largely on two civilian crime analysts with the assistance of a part-time crime analyst from the Jackson County Sheriff's Department. There is an extensive list of duties performed by the analysts. For clarity, these are broken down by the department under the Tactical Information Unit Policy (updated in March 2022) and includes the following functions:

Data Resources:

- Crime reports, field interview cards, parole/probation records.
- Oregon Department of Transport and the Oregon Traffic Safety Commission.

Crime Analysis Factors:

- Frequency by type of crime, geographic factors, temporal factors, physical evidence information, modus operandi factors.
- Victim, suspect and target descriptors with problem-oriented or community policy strategies developed from the analysis.

Crime Analysis Dissemination:

- The crime analysis reports and data are disseminated to various parts of MPD on a timely basis, based on tactical planning, crime intelligence assessment, command staff review and decision-making, and strategic planning for all affected unit.

Work Schedule

The Tactical Information Unit maintains the MPD's standard work schedule of Monday to Thursday or Tuesday to Friday, from 7:00 a.m. to 5:00 p.m.

Workload

The workload of the Tactical Information Unit is based on the specialized requests for analytical efforts from patrol, detectives, IMET, and MADGE. The workload over the past three years has been consistent with about 100 requests per year. An overview of requests and duties is listed below:

Investigations/Intelligence

- Offer analytical, investigative, and/or coordination assistance during major case investigations, such as lead tracking, link construction and analysis, and crime mapping.
- Investigative Leads (RMS) review and assignment, and corresponding Investigative Lead write-up.
- Generate crime and intelligence bulletins, and disseminate crime analysis reports.
- Establish and maintain repeat offenders list that encompasses prolific violent and property offenders; identify offenders who may be targets of additional intelligence gathering.
- Offender and location workups for investigative purposes.
- Collect intelligence from a variety of sources to create usable and actionable intelligence information, including social media and open-source intelligence.
- Track stolen/recovered firearms, as well as stolen/recovered vehicles to monitor for patterns and/or repeat locations.

Administration

- Weekly Event Brief highlighting events in and around Medford.
- Large-scale events, national current events/issues, protests, etc.
- Plan, oversee, and carry-out administrative and strategic analyses to be used by Command Staff and City Council for planning, budgeting, and improvements in operations.

Other Department-wide Responsibilities

- Compile analytical bulletins and general intelligence bulletins, as well as products to assist in the identification of offenders; products distributed as necessary both internally and externally.
- Nuisance violations and code enforcement calls (total CFS by type) in support of the Livability Team.
- License Plate Reader requests.
- Serve as a liaison or point of contact to outside agencies including local, state, and federal, as well as community organizations and local colleges/universities.
- Maintain analytical software for tracking, monitoring, and evaluating criminal activity.
- Detective Assigned Cases.
- Annual Reports.
- Crime Bulletins.
- Officer activity reports specific to beats and crime trend activity.
- Crime Offense Reports.
- Comparable Agency Statistics.

- Calls For Service (CFS) per hour/day of week.

The data/information utilized by the Tactical Information Unit in the development of these reporting instruments is derived from a variety of software programs. These include:

- CAD/RMS (CST).
- Crime Analysis software.
- License Plate Readers.
- Facial Recognition.
- Regional Pawn Database.
- Social media monitoring.
- Geospatial software and aerial imagery.
- Geographic Information System, crime mapping.
- Social media: Facebook, Instagram, Twitter, Snap Chat.

The department has chosen to link the work efforts of the analysts with detectives, IMET, and MADGE, as well as patrol officers for crime trend reports. The analysts also provide intelligence in an effort to more comprehensively address continuing criminal enterprises. In that capacity, the analysts serve as investigative support to detectives and task force officers, which we will address shortly. This link is both innovative and productive. The department is to be commended for this progressive approach.

However, this substantially increases the workload of the analysts. As a result, some of the more traditional duties of a crime analyst have been reassigned to other units of the department, thereby impacting their staffing and workload. CPSM suggests that the addition of a third crime analyst technician is warranted in meeting these workload demands.

To ensure that efforts coincide with "Best Practices" in crime analysis, it is recommended the crime analysts maintain membership in the International Association of Crime Analysts. The analysts report that their attendance at training seminars necessary to maintain requisite skills is encouraged and met.

Crime Analysis Recommendations:

- Continue with planning for a third crime analyst to expand the department's investigative efforts and assist in managing the extensive workload associated with the expanding efforts of the executive command, SOHTC, MADGE, and IMET. (Recommendation No. 28.)
- The policy on the crime analysis function should be updated to reflect the current status of the unit to include its position within the organization. (Recommendation No. 29.)
- To ensure that efforts coincide with "Best Practices" in crime analysis, it is recommended the crime analysts maintain membership in the International Association of Crime Analysts. (Recommendation No. 30.)

FEDERAL, STATE, AND LOCAL TASK FORCES

Reporting to this point has addressed the functions of the Criminal Investigations Section and the detective functions. Here we will report the department's task forces, which also come the deputy chief and division's commander. This area of review will assess the second level commands of three specific units of operations that include two sergeants and one manager (corporal rank) assigned to the task force teams and comprised of MPD personnel and federal/regional agency partners. It is our view that a department's task force agreements and assignment of personnel be routinely addressed and evaluated.

Criminal offenders involved in the commission of crimes know no jurisdictional borders. This is especially true for a destination area such as Medford. Law enforcement partnerships at all levels of government—federal, state, and local—are both necessary and beneficial. These partnerships enable collaboration in addressing organized crime and other major criminal activity that threaten the peace and security of communities. Local agencies especially benefit from these partnerships as few have the resources to individually address intrastate and interstate criminal networks or web-based crimes.

To address this reality, many agencies, including MPD, participate in multi-agency taskforces. The department participates in several internal/regional taskforces with defined partnerships with federal and state police agencies and non-police entities. Examples of such task forces are:

- Drug Enforcement Administration (DEA), High Intensity Drug Trafficking Areas.
- Federal Bureau of Investigation (FBI) Task Force (Violent Crime).
- Alcohol, Tobacco and Firearms (ATF) Task Force (Gangs / Guns).
- U.S. Marshals Fugitive Task Force (Warrants).
- Homeland Security – Cyber and High Crime Investigations.

It is common for police agencies to have a professional partnership with many of these federal task forces without having specific personnel assigned to these teams. The Medford Police Department follows that method with federal agents assigned to MPD task forces on full-, part-time, or less than part-time arrangements. This method is utilized so that local, state, and federal agencies are capable of maintaining a cohesive network and a level of proactivity regarding organized crime, drug/human trafficking, and gang activity.

Staffing

The following sections will review the Medford Police Department's efforts in regional high-crimes, organized crime/gangs, and drug/narcotic trafficking. Each of these efforts is important in pursuing criminals involved in regional narcotic trafficking, gang activity, and high-tech crimes, as well as sex trafficking, child pornography, and other illicit crimes involving criminal enterprises. Therefore, these endeavors are critical to the overall safety of Medford residents and those visiting the region. The following table shows the federal, state, and local personnel assigned to the three MPD task forces, which are the Southern Oregon High Tech Crimes Unit, the Medford Area Drug and Gang Enforcement Unit (MADGE), and the Illegal Marijuana Enforcement Team (IMET).

MADGE and IMET partner specifically with two Homeland Security Investigators and Federal Bureau of Investigation agents, with one assigned full-time to the task force. The operational philosophy of MADGE and IMET is built on a network of federal, state, and local agencies to work closely to investigate task force-related crimes. Other law enforcement partners such as the U.S.

Marshalls; Alcohol, Tobacco and Firearms; and the Drug Enforcement Administration are not specifically assigned to the MPD task forces but all work closely with MADGE and IMET for many of the regional investigations. This level of multi-agency cooperation is critical to reduce the impact of organized crime, narcotic enterprises, human trafficking, and sex crimes in the Medford region. The Medford Police Department has established a very positive reputation in policing and the task force lieutenant, sergeants, and frontline personnel are to be commended for their professionalism and expertise in task force investigations.

TABLE 5-6: MADGE/IMET Taskforce Personnel Assignments

	SOHTC	MADGE	IMET	Total
Drug Enforcement Administration - DEA				
FBI			2	2
Homeland Security Investigations	1	2		2
Alcohol, Tobacco and Firearms (ATF) Gang Unit				
US Marshal Fugitive Task Force (Warrants)				
State Parole/Probation Officers		1		1
Jackson County Assistant District Attorneys		1	1	2
Jackson County District Attorney Investigator	1			1
Oregon State Police Investigator	1			1
Totals for MPD	3	4	3	9

An annual evaluation of the task forces will ensure that continuing participation remains valuable to the City of Medford. A proper evaluation of these units should remain formal and not rely upon anecdotal evidence and informal discussion to support a position. Rather, evaluation should be data driven. This data may include the costs of participation, arrests, convictions, seizures of drugs, seizures of financial assets, personnel resources dedicated, and whether there is greater value to assign those resources to other units (e.g., patrol) or decide that the units need to be enlarged or cooperative agreements expanded. In conducting such an analysis, the department is better positioned to determine whether any particular task force effectively serves the interests of the people of Medford and the department.

CPSM recommends that MPD continue with its three-year rotations to the task forces with an option for a second three-year term, as well as the two-year rotation for the temporary officer. Rotational schedules are commonplace in many agencies and they help avoid the pitfalls that can come with allowing personnel permanency in such a critical unit. In fact, task force MOUs often call for a minimum assignment of two or three years to allow for such rotations. Such language should be included in cooperative agreements between MPD and federal, state, and local agencies.

There are a number of reasons for such an action including the following:

- Opportunities for other employees to gain valuable experience in such an assignment.
- The potential for both stagnation and corruption, especially related to narcotic assignments, is reduced.
- New energy and ideas may be brought into the task force.

- Officers rotating out of task forces bring valuable experience into their new assignments that they can share, especially relative to patrol or other enforcement-related assignments.
- As personnel are promoted, they bring more diverse experience into their supervisory/leadership roles versus being largely singularly dimensional. This enables them to be more informed decision makers.

Make no mistake, it is not a popular concept with existing taskforce personnel to follow a rotation schedule. However, it is in the best interest for MPD to continue that practice.

Policy/Operating Guidelines

One of the most critical aspects of task force work, especially as it relates to gangs, drug organizations, and cartels, is the management of confidential and anonymous informants. MPD meets the standards expected of police departments in managing informants through its policy 608 as well as specific procedures established in 608.01 and 608.02 that provide protocols for establishing informants and the management of funds provided to confidential informants. The informant management policy and procedures meet industry standards as well as the legal obligation to protect informants, filing system procedures, fund audits, as well as establishing procedures for juvenile informants.

Task Force Recommendations:

- A comprehensive, data driven annual cost benefit analysis should be conducted relative to the department's continued participation in any federal, state, or local taskforce to ensure goal attainment and productivity of such taskforces. (Recommendation No. 31.)
- With the constant challenges presented by organized crime and drug cartels, priorities and resources are often in need of change to meet the community's safety expectations. It is recommended that MPD annually review regional cooperative agreements with state and federal authorities. (Recommendation No. 32.)
- It is recommended that MPD build out task force expectations, operational procedures, and unit guidelines for inclusion into the policy manual as well as section manuals for each task force (similar to the manual developed for SWAT and SOHTC). (Recommendation No. 33.)

Southern Oregon High Tech Crimes (SOHTC) Task Force

SOHTC is a critical aspect of MPD's mission and is very important to the current and future crime challenges. This resource is used to investigate what is referred to as "dark work" in policing; the task force spends a large percentage of time on regional crimes such as child pornography, human trafficking, and other illegal electronic activity involving the trading of images of victims on the internet. The SOHTC also faces a growing need to perform forensic examinations on computers, wireless phones, mobile devices, video systems, and electronic storage media used in various other major crimes. This is an excellent use of this resource as they are best positioned to conduct high tech crime investigations for MPD and surrounding police departments.

SOHTC has a history that began in 2007 with involvement in digital evidence and as it began to transition to a regional taskforce with the FBI and Homeland Security. However, as resources were limited, and budgets carefully managed, some local agencies were unable to continue in the task force. In 2014, the MPD agreed to house SOHTC and committed internal personnel and resources towards this effort. The unit is managed by a sworn officer with the rank of corporal; however, the nature of establishing a very specialized aspect of policing such as SOHTC required a unique approach to classification of personnel. One of those unique positions was the

most-qualified MPD personnel who was elevated to the position of manager in supervising all SOHTC personnel. The position is not classified as a sergeant and it is recommended a future assessment of this classification make it consistent with other sworn positions in the department. As an example, it is common for a corporal (team leader position) to be assigned to a high-tech unit with reporting responsibilities to a CID sergeant for oversight and this approach should be considered in the coming year.

Currently, SOHTC operates solely from MPD and has three local/federal agency forensic members as well two MPD officers and an MPD manager, as previously mentioned. The unit has access to and collaborates with state and federal partners in their investigations. The annual case work for SOHTC is growing; the unit utilizes a spreadsheet to track case assignments. The details of the case work are kept with regular reviews and audits of cases.

The unit is well-organized and established; it has a section manual to guide new personnel in learning this difficult job. The unit has a training matrix that identifies all the required courses for certification. The top concern for any high-tech crimes task force is the challenge of cyber protection from hacking and malware while protecting unauthorized access into the workspace and computer systems.

In visiting MPD's SOHTC work office, we found the space utilizes best practices in digital sign-in and sign-out, as well as requiring an authorized employee to guide any visitor in and out of the office space. The office space was exceptionally well-organized with open areas and proper locker containers for evidence storage. SOHTC employees have a working relationship with the City of Medford's Information & Technology Department to ensure proper cyber protection and certifications.

The type of investigations undertaken by SOHTC include:

- Child sexual exploitation.
- Rape.
- Sexual and serious assaults.
- Officer-involved shootings.
- Fatal car accidents.
- Fatal overdoses.
- Burglary.
- Theft/financial crimes.
- Drug trafficking.
- Robbery.
- Invasion of personal privacy.

Total investigations by SOHTC over the past three years are as follows:

- 2019 – 191.
- 2020 – 231.
- 2021 – 231.

The following table shows all items submitted by the MPD and regional partners for forensic examination over the past three years.

TABLE 5-7: Total Items Submitted for Forensic Investigation to SOHTC, 2019–2021

Agency	2019	2020	2021	Total
Medford Police	172	144	136	452
Jackson County Sheriff's Office	141	155	111	407
MADGE/IMET	52	59	29	140
Oregon State Police	67	58	36	161
Homeland Security Investigations	158	65	47	270
All Other	73	44	145	262
Total Items Submitted for digital evidence	663	537	551	1,751

Source: SOHTC Monthly Report.

It should be noted the total SOHTC investigated cases for child sexual abuse, child sexual exploitation and child predator / on-line enticement investigations accounted for 54 cases (29 of cases) in 2019, 83 cases (36 percent of cases) in 2020, and 80 cases (35 percent of cases) in 2021. Several live, local children were identified through investigations assisted by the SOHTCTF and rescued from their offender(s) in each year. SOHTC is another example of MPD's best-in-practice approaches to community safety and excellence in policing.

Staffing

The staffing level of SOHTC is appropriate with one manager (sworn), two MPD police officers, along with federal and regional partners available on less than part-time availability. It is not clear if all agencies in the agreement are participating and with the growth of this specialized work MPD should reaffirm its commitment to SOHTC with more aggressive regional cooperation agreements with local, state, and federal agencies. This unit serves as a professional model for other police agencies to learn from. The MPD officer positions in SOHTC are not required to rotate; however, CPSM recommends MPD consider a three-year evaluation period to ensure personnel meet performance objectives and MPD's organizational expectations. This type of evaluation process will ensure that MPD continues to assign dedicated and skilled personnel to the unit.

Work Schedule

The work schedule for the unit is MPD's standard Monday to Thursday schedule with shifts from 7:00 a.m. to 5:00 p.m.. The work schedule is standard for a unit such as this with the team subject to potential call-out if required in an emergency.

Workload Demands

The workload demands on the SOHTC are expanding. The workload can be viewed from different platforms based on the needs: The first is the regional work by the task force and the needs related to child sex crimes and related internet crimes; in addition, the unit also focuses on routine high-tech crimes as requested by patrol and detectives regarding a variety of cases. The internal high-priority cases that occur require SOHTC's immediate attention to sex crimes and other violent incidents with requests from the various task forces as well as from Medford PD personnel.

The types of devices examined by SOHTC include:

- Computers.
- Laptop computers.

- Tablets.
- Mobile devices.
- External drives.
- USB drives.
- Removable media cards.
- GPS navigation devices.
- Optical disk drives.
- Digital video recorders.
- Hidden camera devices.

SOHTC Recommendations:

Currently, there are no national benchmarks for the work performed by a task force such as the SOHTC nor statistical data that defines the work. However, the achievements of the SOHTC can likely be measured by the focus of effort, turnaround time for cases, and the quality of outcomes in assisting in criminal investigations at the regional level.

- To prepare for the expected, continual increase in digital forensic caseloads, the MPD should consider the formal regional expansion of the current SOHTC model with permanently assigned regional personnel vs. the current part-time regional members. (Recommendation No. 34.)
- SOHTC should consider aligning the current sworn manager position with MPD's current supervisor classification structure for sworn personnel. (Recommendation No. 35.)
- MPD should consider establishing a three-year performance review of SOHTC personnel to ensure performance and expectation objectives are met. This will provide an opportunity for others to rotate to this unique and specialized assignment. (Recommendation No. 36.)
- MPD should continue its effort of partnering with the City IT department without jeopardizing the legal threshold of accessibility by IT experts in providing the highest of security measures to counter cyberattacks or illegal access into the computer systems. (Recommendation No. 37.)

Medford Area Drug and Gang Enforcement (MADGE)

Under the umbrella of Intelligence Led Policing, the MADGE Unit is charged with the investigation of crimes identified as drug- and gang-related crimes. MADGE and IMET were established to reduce the threat of the narcotics trade in Jackson County. The team is comprised of local, state, and federal partners and focused on drug trafficking and related criminal organizations in the region. The participating agencies include the Medford Police Department, Jackson County Sheriff's Office, Jackson County Community Corrections, Federal Bureau of Investigations, Homeland Security Investigations Division, and the Jackson County District Attorney. The area is classified as a High Intensity Drug Trafficking Area, which qualifies it for federal grant funding and additional resources to combat drug trafficking. The unit is led by the CID lieutenant and is comprised of one MPD sergeant, an MPD K9 police officer, one MPD detective, and one temporary assignment MPD police officer.

The Intelligence Unit works closely with the department's crime analysis unit in tracking drug trafficking trends as well as individual perpetrators. Cases are not assigned to this unit for investigation, but rather, they, along with the crime analyst and/or intelligence liaisons identify

cases that warrant their involvement. They will then assume responsibility for investigation of a case or linked cases.

Staff provided a spreadsheet of casework with the total of guns, drugs, and monies seized; arrests; and search warrants served since 2010. Although the unit sergeant maintains documentation of each mission and outcomes along with managing tactical training records, MPD should consider a section manual for references and for guidance on procedures. The unit would benefit from such a manual for required training courses and other procedurals to advance the development of new personnel. A record keeping system similar to a detective caseload system should be developed for individual detectives assigned to MADGE.

The workload of the unit has been high over the past five years. For example, in 2021, the task force seized considerable amounts of methamphetamine, heroin, marijuana, and cocaine; initiated hundreds of cases; seized 270 weapons; and executed 130 search warrants. The work accomplished in 2021 is consistent as compared to prior years since 2010.

Based on the continued need for this high-performance unit to be proficient in tactical abilities and investigative expertise it will need to further develop a regional network of law enforcement agencies combined with state and federal government services. The need for ongoing mandated training should be a priority for this unit.

Staffing for MADGE (and IMET)

The MADGE/IMET staffing level is appropriate for a unit such as this and includes one sergeant and two police officers functioning in an investigative capacity along with other full- and part-time members from other law enforcement agencies. MPD officers assigned to MADGE are provided a three-year rotation and if officer performance levels are met, another three-year rotation option is offered. The temporary MADGE officer is provided a two-year rotation before returning to the Patrol Division.

MADGE is housed at MPD and has two crime analysis technicians that assist with crime-trend analysis, technology-based access, and computer-related investigative work. One technician is assigned to MPD while the other works at MPD but is employed by the Jackson County Sheriff's Office under the regional cooperative agreement with the task force. Our visit with the support staff made it clear the team has a very strong and well-skilled work team supporting MADGE and IMET. The workspace was well-organized and offers space to be able grow the task force in the years to come.

Work Schedule

MADGE personnel work schedule is similar to other units of work at MPD; however, their work is anything but normal. The standard MPD schedule is 7:00 a.m. to 5:00 p.m.; however, due to the nature of the work, these times often change based on investigative needs. MADGE personnel spend considerable of time on drug operations, planning search warrants, and other covert operations; therefore, the work schedule is seldom "normal." MADGE cases oftentimes derive from public information and anonymous reports so much of their work and assigned work hours remain confidential. The computer investigations required by this unit oftentimes are completed by the crime analysis team assigned to MADGE and IMET.

Workload Demands

MADGE personnel are not assigned calls for service; rather, the team self-initiates activity through proactive policing techniques. CPSM reviewed cases and activities as illustrated in the following table. The MADGE supervisor and MPD officers are also part of the MPD SWAT team and participate in the monthly training duties as SWAT members.

TABLE 5-8: MADGE Cases and Results, 2019–2021

Year	2021	2020	2019
Total Cases	666	606	438
Arrests	174	243	259
Warrants served	130	168	143
Weapons seized (Handguns/Rifles)	270	252	313
Marijuana seized (pounds)	70,000	35,041	13,447
Methamphetamine (grams)	34,747	61,716	30,828
Heroin (grams)	5,166	9,838	10,843
Cocaine (grams)	5,628	409	3,870
U.S. currency seized	\$2,615,570	\$2,818,898	\$2,819,690

Source: MADGE/IMET Statistical Report

MADGE Unit Recommendations:

- A policy delineating the purpose of the task force and its roles and responsibilities should be developed to guide operations and provide a training matrix for ongoing professional development. (Recommendation No. 38.)
- Undertake development of a section manual of procedures and examples of work products to guide new or experienced personnel through the difficult journey of learning forms, report types, and databases, as well as training courses to pursue. (Recommendation No. 39.)

Illegal Marijuana Enforcement Team (IMET)

IMET (Illegal Marijuana Enforcement Team) was created in 2019 by state grant funding to work cooperatively with local, state, and federal law enforcement agencies throughout the county to hold responsible those individuals transporting and distributing marijuana illegally. As state of emergency was declared late last year by Jackson County to support the effort by MPD and other law enforcement agencies to reduce the threat of regional cartels and organized drug operators. The work of IMET (and MADGE) is to highly commended. IMET consists of three different law enforcement agencies: Medford Police Department, the Jackson County Sheriff's Office, and the Jackson County District Attorney's Office as well as the involvement of federal, state, and regional partners.

In virtually all agencies the size and complexity of Medford Police Department, specialized units are established to address a variety of street crime activities including low-level narcotic trafficking and other related activities, and any other organized drug activity that disrupts social order. These units are not burdened with calls for service, or assigned an investigative caseload, but rather are charged with proactively addressing drug-related activity. They often work in a plain clothes capacity and utilize confidential or anonymous informants.

As narcotics offenses are often the common link between a number of violent and/or property crimes, these units tend to focus heavily on offenders of narcotics and controlled substance laws. This is the case for MPD as well and the department maximizes the use of regional and federal police agencies for assistance.

Additionally, as they are not assigned routine calls for service or an investigative caseload, task force members are available to assist other units of the department including detectives and the

other task forces. As well, they can serve as a rapid deployment source for the Chief of Police and other department command staff to address an emergency problem.

Staffing

The IMET Unit is comprised of one sergeant, one MPD officer, and a crime analysis technician shared with MADGE. The officer position in IMET is a three-year rotation and, if performance measures are met, the officer may receive another option for a three-year rotation. The work performed by IMET is another critical component to the threat of organized drug cartels and gangs operating deep in the Jackson County region. The concerns with related cartel crimes such as human and gun trafficking and other illicit activity is a top priority as stated by the Oregon Governor in December 2021.

In similar fashion as MADGE, IMET has one shared crime analysis technician and also share one regional crime analysis technician from the Jackson County Sheriff's Office. The staffing levels is appropriate for a team of this caliber as the unit teams with federal and local partners with access to MADGE personnel as needed.

Work Schedule

The IMET work schedule is a standard MPD schedule of 7:00 a.m. to 5:00 p.m.; however, due to the nature of the work they often adjust work hours based on field investigations, surveillance activities, and tactical missions. It is customary with these types of assignments that the work schedule changes on a regular basis to accommodate assignment needs. IMET staff indicate that this occurs here as well and oftentimes will work with MADGE based on resource needs. That flexibility is essential for such an assignment. It is common for IMET (much like MADGE) to routinely "adopt" cases from patrol responses or citizen reports of activity.

Workload Demands

Similar to MADGE, IMET is not assigned calls for service, but rather self-initiates activity through proactive policing techniques. CPSM requested data on the IMET productivity for the past three calendar years and the data table is incorporated and articulated in the MADGE workload review. Cases initiated by this team are handled to completion rather than transferring the investigative responsibility to a detective.

IMET has also generated a number of cases it has referred to various federal agencies and task forces such as the DEA, ATF, FBI, and others as needed. This is a highly productive team that should be continued.

IMET Recommendations:

- Develop a policy for IMET, including its purpose, function, responsibilities, and goals with a section manual for professional development. (Recommendation No. 40.)
- Develop a training matrix for IMET to ensure their knowledge and skill level is beyond that of the typical narcotics unit based on the level of threat the region is facing. (Recommendation No. 41.)

MADGE/IMET K-9 Unit

The Medford Police Department currently operates three canine units with four dogs. IMET/MADGE share the duties of one handling officer assigned to the task forces who manages two drug detection canines. MPD utilizes a unique approach in assigning two K-9s to one MPD MADGE officer and our assessment supports the MPD approach. One of the two canines is capable of three orders for search and find while the other is trained for four due to the

legalization of marijuana. It should be noted that the current IMET/MADGE handler is professionally recognized as an expert in the region, throughout the state, and in parts of the nation. MPD has developed an outstanding canine police program with a nationally recognized handler.

Work Schedule, Policy & Workload Demands

The task force police canines and the MPD officer work a 4/10 schedule with varying days and times due to nature of the drug detection needs of IMET/MADGE as well as other regional and MPD patrol requests. The policy and procedure of the task force K-9s are strictly outlined in the department policy and procedure manual. The K-9 handler maintains training records regarding all training pertaining to both task force K-9s and all work related to the canine operations is shared with both IMET and MADGE MPD sergeants.

The canine handler for MPD task forces is a longstanding assignment that has lasted beyond two decades; MPD should strongly consider a policy defining the rotation period for canine handlers to allow for the continued growth and development of personnel. MPD should continue its professional affiliation with national associations such as the Police Executive Research Forum (PERF) and other national associations recognized as industry leaders in law enforcement canine standards. The Medford canines are trained via and utilized according to policy and the handler maintains a section manual that is documented but in need of a training matrix for future use. The canines are certified by Oregon and California standards

In many agencies, canine units have limited responsibilities and are often held in “reserve” to respond to calls requiring a canine or provide back-up support, which limits their involvement in a case. As such the IMET/MADGE canine unit seldom handles routine calls for service, writes few crime reports, issues few traffic citations, and makes few arrests. CPSM asserts that in all but the largest of agencies and where canine calls are common, this leads to a wasteful use of the handler officer. However, MPD’s use of two narcotic canines in drug enforcement has proven to be an excellent investment in resources and use of canines. The number of searches and seizures are numerous and can shorten a canine’s police career as well as restrict the number of hours of work per day. MPD’s approach allows for multiple use of canines for different events without the cost of a second police officer handler.

TABLE 5-9: Task Force K-9 Deployments and Activities, 2019–2021*

Year	2021	2020	2019
Deployments	88	89	129
Total finds	52	76	98
Marijuana	1053 Lbs.	953 Lbs.	281 Lbs.
Methamphetamine	24 ounces	64 Lbs.	28.75 Lbs.
Heroin	3 Lbs.	13.5 Lbs.	9 Lbs.
Cocaine	0	2 grams	1 Lb.
Currency	\$1,768,317	\$1,365,766	\$2,761,395
Fentanyl	5,031 pills	45,000 pills	80,000 pills
Training Hours	192	180	192

Source: Yearly MADGE/IMET K9 Report. **Note:** *One handler and two dogs.

Task Force K-9 Recommendations:

- MPD should consider a policy that defines the rotation period for future K-9 handlers to ensure the professional development and opportunity of all personnel. (Recommendation No. 42.)

- MPD should ensure national certification for all MPD canines along with their current Oregon and California certifications. (Recommendation No. 43.)
- MPD canine units should establish a written set of training courses for the unit protocols for basic and advanced canine training. (Recommendation No. 44.)

Critical Response Unit (SWAT/CNT)

Here we will review the collateral units referred to as the Crisis Negotiation Team (CNT) and the Special Weapons and Tactics Team (SWAT), as well as the Mobile Response Team. The SWAT and CNT comprise an area of operation referred to by policy as the Crisis Response Unit.

Special weapons and tactics teams (SWAT) have a history in law enforcement dating back to the late 1960s. SWAT units were established to provide specialized support in handling critical field operations where intense negotiations and/or special tactical deployment methods beyond the capacity of field officers appeared to be necessary.

Though the potential for violent encounters is a part of everyday law enforcement, from time-to-time agencies are confronted with situations where specialized equipment and training are advantageous in attempting to safely resolve an incident. For that reason, virtually all agencies have developed, equipped, and trained teams of personnel for such a response. MPD has established a Special Weapons and Tactics (SWAT) team for such circumstances to include hostage situations, barricade situations, active shooting situations, apprehension, warrant service, and special assignments. The team is inclusive of a Crisis Negotiation Team (CNT) and together they are defined as the Crisis Response Unit per policy 408.

The MPD's SWAT is specially trained and equipped to work as a coordinated team to manage and control critical incidents that exceed the capabilities of patrol personnel and investigative units of operation. The MPD SWAT is certified as tactical operators and per policy are also authorized to serve high-risk arrest and search warrants.

The CNT is also guided by policy 408, which ensures all members meet the criteria for entry on to the negotiation team. One of the primary skill sets defined in the policy is effective communication skills to ensure success as a negotiator and receiving proper certified training in the field of negotiation. The training required by policy is the Basic Negotiations Course designed by the Peace Officers Standards and Training (POST).

Crisis negotiation teams have been a part of police tactics since the first teams of skilled negotiators became a crucial element of SWAT in the early 1970s. CNTs were established to provide skilled verbal communicators who may be utilized to attempt de-escalation and effect surrender in critical situations where suspects have taken hostages, barricaded themselves, or show suicidal intent. This addition to SWAT deployments provided a separation between tactical operations and on-scene mediation efforts. The deployment of CNT with SWAT can have favorable results when situations are de-escalated and resolved peacefully.

In order to become a member of the MPD's CNT, when there is a vacancy on CNT, interested sworn personnel must be off probation and submit a change of assignment request for collateral assignment to the CNT commander through their respective chain of command. Per policy the qualifications include the following criteria:

- Recognized competence and ability as evidenced by performance.
- Demonstrated good judgment and understanding of critical role of negotiator and negotiation process.

- Effective communication skills to ensure success as a negotiator.
- Special skills, training, or appropriate education as it pertains to the assignment.
- Commitment to the unit, realizing that the assignment may necessitate unusual working hours, conditions, and training obligations.

Qualified applicants will be invited to an oral interview and successful applicants will be forwarded to staff for final selection. Currently, MPD has a contingent of four officers serving on the CNT, which is overseen by the SWAT team lieutenant. As is the case for SWAT team members, CNT members serve in a collateral role. CPSM noted the MPD indicates that the number of CNT members should be increased but the authorization of four is not listed. It is recommended the number of defined positions should be included in the policy or in a section manual.

Staffing/Work Schedules for SWAT/CNT

The MPD SWAT team is comprised of 16 Officers, two team leaders (sergeants), and one lieutenant as the SWAT commander. The Crisis Negotiation Team (CNT) component is made up of four officers who are used specifically for critical incidents involving the need for crisis communication and negotiation by team members. MPD's SWAT Unit also includes four Medford Fire Department paramedics; they attend all monthly SWAT training. The fire department members are SWAT trained and also trained as field tactics medics to provide medical aid during tactical incident for police officers and all others shot or injured.

SWAT Requirements

Qualifications and selection details to the MPD CRU are included in policy and include the selection process for all CRU members. The MPD has an extensive application, testing, and selection process for all SWAT and CNT members and which meets the national standards recommended by NTOA. Where a position becomes available an announcement is provided to the department.

Testing

- Successful completion of a physical fitness qualification test within the maximum allotted time.
- Successful completion of a firearms course with their department-issued duty handgun and rifle.
- Oral interview conducted by CRU team supervisors and team members.
- Tactical decision exercise/questions that focus on the core competencies of the critical missions handled by MPD CRU.
- Display an ability to function appropriately under pressure and possess a calm and stable personality.
- Meeting standards on annual performance evaluations.

Workload/Policy Applications

The MPD SWAT policy meets the national industry standards of the National Tactical Officers Association (NTOA). Per policy 408, MPD established a separate written set of operational procedures in accordance with the standards developed by NTOA which defines levels of capability. The SWAT "section" manual is inclusive of how to design an operations plan, conduct mission briefings, operational understanding by all team members, documentation of SWAT training hours, medical emergency contingencies, and protocols for sustained operations. In our review of the SWAT processes, we found the team defines training need assessments,

documents all operation missions, assignment of equipment, after-action reports, and firearm qualifications.

MPD SWAT also meets national standards in exceeding the requirements for documenting training days, documentation of missions such as search warrants, callouts, and other tactical events, and maintenance of records of these events for review. The SWAT team maintains records of firearms qualifications, equipment inspections, and assignment of equipment.

A review of the SWAT workload for the past three years produced the statistics shown in the following table. It also includes the limited reporting for CNT for 2021. Based on the review of data, it is recommended that MPD SWAT maintain records for both critical incident call-outs and the service of search warrants. There are events where the service of a search warrant is not related to a SWAT call-out or a critical event call-out does not require a search warrant.

TABLE 5-10: SWAT Responses, 2019–2021

Year	2021	2020	2019
Critical Incident/Call-Out	10	11	16
SWAT Total	10	11	16
CNT Call Outs	10	No Data	No Data

It should be noted that the CNT call-outs are not tracked regularly. It is our strong recommendation that the MPD use the CNT for all SWAT-related responses. It should be noted that SWAT members are trained to engage and conduct crisis negotiations at tactical events.

MPD should consider policy changes to allow civilian personnel to serve as CNT members, which would expand opportunities for civilian employees. This opportunity would take time to develop; consideration should be given to develop a tactical support team to begin this evolution in the years to come.

MPD's policy includes outside agency requests as well as multijurisdictional SWAT operations without any threshold definitions. As such, MPD should consider the development of a threat level structure in the event the SWAT team is unable to respond due to staffing or unavailability or when SWAT resources have been exhausted by the nature of a critical event. This recommendation would allow MPD's SWAT team to be trained and regionally prepared for extraordinary circumstances.

Training

MPD's CRT Unit maintains professional membership in the Oregon Tactical Officers Association and the National Tactical Officers Association and meets or exceeds the SWAT and CNT standards for both organizations. The training structure includes one training day per month, specific to SWAT, including planning operations, tactics, leadership, and firearms training. The CNT training consists of quarterly training; however, the combined training between SWAT and CNT is not routinely scheduled and may occur up to two times per year. It is recommended that the two components develop a scheduled structured training to increase expertise between these two resources. The NTOA recommendations on safety priorities, tactical emergency medical support, crisis negotiation teams, equipment inventory, firearms training, and tactical response/operation standards are standards met by MPD through its policy, written procedures, and internal training documents.

The SWAT team maintains regular physical fitness standards quarterly as well as bimonthly firearms certification training. It is highly recommended MPD review NTOA's SWAT monthly

training standard of 16 hours and evaluate how many hours of the MPD department training day may include tactical training in attempting to reach NTOA's 192 hours of annual SWAT training for collateral teams. Half of the 192 hours are currently documented and achieved through the monthly SWAT training day.

Critical Response Unit Recommendations:

- CNT should develop a section manual similar to SWAT to organize command, controls, communications, training, and equipment of CNT. (Recommendation No. 45.)
- It is recommended that CRU maintain SWAT records for warrant service as a data category in response tracking. (Recommendation No. 46.)
- It is recommended that CNT training and workload data meet the same criteria as the SWAT Unit in terms of tracking critical incident responses and total training hours. (Recommendation No. 47.)
- In order to provide frontline civilian opportunities, MPD should consider the evolution of CRU in the years to come by developing a tactical support team of civilian personnel and possible civilian crisis negotiators. (Recommendation No. 48.)
- There should be consideration for including a threat level assessment for when MPD would request the services of a regional or larger agency SWAT team should MPD resources be exhausted or occupied in an elongated operational period. (Recommendation No. 49.)
- It is recommended the CRU develop a scheduled quarterly training between CNT members and SWAT for higher levels of consistency and integration. (Recommendation No. 50.)
- It is recommended MPD SWAT Unit evaluate the MPD monthly training calendar to identify tactical hours that meet the NTOA threshold for the 192 SWAT training hours recommendation. (Recommendation No. 51.)

Mobile Response Team (MRT)

The Mobile Response Team (MRT) is a collateral team of 20 members, led by one lieutenant and two supervisors, and comprised of police officers and corporals within Medford Police Department. The MRT unit was developed circa 2002 and over time the focus on this unit had diminished with changes in training or attention to the team by officers. Some years had more focus on training than in other years. On May 29, 2020, the situation changed quickly due to the death of George Floyd and the national attention the incident received. The incident led to global protests and concerns regarding police culture, training, and behavior of peace officers. This also led to protests around the nation including protests in Oregon, mainly in the Portland area. The City of Medford experienced a total of 30 protests with 15 of those events being classified as significant based on crowd size estimates. The Mobile Response Team was reactivated and received proper training and resources as area demonstrations occurred. MPD received praise for its approach to the demonstrations and that level of community support is noteworthy for this assessment.

It should be noted that the MPD utilizes a very successful and carefully planned approach to mass demonstrations that includes a "low profile" tactical approach.

Staffing

The unit is well staffed with 20 total personnel and receives consistent training on crowd management, legal updates, and proficiency skills on a quarter basis. The team is properly staffed considering it is a volunteer unit of police officers and which is presented with irregular

work. Deployment is based on emergency call-outs in Medford and in the Jackson County region. The workload is manageable as each MRT member works a full-time position but is available for emergency call-outs. The MPD utilizes an MRT-focused policy for guidance and follows consistent protocols in documenting training, missions, and equipment activity very similar to MPD's SWAT standards.

The MRT team does not have a rotation schedule due to the experience needed in this assignment. Another difficult aspect of rotating officers from this collateral position is the inconsistent call-outs and deployment levels that create difficulty in rotating officers with limited experience. It is recommended that MRT leadership constantly evaluate the commitment of unit members to ensure they continue to be interested in the MRT Unit.

Policy Applications

Policy 409 guides the operations of the Mobile Response Team and defines when the MRT is to be activated to include:

- Acts of disobedience involving significant numbers of people.
- Criminal behavior by large groups and riotous assemblies.
- Ensuring demonstrators' rights to peaceful demonstrations and assemblies.

The policy is consistent with state and national expectations and the team tracks training days and deployment missions much like the CRU component of MPD. It is recommended that MPD further its MRT policy to include a similar approach to the SWAT policy or include the MRT Unit into the SWAT policy (408). This would ensure a consistent level of training, command and control, and unit expectations.

Mobile Response Team Recommendations:

- It is strongly recommended that MPD continue to evaluate the need for an MRT Unit based on long-term needs. If MRT is to continue the Medford Police Department should continue to invest in it with a continuous, established training matrix, and policy development similar to the CRU policy 408. (Recommendation No. 52.)
- MPD should continue to provide leadership and tactical training for the Chief, Deputy Chiefs, and Lieutenants to fully understand the use of a mobile response team and its value for a community. (Recommendation No. 53.)
- MPD should review the February 2022 Police Executive Research Forum's latest publication in its critical issues in policing series. This publication is entitled "Rethinking the Police Response to Mass Demonstrations." It is established that the MPD was innovative in its approach to maintaining a low-profile approach during 2020's demonstrations that had the potential to be high-impact events. MPD received praise for its planning, organizing, and response to public demonstrations. Its approach should continue with the development of best practices for crowd management and demonstrations. (Recommendation No. 54.)

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SECTION 6. ADMINISTRATIVE

MANAGEMENT AND STRATEGIC PLANNING

At the time of the CPSM site visit, the department was nearing the end of a multiyear strategic plan (2018–2022). A new strategic plan has yet to be developed. Nevertheless, the MPD continues to operate under an overarching management strategy that has been clearly communicated by command staff. The department certainly approaches and accomplishes its work in a strategic manner. What is lacking is a completed, formal, written plan or document to guide and evaluate these efforts over the next several years. The command staff have expressed a strong interest in developing a written strategic plan and a considerable amount of work has been done to prepare the department for engaging in this type of formal strategic planning process. CPSM encourages the department to pursue these efforts.

It is clear that the command staff of the MPD understand and embrace a 'proactive' and strategic orientation towards their work. A strategic approach to work, and a belief in data as a strategic asset, are the characteristics that define effective police departments and distinguishes excellent departments from their peers. CPSM has encountered scores of departments the size of the MPD that do not understand or embrace the concept of strategically planning and measuring their operations. Many times, these are excellent departments that simply require more forward-thinking leadership.

The MPD, by comparison, obviously understands and embraces a proactive stance towards its work. The current lack of a completed written strategic plan is therefore not a deficiency, but an opportunity that should be pursued.

For the past ten years, the department has published an annual report to inform the public. The last annual report was published in 2020, in electronic format only. It is available via the department's website. This report included an overview of the activities of the Operations Bureau and Support Bureau. Specifically, it listed data concerning the number of SWAT callouts, the activities of the Livability Team, Traffic Team, etc., as well as information concerning DUI enforcement and code enforcement activities. The report did not provide any specific performance targets for these units for the upcoming year.

The consultants reviewed the department's policies and procedures. The department utilizes the services of Lexipol to promulgate and distribute policies as well as daily training bulletins. The department's policies and procedures were generally found to be comprehensive and appropriate. High-liability/low-frequency activities such as vehicle pursuits and use of force were found to be clear and consistent with best practices in American policing. Policies are regularly reviewed and revised as necessary.

The department's records management (RMS) and computer-assisted dispatch (CAD) systems are used to actively track the activity of patrol officers. Summary data is reviewed by officer and by team. Summary performance data for the Investigations Bureau, including number of unit and individual assigned cases, active cases, cleared cases, final disposition of filed charges, etc., is provided to the Chief on a monthly basis.

Annual performance reviews are required to be prepared for all personnel (MPD Policy 1002). CPSM was advised that "the Operations Bureau has been very consistent about providing annual performance evaluations for all full-time employees. The Support Bureau has not." Recently, it has been made a departmental priority for every full-time employee to receive an

annual performance evaluation for 2021. Moving forward it, will continue to be a priority for all full-time employees in both bureaus to receive an evaluation every year.

The department engages in a variety of ongoing management meetings, such as Staff Meetings. These meetings are scheduled “weekly to bi-weekly” and are attended by the Chief, the Deputy Chiefs, the lieutenants, the Property Control supervisor, the Professional Standards sergeant, the Records Division manager, and the executive support specialist. It appears that neither the training officer, nor any of the department's three crime analysts regularly attend staff meetings. Minutes are taken at these meetings. An agenda is not normally circulated in advance. The minutes from the staff meeting conducted on February 9, 2022, were reviewed. A variety of topics relating to training, personnel, and equipment were addressed.

The Chief has daily informal meetings with the Deputy Chiefs.

The department also has monthly “sergeants’ meetings.” The patrol lieutenant and all patrol sergeants attend these meetings. Patrol corporals also typically attend these meetings.

The Investigations Division conducts daily briefings, attended by detectives and one or more Tactical Information Unit crime analysts. County-wide “detectives’ meetings” are held each month and are attended by detectives from various agencies and representatives from the local prosecutor's office.

The Livability Team holds their own briefings/meetings. The Traffic Unit similarly holds its own briefings/meetings.

A watch commander's report is prepared at the conclusion of each patrol shift by the patrol supervisor (sergeant or corporal). These reports record all significant events and activities during the patrol shift. Watch commander reports are disseminated by email to all sworn members of the department, the City Manager, and the Deputy City Manager.

CPSM notes that there is a particularly free flow of information within the MPD. There is an abundance of meetings taking place and the department's data systems provide end users with necessary information.

The Chief meets with the City Manager each month to review the operations and performance of the MPD. The consultants reviewed the monthly report delivered to the city manager on March 14, 2022. The report follows a standard template that conveys data concerning such issues as: hiring; light duty assignments; current investigations; community engagement activities; budget expenditures; etc. It also contains information concerning previously identified tasks and goals that have been assigned to the department, as well as identified responsible parties and anticipated completion dates. CPSM concludes that the Chief and City Manager currently enjoy an open channel of communication whereby meaningful performance data is shared. The Livability Team, in particular, documents its work with particularity. Weekly updates include data concerning the number of warrants, arrests, and citations issued, as well as digital photographs of specific areas (i.e., encampments) that have been addressed by the unit. The February 28–March 4 update noted that approximately ten yards of trash was removed from one such location.

The consultants reviewed the department's policies and practices for administering extra duty details and found that they meet or exceed those of similarly sized American police departments.

The department actively tracks and reports its ongoing overtime expenditures. CPSM believes that there are proper mechanisms in place within the MPD to adequately monitor and reduce

unnecessary overtime expenditures. Reduction of overtime costs should continue to be an important performance metric for the MPD.

Strategic Planning Recommendation:

- The CPSM consultants believe that the department is presently well-positioned to begin the process of developing and implementing a multiyear strategic plan. We believe that the department should begin to work with internal and external stakeholders to develop and publish this multiyear strategic plan. It is imperative that the department develop reasonable and attainable performance goals, as well as mechanisms for tracking the relative degree of progress in achieving these goals from year to year. The development of a functional strategic plan should be a thoughtful and inclusive process. (Recommendation No. 55.)
- It has been CPSM's experience that most American police departments of the MPD's size do not currently have multiyear strategic plans as described above. Nevertheless, American policing has changed dramatically in recent years. All departments are now held to a higher standard of transparency and accountability. As such, we believe that strategic plans are a necessity (see, for example, *Final Report of the President's Task Force on 21st Century Policing*) (Recommendation No. 56.)
- We recommend that the department develop a comprehensive written strategic planning document that includes specific goals and objectives for the department, as well as all operational units. Once it is developed and properly vetted, this plan should be broadly communicated within the department and throughout the community. (Recommendation No. 57.)
- The department should continue to publish comprehensive annual reports. Annual reports should not simply report aggregate data for work performed during the previous year. Annual reports must make explicit reference to the department's overall strategic plan. Specifically, annual reports should contain stated goals and objectives that have been identified for the period in question and should demonstrate the relative degree of progress/success the department has had in achieving each of these goals. (Recommendation No. 58.)

PROFESSIONAL STANDARDS UNIT (INTERNAL INVESTIGATIONS)

The MPD is accredited by the Oregon Accreditation Alliance. This state accreditation was obtained on January 20, 2021, and expires in 2024. The department is currently not accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA). The department did obtain CALEA accreditation a number of years ago and was re-accredited several years later. Once Oregon state accreditation became available, the decision was made to allow the CALEA accreditation to lapse.

The internal investigations function for MPD is administered by a Professional Standards sergeant, who is a direct report to the Chief. The Professional Standards sergeant receives all formal citizen complaints and internally generated complaints. Once an incident or case is determined to warrant an internal investigation, the sergeant will conduct the investigation. Minor or routine disciplinary issues not warranting an internal investigation will be addressed by first-line supervisors. The Professional Standards sergeant also performs background investigations for new hires, both sworn and nonsworn.

A software system known as Guardian Tracking is used to monitor incidents of use of force by members of the MPD. This system requires a multifaceted approval process for each incident.

When a use of force is documented in the RMS by an officer, a supplemental report is generated in Guardian Tracking and is forwarded to the patrol supervisor for review and approval. A copy of this report is also sent to the defensive tactics sergeant who will review the report and determine whether any additional training or follow-up is required. Use of force reports are then reviewed by the lieutenant of the appropriate division then, ultimately, the Chief. It is likely that this system of review will quickly identify unusual incidents or patterns of unprofessional behavior. The department previously utilized a system known as IAPro/Blue Team. While the Guardian system has the ability to perform all necessary functions, the data contained in the IAPro/Blue Team system was not migrated to the Guardian system. Therefore, both systems are operable and available to the Professional Standards sergeant.

CPSM examined the department's records concerning internal affairs investigations over the past several years. We found that the overall number of investigations conducted is appropriate relative to the size of the department and the scope of its current operations.

The Professional Standards sergeant is also responsible for monitoring department involved vehicle crashes. Immediate supervisors review incidents to determine whether or not they were preventable, whether any policies were violated, etc.

The sergeant conducts background investigations for police applicants, as well as full- and part-time nonsworn employees. Additional background investigations are performed for providing security clearance and access to police facilities. The Professional Standards sergeant conducted a total of 25 background investigations during the most recent six-month period.

The Professional Standards sergeant is also responsible for supervising the department's Field Training Program. He is assisted in this regard by a sergeant assigned to the Patrol Division. CPSM believes that this function is more appropriately performed by a Training sergeant (a new position which is recommended elsewhere in this report). The Patrol sergeant should continue to assist with this program.

The Professional Standards sergeant does not personally perform audits or inspections of police response to calls for service. Rather, the MPD has a policy whereby patrol sergeants are required to regularly conduct service audits via the quick chat program in the department's RMS (i.e., two calls for service audited per month). Information concerning these audits is recorded in a standard template and entered into the Seamless Docs program. The Professional Standards sergeant does not perform random audits of BWC footage. He does, however, review video in connection with specific cases, such as a high-speed vehicle pursuit or a particular use of force, after an employee's immediate supervisor has reviewed it.

The department's practices for promotion in rank were reviewed and found to be clearly articulated and appropriate.

Professional Standards Unit Recommendations:

- Relieve the Professional Standards sergeant of the duties associated with being field training supervisor. Assign these duties to a newly created Training sergeant. This will provide further capacity in the areas of both training and professional standards going forward. (Recommendation No. 59.)
- Devise a formal process whereby the Professional Standards sergeant performs an annual evaluation of all risk management data, including information on police vehicle pursuits, uses of force, department-involved traffic accidents, and other incidents that have the potential to incur liability for the City of Medford, the MPD, and its employees. This review should

specifically focus on identifying possible training and policy needs or improvements and be reviewed by the command staff. (Recommendation No. 60.)

CRIME ANALYSIS

The crime analysis function is performed by three Tactical Information Unit crime analysts assigned to the Support Bureau. One analyst is assigned to work primarily with members of the drug team.

Crime analysts provide real-time analytical support to investigators and patrol officers. They have access to a variety of intelligence and criminal sources and databases, such as the Oregon TITAN Fusion Center, the Regional Information Sharing System (RISS), and Western States Information Network (WSIN). MPD analysts perform the following functions:

- Collect and analyze data.
- Collect and analyze police reports, bulletins, logs, and watch commander reports.
- Determine crime patterns, trends, and potential suspects.
- Develop and prepare charts, graphs, maps, reports.
- Submit information to crime intelligence database.
- Produce maps for citizens, police officers, District Attorney.
- Provide visual aids for trial to include: large aerial/evidence photos, link charts, timelines, maps
- Investigative research/assistance.
- Beat realignment/redistricting.
- Phone record analysis.
- Link charts & timelines.
- Social media search warrant return analysis.
- Deconflictions and submissions to RISS.
- Provides summary statistics.
- State and federal asset forfeiture tracking.

The department's crime analysts participate in quarterly meetings with crime analysts from other law enforcement agencies in the region in order to discuss current trends, available resources, technical issues, etc. Analysts hold memberships in such professional organizations as the international Association of Crime Analysts (IACA), the Northwest Crime Analyst Network (NWCN), and the Oregon Homicide Investigators Association (OHIA). Professional memberships such as these are critically important for continuing education and the sharing of best practices.

The crime analysts produce and/or distribute a wide variety of actionable intelligence products, such as bulletins and alerts (BOLAs). Analysts also provide investigative support with regard to social media searches (for criminal suspects), phone records searches, etc.

The analysts produce summary statistics regarding criminal activity as well as other performance data for administrative support.

The crime analysts do not actively participate in the department's staff meetings.

Analysts have received training in the following:

- CellHawk.
- Penlink PLX.
- ESRI ArcGIS.
- NW3C Foundations of Intelligence Analysis.
- Department of Justice 28 CFR Part 23.
- FBI Portland Online Investigations for Law Enforcement.

Several years ago, the department issued weekly Compstat reports. These reports provided a geographical and temporal (i.e., weekly, daily and hourly) breakdown of calls for service, totals for reports taken (by category), average response times, chronic call locations, and property crime and traffic crash hot spots for each of the patrol beats. The consultants reviewed the weekly Compstat report published November 4, 2018, and found it to be comprehensive and particularly useful in terms of providing analytical support for patrol, investigative, and traffic operations. Publication of these reports was suspended due to changes in staffing (when the number of tactical information unit crime analysts dropped from three to two).

The crime analysts distribute information via Zulip, a free, open-source media platform that is encrypted and secured. This tool enables analysts to share information and intelligence with investigators and patrol officers within the MPD and to share such information with personnel from other agencies throughout Jackson County. Officers in the field are able to access a tattoos database and obtain mug shot photographs while in the field. Currently, the state police and local parole and probation departments cannot utilize Zulip as they do not use the county-wide RMS system (Central Square). The department's analysts have provided in-service training to police officers and supervisors into how to utilize Zulip.

Crime Analysis Recommendations:

- The crime analysts should develop and distribute monthly reports similar in nature to the weekly Compstat reports that were produced several years ago. CPSM believes that there is no need to produce such comprehensive reports on a weekly basis. (Recommendation No. 61.)
- The crime analysts must become active participants in all supervisors' meetings and a partner in all planned investigative and tactical operations. It is imperative that the crime analysts receive timely and accurate feedback concerning all tactical plans that are formulated as a result of the information that they provide. The crime analysts should continue to actively participate in professional development and should reach out to the International Association of Crime Analysts (IACA), the COPS Office, the Center for Evidence-Based Crime Policy, the International Association of Directors of Law Enforcement Standards and Training (IADLEST), the BJA National Training and Technical Assistance Center (NTTAC), and NIJ's CrimeSolutions.gov for effective free support in developing and maintaining their analytical skills. (Recommendation No. 62.)
- The crime analysts should be more fully utilized and supported so as to provide more predictive (as opposed to reactive) research products to members of the MPD. (Recommendation No. 63.)

PROPERTY AND EVIDENCE MANAGEMENT

Since 2000, the MPD's Property and Evidence Section has been physically located off-site, in a warehouse-style facility (821 N. Columbus Ave.). This facility is not used solely by the MPD. Rather, other city services (primarily the Medford Public Works Department), personnel, offices, and equipment are located there as well. While this configuration is not typically recommended, the entire facility and surrounding grounds were carefully inspected and found to be fully secure. High-quality fencing surrounding the facility is alarmed and topped with razor ribbon. Electronic keypads are used for access/egress control. A record is made of all electronic key pad entries made into the facility. Uniformed members of the department have access to the yard and the vehicle bays in the prep area. They do not have access to any of the property rooms. The outside entrance and processing area are monitored and recorded by surveillance cameras. Live feed video cameras are situated in the property rooms. Video from these cameras is recorded.

Members of the department report that this facility is fully functional, accessible, and appropriate for its intended use. The consultants agree with this assessment. There is no need to consider relocating this facility.

The Property and Evidence Section is staffed by a nonsworn property control supervisor, three full-time property specialists, and one forensic technician, who assists part-time with property control. The primary duties of the specialists involve the secure intake, storage, and disposition of property and evidence taken into the department's possession.

Pursuant to standards published by the International Association of property and Evidence (IAPE), the staffing of the MPD's Evidence Division should be enhanced by 1.86 employees. CPSM agrees with this assessment.

The lieutenant of the Administrative Division and the Support Bureau Deputy Chief supervise the unit.

The supervisor is a member of the International Association for Property and Evidence (IAPE). The facility is accredited by the Oregon Accreditation Alliance (OAA). The last OAA site inspection was suspended due to the COVID pandemic. This facility is also accredited by the state of Oregon. Site visits take place every two years. The department's policies and procedures for the intake, storage, and disposition of property and evidence were reviewed and found to be appropriate. There is an elaborate system of internal audits and inspections. Weapons and drugs are inventoried four times each year. There is a policy in place for the double counting of currency (i.e., a requirement that two individuals separately count and verify the amount prior to intake). All currency is inventoried on a monthly basis. It is the practice of the MPD to normally deposit currency within 24 hours of receipt.

All general evidence is inventoried on an annual basis. The department has not utilized outside law enforcement agencies for the purpose of auditing in recent years.

Each year, the lieutenant assigned to the Patrol Division will randomly choose several cases and audit the property and evidence associated with those cases. The Chief also performs an annual inspection of the facility.

The MPD has clear guidelines for the destruction of narcotics and weapons that are no longer needed for evidentiary purposes. Approximately four to five times per year a CSO and a uniformed police officer, transport materials via police vehicle to a secured facility in Brooks,

Oregon, for destruction. There is a secured building (the E building) located in the yard which is used to store bulk marijuana. At the time of our inspection this facility was found to be properly secured.

There are separate secured areas in the yard for the storage of bicycles, flammable materials and overflow motor vehicles. There are also “prisoner property sheds” located in the yard. These units are particularly helpful when receiving and storing materials possessed by arrested homeless persons. There are two garage bays available for the examination of evidence vehicles.

There are eight large refrigerators and freezers located in the main property room. The entire facility is climate controlled and equipped with enhanced ventilation.

Items are stored by size. Inspection by the consultants showed that all items were found to be on shelving and appropriately labeled. There are three secured drying units for handling bloody clothing. There is an industrial sized electric lift to the bulk storage area on the second floor. There is also a bulk storage area on the main floor. There is a separate workspace on the second floor for the forensic technician. There is a designated area for long-term storage. This area includes items connected with homicide and rape cases from the 1980s.

The unit is open to the public for property releases daily from 6:30 a.m. to 5:00 p.m. The public service window was inspected and found to be fully secured and constructed of bullet-resistant material. The service window has the capability of contactless delivery. Such a design does not require face-to-face contact and is preferable from a security standpoint. There is a panic alarm located adjacent to the service window. A private company (Sonitrol) monitors this alarm.

The Property and Evidence Section intakes approximately 1,000 to 1,200 items per month. As of January 2022, there was a total of approximately 64,000 items in the possession of the MPD.

TABLE 6-1: Intake and Disposition Volume, 2018 through 2021

Year	Property Items In	Property Items Out
2017	15,975	14,414
2018	14,866	14,617
2019	14,543	12,836
2020	13,246	9,678
2021	11,996	10,117

The work of the Property and Evidence Section is actively monitored. Available data suggests that, during 2021, the unit handled a total of 3,229 evidence requests from the District Attorney's office; responded to 9,695 telephone calls; had 1,199 public counter contacts; and forwarded 1,388 items to the Oregon State Police laboratory. Specific performance measures are also tracked for the forensic technician such as 2021 annual totals for field call out investigations (18); vehicle processes conducted (14); and total number of latent print cases sent to OSP (166).

The property intake is accomplished in a secure area directly outside the secure property room. There are secure pass-through lockers and cold storage for officers to impound property and evidence securely any time, day or night. Only the property control supervisor, the property specialists, and the forensic lab technician have keys for these lockers. A packaging area includes sufficient space and materials for officers to package evidence. Narcotics testing and toxicology reports are prepared at the state police laboratory. A comprehensive packaging manual instructs officers on how package a wide array of different types of property.

Since 2000, a program known as TRAQ (rather than a module in the department's RMS) has been used for recording and monitoring property and evidence intake, storage, and delivery. TRAQ utilizes a barcode scanning system. Barcodes are printed out and affixed to individual items. The lack of direct compatibility with the department's RMS system does not affect operations. The incompatibility is a common issue for property rooms as most police RMS systems do not have robust property management tools. Stand-alone systems offer more capabilities to manage a property and evidence function than off-the-shelf police RMS systems. The current tracking and software system appears to be more than adequate and meets the current needs of the department. Members of the unit, as well as patrol officers and investigators, report no significant problems with the system. There are therefore no recommended changes in the tracking systems used.

Visitors must sign in to a written log in order to gain access to the property room. Firearms, narcotics, and currency are secured separately in rooms or cage areas with additional manual locking mechanisms. Currency is kept in a large safe. There is a separate secured gun room. We note that there will be a need for additional storage space for long guns in the near future. Several cameras are strategically installed on the main entrance, drug room, money safe, firearms, and cold storage area.

The facility is quite well maintained, organized, and clean. The general property storage area consists of many rows of an electronic moving/collapsible shelving system (Spacesaver Shelving). Members of the Property and Evidence Section report no operational issues with this shelving system. Evidence is packaged, barcoded, and stored in bins by shelf location and bin number. The amount of available space is diminishing. It is estimated that general storage at this facility is currently at 75 percent of capacity. Large storage area shelving is at 89 percent capacity. Drug rooms are currently at capacity and the gun room is nearing capacity for long guns.

The MPD must plan now to obtain additional storage space for the Evidence Division.

Property and Evidence Recommendations:

- The staff of the Evidence Division should be enhanced by a minimum of one full-time evidence specialist. This represents a net increase to current staffing of one position. (Recommendation No. 64.)
- Re-assign the forensic technician full-time to the Investigations Division. If this is done, it would require the hiring of an additional evidence specialist (over and above the additional position referenced above) to backfill the forensic technician within the Evidence Division. (Recommendation No. 65.)
- Obtain additional storage space for the Evidence Division. (Recommendation No. 66.)

COMMUNICATIONS

Dispatch services are provided to the MPD by Emergency Communications of Southern Oregon (ECSO). ECSO is located in Medford and is a combined emergency dispatch facility and public safety answering point (PSAP) for all of Jackson County and Crater Lake National Park.

The communications center was visited and inspected. The 16,468 square-foot facility was initially constructed in 2009. The City of Medford and Southern Oregon Regional Communications (SORC) consolidated and became ECSO on July 1, 2010. The building was designed specifically to serve as an emergency communications dispatch center. This facility performs the dispatch function for a total of 28 police, fire, and EMS agencies. Medford and Central Point share a radio frequency. CPSM was advised that "Medford is the hub of the county and has temporary shelters" and is therefore the source of a majority of their police calls. All other agencies are on a separate frequency. Each frequency has a secondary channel for nonemergency emergency communications.

There are 16 functional dispatch positions at the facility. All dispatch points can perform dispatch for all agencies. Minimum staffing is five dispatchers. There are 13 incoming 911 lines. There is a back-up communications center located at the Jackson County Sheriff's Office. This facility is fully equipped and can perform all necessary services. The Sheriff's Office also has a mobile command van that has dispatch capabilities. The dispatch facility was found to be modern, well designed, well-maintained, and secured. Access to the facility is appropriately limited and all fencing surrounding the facility is alarmed. There is an emergency power generator located at the command center. At the time of our site visit, the communications center had a total of 27 employees. We were advised that "normal staffing is 40." The communications center is supervised by a manager who had previously worked for the Medford Police Department.

Dispatchers do not perform warrant checks or enter and clear property alarms for the MPD. These functions are performed by personnel assigned to the MPD's Records Division. Dispatchers will, however, perform a variety of other administrative tasks associated with the dispatch function, such as running a warrant check, looking up a "responsible party" for a particular business, calling a cab for a citizen, etc.

The communications center utilizes the same county-wide CAD/RMS system that is used by the MPD. This system is not presently integrated with the JCSO's jail records system

TRAINING

The department has a stand-alone Training Unit staffed by one police officer. This officer is primarily tasked with administering the department's monthly training calendar and monitoring ongoing training within the department. The officer is also responsible for initial review of training requests and maintaining training records for all members of the department. The Office Administrator is responsible for off-site training registrations, per diem payments, etc. The training officer will ensure that a particular training was completed and that necessary certificates of completion are properly filed. Training records for department employees were reviewed and found to be properly maintained. CPSM notes that police training records are considered public records in the State of Oregon. Members of the public can search online and obtain a particular officer's training history, as well as date(s) of promotion, changes in assignment, level of education, and certifications. The state maintains the database containing this information.

CPSM believes that a uniformed supervisor should be developing, scheduling, coordinating, monitoring, and delivering training within the department. We therefore recommend that the department designate one sergeant to serve as Training sergeant, to replace the current Training Unit officer position. [Note: This is a new position added to the current organizational chart.] In addition to coordinating ongoing in-service and field training, the newly-designated Training sergeant would be primarily responsible for developing and coordinating the delivery of on-site in-service lessons.

The department does not have a formal multiyear training plan with articulated training goals and assessment measures. Rather, it utilizes an annual/monthly training calendar or schedule. The consultants reviewed the 2021 and 2022 training calendars and found them to include training modules mostly related to mandatory recertifications in such areas as firearms qualification, CPR, etc. The calendar contained several other useful and timely topics that were delivered online or off site.

The department should develop a multiyear training plan. This training plan should identify specific training goals and objectives for all units, and all sworn and nonsworn members of the department, and should be incorporated into the department's newly created overall multiyear strategic plan. Training goals should be articulated in advance for all scheduled training. The department's Training sergeant would be chiefly responsible for developing, reviewing, and revising the training plan as necessary.

The department has a training committee comprised of the Chief, the Deputy Chiefs, the lieutenants, and a number of uniformed personnel with specialized certifications, such as firearms instruction, defensive tactics, etc. The committee meets one time each year and develops a training calendar for the upcoming year. The training committee is charged with proposing and developing new training, as necessary.

The consultants reviewed the MPD's annual training budget 2019 and 2020 and found the budgets to be appropriate relative to the department's needs. We note a 50 percent cut to this budget in year one of the 21/23 biennium due to COVID. CPSM strongly recommends restoring this budget as soon as is practicable.

Recruit Training

It has been the practice of the MPD to hire individuals first and then send them to the Oregon Department of Public Safety & Standards Training (DPSST) academy in Salem, Oregon.

The content and length of academy training is determined by DPSST). The recruit (i.e., Basic Police Academy) curriculum spans 16 weeks or approximately 640 hours of basic training. Out-of-state lateral officers (with previous law enforcement experience) attend a two-week Police Career Officer Development (PCOD) class at the DPSST. At the time of the consultants' visit, the department had seven officers scheduled for upcoming academy training (classes beginning in March, May, and August).

Field Training

The DPSST mandates that all certified police officers undergo a comprehensive field training program administered by their department of employment. DPSST mandates a basic field training program of approximately 840 hours for newly hired officers with no previous law enforcement experience. "Lateral hires" undergo an estimated 360 to 840 hours of field training, depending upon the officer's experience and demonstrated ability. Lateral hires typically undergo approximately ten weeks of field training at the MPD. Recent field training experience in the department is as follows:

- 2019: 9 Recruits Trained.
- 2020: 6 Recruits Trained.
- 2021: 10 Recruits Trained.

Probationary police officers who are not lateral hires must undergo the full field training program, which consists of four primary training phases and two observation phases. The department also requires one additional week of assignment to the Traffic Team and one additional week specific to DUI enforcement.

The MPD has a uniform policy and procedure for the administration and assessment of training of all probationary officers. It is based upon the Reno/COPS Police Field Training model. The program has four distinct training phases. Rather than daily observation reports, the program entails a great deal of journaling via a running log and ongoing assessments.

The field training periods for both new recruits and laterals may be extended, as necessary, until the probationary officer has successfully completed all of the included training areas. The MPD has done this in the past.

The program calls for preparation of Coaching and Training Reports for each officer in training (OIT), and a self-evaluation on core competencies with precisely articulated performance outcomes. One Coaching and Training Report is prepared at the conclusion of each of the four training phases.

At the time of the CPSM site visit, the MPD had 26 active certified field training officers (FTOs), including: 13 officers assigned to patrol; 8 corporals; 3 livability officers; and 2 traffic officers. There is a Field Training sergeant/coordinator (who is assigned to a patrol team). There are also a number of inactive certified FTOs within the department. An FTO certification course is offered by the DPSST, but the department utilizes its own trainers to certify FTOs.

During one recent briefing at the commencement of a patrol shift, an officer in training was asked to conduct a training on a particular legal case addressing a fourth amendment issue. Exercises such as this are extremely important in terms of assessing officers during the field training and fully integrating them into ongoing patrol operations.

CPSM notes that a 12-hour patrol shift schedule limits the number of appearances that an officer makes each month. This necessarily limits the number of evaluation days each month for officers undergoing field training. Several members of the department mentioned this limitation and suggested that an effort be made to alter schedules for officers in training so that the opportunities for observation and increased. We agree.

FTOs do not meet formally as a group, primarily due to scheduling conflicts.

The department's field training materials and related policies and practices concerning field training were reviewed and found to generally meet or exceed the quality of those of similarly sized American police agencies.

There is also a field training protocol and program for sergeants and CSOs. The sergeants' training curriculum entails one week of "administrative training" and one week of "ride-alongs with another sergeant." Specific learning objectives and evaluation criteria are not included.

In-Service Training

Certified police officers are required to meet specific maintenance standards. Police officers are required to undergo eight hours of use of force training and one hour of ethics training each year. The MPD has utilized Ethos Academy, a private vendor, to deliver annual ethics training and leadership training to its personnel. This training is delivered online. The consultants reviewed these materials and found them to be appropriate for their intended use. During a three-year maintenance cycle, police officers are required to undergo a total of 84 training hours, which includes mandatory lessons such as mental health and critical incident training (CIT). All personnel at or above the rank of corporal are also required to undergo 24 hours of leadership training during the three-year maintenance period.

Certification maintenance laws were recently amended to require at least two hours of airway circulator anatomy and physiology (ACAP) training during each three-year maintenance cycle (<https://www.oregon.gov/dpsst/CJ/Pages/Maintenance.aspx>). A member of the Medford Fire Department is certified in ACAP instruction and is scheduled to deliver training to all sworn members of the MPD. Equity training (that is, fair and impartial policing) has now also been added into the three-year training cycle.

The MPD's current work schedule allows police officers and detectives to be scheduled to receive eight hours of in-service training each month. Based upon our review, it appears that detectives do not always attend scheduled training. Attendance at state mandated training lessons (to maintain certification) has traditionally not been problematic. Nevertheless, all scheduled in-service training is of great importance. CPSM views having sworn personnel who frequently miss scheduled in-service training as a significant liability risk to the city, the MPD, and its personnel. Lessons such as defensive tactics and emergency vehicle operation (EVOC) are just as critically important for these employees. Any sworn officer who fails to attend required training must be rescheduled. Individuals who habitually fail to appear to require training should be disciplined.

One full training day is scheduled each month. This enables the department to rapidly roll out in-person training to all members of the service. The MPD also has the ability to electronically circulate training lessons and videos to all personnel.

The DPSST offers a variety of online and in-person police training courses on the training page of its public website. Programs offered by commercial vendors are listed here as well. Officers who wish to attend a particular online or off-site class may submit a training request. CPSM reviewed the department's policy for reviewing training requests and found it to be appropriate. Out-of-town travel is typically a major driver of training costs. The MPD appears to be managing these costs effectively.

A number of in-service lesson plans were reviewed and found to be clear, comprehensive, and properly formatted (see, for example, Firearms Training, August 10–13, 2021. Source materials were referenced. Learning and performance objectives and instruction methods were identified for each lesson. Several of these lessons called for student officers to physically demonstrate requisite skills. The department utilizes appropriate retention practices for lesson plans. Lessons are separately numbered and filed. The Training Unit officer is charged with maintaining all internal lesson plans.

Several members of the MPD possess general and specialized training certifications and provide on-site training on a variety of topics, such as defensive tactics, driver training, firearms, etc. The majority of in-service training is delivered on-site (at headquarters or a local facility/location) rather than online. CPSM reviewed the department's training calendars for 2021 and 2022 and

found that they include timely and important training topics such as interactions with the homeless, legal updates, etc.

Lesson plans for in-service training lessons were reviewed and found to be well structured and suitable for their intended purposes. The MPD currently has lesson plans for the majority of its in-service lessons. We strongly recommend that submission and approval of such lesson plans occur prior to each and every in-service training lesson.

The department utilizes an on-site MILO simulator training system (located in the headquarters building) for firearms use of force and de-escalation training.

During the course of our site visits, we had multiple opportunities to attend patrol briefings. We found these briefings to be substantive and an excellent vehicle for the delivery of training and the rapid transmission of useful information. Indeed, the MPD has a practice of including a "training" at each patrol shift briefing. The topic of the particular training is logged, as well as the names of all officers in attendance. Briefings last approximately 30 minutes.

The briefing room was comfortable, spacious, and equipped with projection equipment. On one occasion we observed a presentation made at a patrol briefing by the department's Community Resource/Cultural Outreach Coordinator. She explained her function, duties, and responsibilities to patrol officers and indicated that she was actively engaging the Hispanic community in Medford. CPSM notes that this particular community has grown recently in Medford due to the influx of new immigrants and seasonal farm workers. She also solicited the help of patrol officers and their supervisors in terms of making referrals, offering victim assistance, and providing information when handling domestic violence cases, etc. She recounted a recent situation where she appeared on a local Spanish radio station's call-in program to request information from the public concerning a particular investigation. This resulted in an actionable tip for the police. Efforts such as these are valuable in terms of intelligence gathering and general community outreach. They are particularly important in establishing trust and building rapport with individuals whose immigration status is in question. CPSM recommends that these efforts be continued. In the aftermath of the COVID pandemic, there is a particular need to strengthen existing relationships and develop new ones.

The consultants attended and observed a particular patrol briefing where the patrol sergeant asked an officer in the team to make a brief presentation to his colleagues about a call from the previous shift where he was first officer on the scene. The officer in question gave a rather detailed description of the call, as well as a history of prior calls at that particular location. The patrol supervisor led a debrief of the response to this call, in terms of crime scene preservation and appropriate tactics (particularly the issue of "room clearing"). The sergeant identified 'lessons learned' and provided recommendations for improvement. Detailed briefings/trainings such as these are invaluable in terms of officer/community safety and risk management. The MPD has procedures in place to document these informal trainings via a digital briefing book and watch commander notes (via Zulip).

Newly hired community service officers (CSOs) attend a two-week orientation program. During this period, CSOs receive training regarding the department's policy manual, report writing, defensive tactics, use of OC spray, etc. Upon completion of this orientation, CSOs work with a CSO trainer for approximately one month. The Special Services Section sergeant monitors this training. This sergeant also supervises school resource officers (SROs) and traffic officers.

Officers who are assigned to the SWAT team undergo a great deal of additional specialized training. This training is administered and monitored by the SWAT team supervisor. At the time of the CPSM site visit there were approximately 17 uniformed personnel of various ranks assigned to

the SWAT team. Four members of the Medford Fire Department who serve as SWAT medics will train with members of the MPD SWAT team. During the summer of 2021, the SWAT unit coordinated an active shooter drill at the Eagle Point School while classes were not in session. The MPD's SROs also conduct lockdown drills at the schools to which they are assigned.

Perhaps the two most important police training topics currently are use of force de-escalation training and training concerning the evolving duty to intervene. Both topics have been incorporated into the MPD's ongoing in-service training curriculum. Defensive tactics lessons are designed and delivered by a patrol sergeant who has appropriate certifications. Lessons are designed to expose officers to stress (e.g., startle drills, low-light exercises, etc.) As one member of the department indicated, "[officers undergoing training] need to quickly transition from less lethal means of responding, to lethal, then back again. They need the ability to unholster and reholster, depending upon the circumstances." Well-designed, judgmental-based training such as this is critically important and necessary to ensure that police officers are able to make sound, ethical decisions in real-life situations. Scenarios are developed in-house and are typically reenactments of actual cases handled by the MPD. The department has provided ground fighting/grappling training to its officers. Two members of the department were recently sent by the department to a commercial ground fighting training academy.

The patrol sergeant responsible for defensive tactics reviews all use of force reports, as well as BWC footage, when necessary.

There is a separate room for MILO firearms instruction. The headquarters building has an appropriate facility (a large training room on the third floor with mats and equipment) and equipment for defensive tactics training. The training room has a maximum occupancy of 86 and is equipped with adequate projection equipment, desks, chairs etc. Offsite training is also performed at a local warehouse.

Promotional/Management Training/Executive Development

Newly promoted corporals attend a two-week first-line supervisor course which is offered in Salem. Police officers promoted directly to the rank of sergeant will attend this course as well. DPSST also offers a two-week (80 hour) Supervisory Leadership Academy, as well as a two-week, 40-hour Organizational Leadership and Management Academy (<https://www.oregon.gov/dpsst/CPE/Pages/leadership-development.aspx>). These courses are not required but can be used to satisfy the 24 hours of leadership training requirement for supervisors.

There is no required training to be promoted to detective. However, when officers are selected to promote to detective, detective supervisors "actively look for and select training courses to send new detectives to as soon as they become available." The department sends all detectives to interview and interrogation courses, as well as courses offered by the Oregon Homicide Investigators Association.

The MPD last sent a person to the FBI national Academy in 2018.

There is a separate Sergeant's Training Manual. This manual was inspected and found to be adequate for its intended use.

Training Recommendations

- CPSM believes that a uniformed supervisor should be developing, scheduling, coordinating, and delivering training within the department. We therefore recommend that the department

designate one sergeant to serve as Training sergeant. [Note: This is a new position added to the current organizational chart.] In addition to coordinating ongoing in-service and field training, the newly-designated Training sergeant would be primarily responsible for developing and coordinating the delivery of in-service lessons. (Recommendation No. 67.)

- The department should develop a multiyear training plan (not simply a calendar, or schedule). This training plan should identify specific training goals and objectives for all units, and all sworn and nonsworn members of the department, and should be incorporated into the department's newly created overall multiyear strategic plan. The department's newly-appointed Training sergeant would be chiefly responsible for developing, reviewing, and revising the training plan as necessary. (Recommendation No. 68.)
- The department's current training committee should meet regularly to consider the training needs of the department and set the agenda and specific training goals for the entire department. The training committee should also solicit ideas, identify operational problems and training opportunities, formulate specific training plans, and evaluate and periodically report on the success of training received by members of the department. The newly-designated Training sergeant should serve as chair of the MPD training committee. (Recommendation No. 69.)
- The training committee should utilize the resources promulgated by the International Association of Directors of Law Enforcement Standards and Training (IADLEST). IADLEST membership includes access to an information portal that provides lesson plans, webinars, innovative learning strategies and activities, assessment tools and rubrics, etc. (Recommendation No. 70.)
- In light of recent national events, de-escalation and judgmental use of force training for police officers has become critically important for all communities. The technology regarding immersive firearms simulator training is rapidly evolving. The current firearms simulation equipment utilized by the department is adequate, but the department should be continually open to utilizing new and emerging technologies. We believe that all police departments must avail themselves of the most current firearms training technologies and methods available. During our site visit we discussed such state-of-the-art systems that are now utilized by other departments in the state. We therefore recommend that the department seek opportunities to provide fully immersive judgmental firearms simulator training to its officers by: 1) obtaining and utilizing a state-of-the-art simulated firearms training system of its own (and perhaps sharing the costs with one or more law enforcement agencies in the region); or 2) seeking opportunities to utilize such equipment owned and operated by other law enforcement agencies in the region. (Recommendation No. 71.)
- The department should enhance its sergeants' field training program to include specific learning objectives and methods of assessment (such as daily observation reports [DORs] during the ride-along phase). (Recommendation No. 72.)
- The department should encourage and actively support members of the department to apply to the FBI National Academy. (Recommendation No. 73.)

FACILITIES/RESOURCES

The police headquarters was built in 2016. It was inspected and found to be spacious, well-designed, and well-maintained. The parking areas adjacent to the building were inspected and found to be fully secured. Video camera coverage at all points of pedestrian and vehicular entrance and egress was found to be sufficient. The headquarters building has an adequate alternate power sources (i.e., generator system) that is appropriately located and maintained.

The department headquarters building does not have a designated arrest processing area. This is due to the fact that arrests are processed at the Jackson County jail located at 787 W. 8th St. Prisoners will only be brought to the headquarters building in connection with a DUI investigation or if it is necessary to have detectives conduct interviews with the suspect. A detailed review of arrest processing procedures at the Jackson County jail is beyond the scope of the present study.

The department's budget was reviewed and found to be appropriate for current operations. The department has obtained and utilized a considerable amount of forfeiture assets over the past several years, as follows:

- 2019: 537,117
- 2020: 1,268,743
- 2021: 723,202

The department also actively seeks and utilizes grant funding.

During our inspection, all doors to secure locations were found to be equipped by and properly secured by electronic keypad. The department's server room was secured and equipped with appropriate fire suppression system.

The lobby to the headquarters building is open to the public from 8:00 a.m. until 6:00 p.m., Monday through Friday. After business hours, the main building is secured but the vestibule outside the main doors is accessible so that members of the public can enter and communicate directly with dispatch. Emergency and non-emergency calls for service can be placed to dispatch via landlines installed in the vestibule. There is a live feed video camera located in the vestibule. There is also an emergency button located in this area. A patrol unit will be dispatched, as necessary.

The public service window in the main lobby was inspected and found to be secured with bullet-resistant glass. Video cameras are positioned throughout the building. We note that live feeds from these cameras are routinely monitored by Records personnel.

The MPD does not operate its own jail facility. Rather, it utilizes the services of the Jackson County jail. Based upon our observations, conversations, and document review, it is clear that the Jackson County jail is currently operating at or near maximum capacity. The facility is used primarily to house defendants charged with more serious offenses. The space for detaining individuals facing less serious municipal or state charges is extremely limited. The City of Medford currently pays for several beds at this facility. These beds are used for the detention of MPD prisoners. Individuals arrested and charged by the MPD with misdemeanor and lesser offenses generally cannot be housed overnight due to overcrowding at the jail and are simply quickly released back into the community. CPSM concludes that the current situation is unacceptable from an operational point of view, as it places an undue operational burden upon the MPD. The department must have the ability to detain chronic/repeat offenders rather than simply issuing

citations for which the defendants will inevitably fail to appear in court. This operational limitation significantly undermines the integrity and efficiency of the MPD and the entire criminal justice system.

Recommendations:

- The MPD must partner with the JCSO, the county, Medford city officials, and the wider community to educate the public about the operational inefficiencies caused by inadequate jail facilities. A comprehensive public education and outreach program should be developed with the goal of ultimately obtaining additional jail space. (Recommendation No. 74.)
- The MPD should partner with the Jackson County Sheriff's Office, the county, the local prosecutor's office, and the municipal court to explore creation of a special court for repeat offenders. It is likely that a special court of this type would be able to more properly address cases involving chronic repeat offenders and thus greatly reduce the procedural and administrative inefficiencies currently being experienced. (Recommendation No. 75.)

FLEET

The consultants performed a detailed inspection of the department's fleet of vehicles, as well as its policies and procedures for performing routine vehicle maintenance. Failure to perform routine maintenance or to maintain comprehensive maintenance records such as oil change records and change schedules can invalidate manufacturer warranties and subject the city and the department to unnecessary expense, as well as considerable potential liability for badly-maintained vehicles.

The department does not have a vehicle take-home policy except for investigations and command staff. CPSM was advised that discussions are currently underway concerning implementation of a department-wide vehicle take-home policy. CPSM offers no opinion as to the appropriateness of such a policy since its potential costs and benefits are more thoroughly understood by members of the department.

Vehicles were inspected and found to be clean, well-maintained, and appropriate for their intended purpose(s). An analysis of the department's entire fleet reveals an appropriate quantity and quality of vehicles (primarily Ford products). There are a number of vans, specialty vehicles and trailers. There are 4 BMW motorcycles, which are used for traffic enforcement.

The full-time CSO assigned to the Administrative Division is chiefly responsible for managing and maintaining the department's fleet of vehicles. Purchasing and emergency equipment up-fitting is handled by the Administrative Division lieutenant.

The consultants reviewed the policies and procedures for vehicle maintenance and found that they meet or exceed the quality of those of similarly-sized police departments. A fleet management program is used to monitor all department vehicles (in terms of scheduling oil changes, new tires, etc.). This is a relatively inexpensive (i.e., a one-time cost for software and license) and effective program that closely monitors maintenance. Fuel consumption is closely monitored. Fuel cards are assigned to each vehicle.

The department obtains relatively high mileage from all of its vehicles. CPSM recognizes that well-maintained police vehicles can perform effectively well beyond 100,000 miles. The department has been particularly successful at repurposing vehicles (for example, moving a high-mileage marked patrol vehicle to be used by a CSO). The department follows a clear

vehicle replacement schedule and decommissions vehicles once they have exceeded their useful life.

CPSM concludes that the department properly maintains and wisely utilizes its vehicles. The size of the vehicle fleet is appropriate relative to the MPD's current needs.

RECORDS

The Records Division is staffed by one Records Division manager (nonsworn), one Records Division supervisor, 15 full-time records specialists, and one part-time records specialist (19.75 hours/week). There is an additional records specialist assigned to the Livability Team for temporary assignment for a period of two years. At the end of the two-year rotation, another specialist will be selected for the position.

When a records specialist is hired, he/she receives training for at least six months and remains on probation for one year following completion of the in-house training. There is currently one specialist in training and two vacancies with potential employees undergoing the background investigation process. At present more than half the records specialists have under three years of experience.

These employees are all nonsworn. The records specialists are charged with performing the duties of receptionist/service clerks when the front lobby area is open (Monday through Friday from 8:00 a.m. until 6:00 p.m.). When the lobby and service window are open, minimum staffing is three records specialists.

Record specialists are scheduled and available 24 hours per day, seven days a week. Minimum staffing during the overnight hours (when the lobby is closed) is one records specialist. The consulting team has rarely observed a department with continuous records division support such as this.

Records specialists perform a variety of data-entry and administrative tasks such as: prepping/entering/confirming and clearing warrants; expunging cases as ordered by the court; processing police reports for state/federal reporting and distributing reports as necessary; handling public records requests; entering missing/endangered subjects, runaways, stolen vehicles and stolen guns in the state of Oregon law enforcement database; processing evidence requests from the District and City Attorney's offices; responding to report/case info requests from other government agencies; entering traffic citations; processing mail (primarily requests for reports and background checks); performing LEDS/NCIC validations; and performing motor vehicle releases. Records specialists will occasionally prepare a police report for minor incidents such as found property or a stolen bicycle valued at less than \$50 with no further information available on the suspect. Records specialists register sex offenders for the Oregon State Police, Monday to Friday from 10:00 a.m. to 2:00 p.m.

The Records division provided estimates of time expended in connection with common tasks as shown in the following table.

TABLE 6-2: Estimated Time Expended per Task in Records

Assignment	Time Needed for Task
Prepping Warrants	15 to 30 min. each
Entering Warrants	15 to 20 min. each
Confirming/Clearing Warrants	15 to 20 min. each
Expunging Cases	1 to 4 hours each / avg.
Distributing/Processing Police Reports	5 min. to 1 hours each
Public Records Requests	30 min to 3 hours each / avg.
LEDS Entries (Including Zulip Entries)	15 to 30 min. each
Evidence Requests	30 min. to 2 hours each
LEDS Validations	15 to 30 min. each
Processing Mail	20 to 30 hours/week
Entering Traffic Citations	15 min. each
Vehicle Releases	30 min. each
Writing Reports/Supplementals	30 min. each / avg.
Government Requests	30 min to 1 hours each / avg.
QC's (Image check, Warrant entry, Warrant Clearances)	20 hours / week
Sex Offender Registration	30 min. each

In the past, all personnel assigned to the Records Division would meet periodically. Since the start of the COVID pandemic these meetings have not been held. CPSM was advised that a meeting has recently been scheduled.

The Medford Police Records Division is required to have staff available twenty-four hours a day, three hundred sixty-five days a year as per the User Responsibilities required by the State of Oregon of Oregon Law Enforcement Data System (LEDS) manual: "Hit Confirmation: When another agency receives a positive record response (Hit) from LEDS or NCIC and requests confirmation of the status of the record (warrant, stolen vehicle, etc.), the agency responsible for entry of the record must respond within 10 minutes for urgent hit confirmation requests or within one (1) hour for routine hit confirmation requests, with an answer indicating the status of the record or indicating when the record status will be confirmed." In some police departments, records personnel do not work during evening hours and such tasks are typically performed by dispatchers, who are obviously available 24 hours a day. As the MPD does not provide its own dispatch, personnel assigned to the emergency communication center would need to perform this function, but they do not. The MPD Records Division is a resource to all countywide agencies after normal business hours as only the Jackson County Jail Records has staff working 24/7.

MPD records specialists are required to prep, enter, confirm and clear warrants. As directed by the State of Oregon LEDS manual, "Before entering a warrant or temporary felony want, it is imperative to obtain as much information as possible. It is the sole responsibility of the entering agency to ensure all sources of available information are checked..." Prepping entails confirming that the court information contained in the warrant is correct. This has required a huge expenditure of time on the part of the MPD Records Division. At the time of our site visit, there was a backlog of 272 warrants that needed to be prepped. Following the prep, each warrant needs to be entered into the law enforcement data system (LEDS). LEDS is a statewide

system that manages criminal warrants, restraining orders, etc. At the time of our site visit, 100 warrants were waiting to be entered into the LEDS system and the RMS. We were advised that a large percentage of these warrants were being issued for "failure to appear" at prior court proceedings. We were advised that it is common to have one individual with multiple outstanding warrants for failure to appear (perhaps as many as 20 different warrants for one person).

MPD records specialists confirm and clear warrants and enter and clear time sensitive LEDS entries for the Ashland Police Department. This is done for an annual fee, as Ashland does not have 24-hour coverage by records personnel.

The department utilizes a commercial web-based public records request management system known as GovQA. This system has proven to be helpful in managing public records requests. Record Specialists work with the city attorney and MPD supervisors to redact records and video evidence, as necessary.

Since 2007, the department has utilized an online reporting system that can be accessed from the department's website. CopLogic is a Lexis-Nexis product that allows citizens and loss prevention staff to file certain crime reports electronically. Citizens can file an online report for such minor offenses as criminal trespass; identity theft; harassing phone calls; lost property; minor theft; vandalism; theft from a motor vehicle; and non-injury hit and run motor vehicle accidents. Such capability greatly reduces the number of non-emergency calls for service responses by the MPD. This feature, combined with the department's effective use of the Report Writing Unit, have made a significant impact in terms of cost savings to the department and the city. (A more thorough discussion of the Report Writing Unit will follow.)

The department utilizes a records management system (RMS) developed by Central Square, and known as Records Enterprises. The computer-assisted dispatch (CAD) system was developed by TIBURON and is managed by Emergency Communications of Southern Oregon (ECISO). The CAD system has been used by the department for many years. The Enterprise RMS system was launched November 3, 2020. All nine law enforcement agencies in the county use this system. Utilization of a common RMS and CAD system is particularly useful in terms of interoperability and information sharing among law enforcement agencies. For example, while in the field, MPD patrol officers can access original crime reports prepared by the Ashland Police Department.

Prior to adoption of this system, the participating agencies were afforded the opportunity to participate in beta testing of the system and had input into the final selection process. The Enterprise RMS countywide system administrator is a City of Medford IT employee. The Medford Police Records Manager is the application administrator for the countywide system. Installation and implementation within the MPD was performed by Central Square Project Managers and an internal team made up of technicians from the city's IT department, members of the department's Records Division, patrol officers, and members of other participating agencies. The team was able to customize the system to maximize its efficiency within county law enforcement agencies. Each agency had to write instructions and train their staff on the new RMS; Central Square did not provide instructions prior to launch.

Several members of the MPD reported that the launch of the Central Square RMS/CAD system was "difficult." One individual stated "there were serious conversion issues" and that the department is "still having issues one, 1½ years later." Examples of system conversion issues include the removal of first names from several reports (in other words, the system displayed last names only) and arrest reports with no names listed at all. Central Square has provided technical assistance but several members of the department indicated that they had thus far

provided “poor support.” Members of the MPD Records division and the system administrator have on-going biweekly team meetings with the project manager from Central Square in order to address these issues.

Despite the noted system conversion issues, end users of these systems (both sworn and non-sworn members of the MPD, in various assignments) generally report that these systems are functional and somewhat user-friendly. There has not been a history of breakdowns or technical problems. The systems are updated and generally well-maintained. Members of the department generally report that the system has “very good capability.”

The department utilizes a variety of modules within the RMS system. The consultants were advised, however, that the current Central Square RMS “is not great for preparing crash reports and diagrams.” As a result, the department has instructed officers to continue using the legacy program, Report Beam, a web-based crash report system. Guardian Tracking is a web-based software system used for managing internal affairs investigations.

The department utilizes another tool known as GeoShield for analytical support. This is a web-based, secured system that is used countywide for the creation of maps and the analysis of data specific to each of the patrol beats. GeoShield has essentially supplanted the weekly Compstat reports that were previously prepared by the MPD, as officers and investigators can now query the system and easily create heat maps to visualize crime data such as reports prepared, calls for service, vehicle accidents, etc. for particular locations. At the time of our site visit, GeoShield had not been fully implemented by the MPD. We were advised that the department is currently “working on some back-end issues” related to the system.

CPSM notes that providing patrol officers and investigators with such analytical tools is obviously desirable, as it makes officers more self-reliant when accessing data. Perhaps more importantly, the MPD must develop a clear policy for the use of such technology. Simply providing access to this information does not ensure that the information is in fact accessed, shared, and effectively used for decision and operational support.

Police reports are prepared in the field by patrol officers via the mobile data terminals (MDTs) installed in patrol vehicles. Once prepared, the report is electronically forwarded to the patrol supervisor (sergeant or corporal) for review. The patrol supervisor will then either approve and accept the report or return it to the officer for correction and/or completion. If an officer fails to complete and submit a required report, the system will automatically inform the officer that such a report is required. Once a patrol supervisor approves a field report, it is placed in a queue for review and completion by a member of the Records Division. A member of the Records Division will again review the report to ensure that it is complete and properly coded. Any NIBR coding errors will be noted and corrected as necessary. If nothing further is required of the officer or the patrol supervisor, the record is then “completed” and is then ready to be submitted. Narrative portions of the reports are “locked down” so that no further alterations can be made to the approved report. Police field reports are visible and accessible by authorized persons (e.g., detective investigators) from the time they are initially prepared by the officer in the field. Reports related to sensitive investigations such as an officer-involved shooting or an arrest of a member of the service can be partitioned so that access is further limited.

Each month, the department is provided with a file from LEDS with lists of current entries for stolen vehicles/boats, stolen articles, missing persons, stolen guns, stolen license plates, stolen vehicle/boat parts and wanted persons. Members of the Records Division are required to perform LEDS validations; that is, they must check to see that these entries remain valid (for example, if a wanted person has been apprehended, the entry must be canceled). In order to perform validations, a Records Specialist must review the initial report, as well as additional

reports within the RMS, to determine whether an item has been recovered. This also requires certified mail be sent to the original complainant, to determine whether a stolen item has been recovered or not. The performance of such validations requires a considerable expenditure of time. The Oregon State Police perform periodic audits to determine whether all required validations are made in the LEDS system. The MPD has not been audited recently, most likely due to the pandemic.

At the time of our site visit, the department had a backlog of 2,829 reports files that were waiting to be processed and validated for NIBRS. This is a particularly large number considering the size of the MPD's operations however, each case may have multiple files and the MPD pulled 21,338 case numbers in 2021; every case number requires work by Records. As of last December, there was a backlog of approximately 4,300 cases to be processed. The division has obviously made great progress in the past several months but, by doing so, has allowed the amount of work relating to warrants to increase significantly

CPSM was advised that there was a total of 59 missing 2021 police reports at the time of our site visit. This occurs when a call is recorded in the CAD but a required police report is not submitted in the RMS. Missing reports of this type represent a liability threat to the city and the department. Officers who fail to file required reports should be disciplined, as necessary.

The MPD has and follows a clear and comprehensive records retention policy. Guidelines (i.e., Administrative Rules, Ch. 166, Div. 200) are promulgated by the Oregon Secretary of State. The MPD is essentially a paperless organization as the vast majority of records are prepared and maintained electronically. There is a records room located on the third floor of the headquarters building which contains boxes of files. These files are associated with homicide cases from the 1980s. There are also microfilm records dating back to the 1970s. These materials have not been scanned into the department's current RMS.

To remain compliant with the laws and requirements of the State of Oregon, the Records Division is challenged to prioritize case processing, warrant entry and expungements, while still assisting the public in person and via telephone, assisting officers and balancing additional tasks.

Report Writing Unit

The consultants wish to highlight the MPDs development and use of a unique unit, known as the Report Writing Unit. This unit was created in October 2020 and is staffed by one part-time sergeant (25 hrs./week) and one part-time community service officer. Staffing is supplemented from time to time by limited duty police officers and detectives who provide additional administrative support prior to returning to full duty. This unit appears to have evolved organically out of the MPD's operations. It has proven to be hugely successful in reducing the total number of calls for service responded to by MPD patrol officers, and the many hours of paperwork that would otherwise be extended by patrol personnel in the field.

The following table shows the monthly activity for this unit in 2021.

TABLE 6-3: Report Writing Unit Activity, 2021

Month	Online Reports Prepared	Additional Cases Taken	No-report (NR) Cases
January	174	36	165
February	175	53	82
March	148	27	41
April	176	10	41
May	158	11	29
June	146	42	45
July	157	83	127
August	148	86	152
September	185	64	96
October	144	65	124
November	212	35	79
December	201	11	22
Total	2,024	523	988

The majority of online reports filed originate from local loss prevention professionals. The MPD has established a working relationship with the Rogue Valley Loss Prevention Association (RVLPA).

Because a sergeant supervises this unit, it has the capability to immediately remove certain calls for service from the queue in the CAD system. For example, the sergeant actively scans incoming calls for service and identifies minor offenses that do not require assignment of a patrol unit, such as a minor theft from a parked motor vehicle. The sergeant in the Report Writing Unit has the authority to communicate directly with dispatchers (electronic messaging) and the patrol supervisor in the field and essentially state, "We will handle that one." The call then disappears from the patrol queue and is addressed promptly and professionally by the personnel assigned in the Report Writing Unit. The sergeant also has the ability to issue summonses when necessary. The value of this supplemental unit is analogous to an air traffic control tower in a major American airport being able to reduce its workload by having other competent professionals step in to handle certain routine flights.

The unit has proven invaluable during unusual emergency situations. For example, on August 11, 2021, the MPD and the JCSO were actively involved in a lengthy vehicle pursuit that resulted in an officer-involved shooting. The Report Writing Unit was able to put a temporary hold on all online reporting and was able to assist patrol by handling all calls from the CAD for approximately five hours. Such capability is extremely useful to any department.

The team of consultants have not observed such an innovative approach to call management in any of their prior police studies. We applaud the department for developing and utilizing such a useful strategy. It appears that this unit developed organically within the MPD due to the particular career path and personal skills of the sergeant who heads the unit. Nevertheless, CPSM views the MPD's Report Writing Unit as an exemplar that should be copied by similarly sized American police agencies. This unit performs a high volume of work at a relatively low cost and is a particularly intelligent and innovative use of department resources. Enhanced staffing for this unit will obviously yield significant results.

Records Recommendations:

- The MPD should create an internal committee to address the issue of unnecessary administrative tasks associated with the issuance, clearance, and expungement of warrants. This committee must meet with personnel from the municipal and state court system, as well as the Jackson County Sheriff's Office (and perhaps even the Ashland PD), in order to devise a more efficient and equitable means of assigning and sharing these tasks. It is possible that a solution would result in the MPD not having to schedule records personnel 24 hours per day. The Deputy Chief of the MPD's Support Bureau should chair this committee. This team should also consist of the Records Division manager, the Report Writing Unit sergeant, and the Livability Section sergeant. The team should be charged with making specific recommendations regarding the streamlining of the warrant process (i.e., application, validation, etc.). (Recommendation No. 76.)
- The Records Division should continue to schedule and hold biannual meetings of all personnel assigned to the records division. Work schedules should be adjusted as necessary to allow for attendance at these meetings. There should be an agenda published in advance and minutes should be taken to ensure follow up. The supervisor of the Report Writing Unit should also attend these meetings. (Recommendation No. 77.)
- Records Division in-service training should continue to include a regularly scheduled training session regarding proper field reporting and NIBRS coding. The Records Division manager should deliver this training. (Recommendation No. 78.)
- Formalize the policies and procedures of the Report Writing Unit and ensure that they are accurately reflected in the department's policies and procedures. (Recommendation No. 79.)
- Enhance staffing in the Report Writing Unit by adding a full-time CSO position. This would likely significantly enhance the unit's efficiency. (Recommendation No. 80.)
- Assign all newly promoted/probationary sergeants and corporals to the Report Writing Unit for a minimum of two weeks. The Report Writing Unit sergeant can mentor and assess these individuals in terms of their basic administrative and management skills. This will also build organizational capacity. It is essential that the MPD engage in succession planning with regard to the Report Writing Unit supervisor position. (Recommendation No. 81.)
- Continue to closely monitor and report upon the performance of the Report Writing Unit. Utilize this data as an important performance metric for the MPD. (Recommendation No. 82.)

INFORMATION TECHNOLOGY

The department does not employ its own IT supervisor or technician. Rather, it relies upon the services provided by the city's IT Department. There is no one point person or liaison within the IT staff who exclusively services the MPD. Rather, work requests are submitted to IT and responded to by IT staff technicians. Members of the department report that the city IT technicians have proven to be "very helpful."

The department has its own servers. The server room was inspected, found to be secure, protected by a waterless fire suppression system, and generally appropriate for its intended use.

BWC data is stored via a commercial service, AXON's evidence.com.

License plate readers (LPRs) are strategically located throughout the city and are placed by the MPD. There is also a system of live feed video cameras throughout the city that can be

accessed by members of the department. Several of these cameras have pan, tilt, and zoom capability. Once GeoShield is fully implemented, it can be used to integrate the RMS, the city's camera system (Milestone Camera System), and the network of LPRs. Ultimately, police officers and investigators should be able to simply click on a particular camera and obtain a live video feed.

The city does not utilize the Shotspotter firearms discharge detection system.

Patrol officers are provided body-worn cameras (BWCs). Video data recorded on these units is downloaded via unit docking stations. Video footage can be easily linked to police reports and properly categorized.

The department also has a wireless system for automatically downloading video data capture on vehicle dash cams and internal cameras, directly from police vehicles.

BWC video data storage has proven to be a considerable expense for American police department. The MPD utilizes a commercial vendor, evidence.com, which provides cloud-based data storage. While CPSM does not expressly endorse any specific product, we believe this to be an effective and relatively cost-efficient means of managing video data. When freedom of information requests are received by the department, records specialists are charged with providing requested documents and redacting them, as necessary. Specially trained records specialists perform redaction of BWC videos, when necessary.

The policy for body worn cameras was reviewed and found to be clear, thorough and consistent with those of similar sized agencies. It contains clear guidance for camera operation (i.e., policy on when the officer must activate the unit and/or unit automatically activates), storage of electronic data, auditing, investigatory and supervisory review of videos, and the use of BWC video for training purposes. The department has a comprehensive schedule for BWC file retention. These policies and procedures are appropriate and consistent with best practices in American policing.

BWCs are distributed appropriately to personnel throughout the Operations Bureau.

Police vehicles are equipped with dashboard-mounted video cameras and internal (back seat only) cameras with sound recording capability. Data from these camera systems is downloaded automatically via a wireless download system.

The department does not presently have a formal technology task force or committee to evaluate and test new technology and equipment.

Information Technology Recommendations:

- Technology needs for American police departments are evolving and expanding rapidly. The city should consider assigning a dedicated IT professional to the MPD. This individual would have a comprehensive understanding of the department's various systems and needs and would be charged with identifying, installing, and maintaining hardware and software for such technologies as body worn cameras, drones, license plate readers (LPRs), etc. (Recommendation No. 83.)
- The department should establish an internal technology taskforce. This body should be comprised of supervisors, line officers, an IT professional assigned to the department, and civilian members of the department, should meet regularly, and should: 1) identify the department's current technology needs; 2) field test, evaluate, and select new equipment, software and technologies; 3) identify any deficiencies in the department's current

communications (CAD), records management (RMS), or other data systems; 3) periodically revise and update the department's website; 4) identify technology training needs, and recommend and develop additional training; and 5) make specific recommendations for improvement, where necessary. (Recommendation No. 84.)

- The technology task force should develop a formal replacement plan for all of the department's IT equipment and software. (Recommendation No. 85.)

RECRUITMENT

The department has been quite successful at recruiting and hiring qualified individuals for the position of police officer. The department has emphasized recruitment recently and has enhanced its efforts, such as actively attending college recruitment functions and posting on a variety of social media platforms. The Administrative lieutenant has been tasked with overseeing the department's various recruitment efforts.

Several members of the department indicated that the MPD is in fact a destination department for both newly-hired and experienced law enforcement officers. Interestingly, a significant number of MPD officers were born and/or raised in the Medford area. This is indicative of a "destination department" in terms of police recruitment.

The department has a distinct strategy for advertising open positions via a wide array of media platforms. The department has clear procedures for recruitment and selection of personnel. This includes physical agility evaluation, psychological test, interviews, medical examination, and drug screen. These procedures are appropriate and consistent with best practices in American policing. Minimum qualifications for appointment as a police officer in Oregon are promulgated by the Oregon Department of Public Safety Standards and Training (DPSST).

The Administrative Lieutenant takes an extremely active role in supervising/carrying out all phases of the department's recruitment plan. CPSM believes that command level attention to police recruitment is now essential, due to law enforcement's increasingly competitive labor market and challenging work environment. Many areas of the country are now experiencing a recruitment and retention crisis. Police departments must employ new strategies and procedures to attract and retain qualified employees.

We view early and frequent applicant contact as an essential technique, as many departments typically lose a significant portion of applicants as they proceed through the qualification process. While the consultants were not provided with a precise yield/conversion rate for the department, the information provided suggests that the department is maximizing the number of applicants who remain interested and motivated to complete the hiring process. Quickly inviting an applicant for an initial interview is critically important. Most police departments defuse responsibility for recruitment widely and thereby cause unnecessary delay in the process. Allowing an applicant to linger for an extended period greatly increases the risk that the applicant will decline any offer of employment and simply look elsewhere. Applicants today have many employment choices and police departments actively compete with one another to attract and secure the most qualified applicants.

CPSM has observed several departments and municipalities that are now considering the "over-hiring" of personnel, in terms of securing qualified candidates *prior* to an anticipated vacancy. This is done in recognition of the fact that: a) the market for police officers has become far more competitive and challenging; and b) it takes many months to fully train and prepare an officer. Those departments that are fortunate enough to have an abundance of fully-qualified

applicants are now choosing to secure them as soon as they can. In light of Medford's predicted growth during the next several years, the city should consider hiring officers proactively, rather than waiting for openings to occur.

The department's success and attracting laterals suggests that the MPD is in fact a "destination department" where seasoned police professionals from other agencies are attracted to the MPD for reasons such as competitive salary and benefits, organizational culture, quality of life, etc.

The department's CSO program has proven to be a particularly effective recruitment and evaluation tool.

Recruitment Recommendations:

- The department should record and consistently monitor its application yield rate and perform comparisons from year to year. This information, combined with accurate data concerning the number of police applicants each year, can provide meaningful data that will speak to the department's relative degree of success in attracting and securing qualified police officers. (Recommendation No. 86.)
- Every effort should be made to post open positions and commence hiring as quickly as possible. Failure to commence the hiring process until a vacancy has already occurred results in unnecessary staffing shortages and backfilling of positions. (Recommendation No. 87.)
- The MPD should further develop and substantially enhance its community service officer (CSO) program. In light of the nationwide hiring crisis, programs such as this are now viewed as an innovative and effective means of attracting qualified young people to the police profession. (Recommendation No. 88.)
- As part of its overall recruitment plan, the department should develop and/or strengthen relationships with colleges and universities that offer degrees in criminal justice and public administration. We recommend that the department reach out to full-time faculty in criminal justice programs throughout the region, particularly full-time professors with prior law-enforcement experience. In addition to simply attending job fairs on campus and handing out pamphlets, uniformed members of the department should request the opportunity to meet with and present to criminal justice club members. Such efforts were not necessary several years ago but in light of the current reality, every effort should be made to make meaningful connections and to distinguish the MPD in the minds of potential applicants. (Recommendation No. 89.)

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SECTION 7. CONCLUSION

The MPD is an adaptive and highly-effective police organization that actively partners with the community to utilize its resources wisely while achieving its mission. The recommendations provided in this report should be viewed not as criticisms of the department, but rather as improvement opportunities that will allow the MPD to reduce operational costs and to fully utilize its resources and performance-based management structure to bring its overall performance to even higher levels.

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SECTION 8. DATA ANALYSIS

This data analysis on police patrol operations for the Medford Police Department focuses on three main areas: workload, deployment, and response times. These three areas are related almost exclusively to patrol operations, which constitute a significant portion of the police department's personnel and financial commitment.

All information in this analysis was developed using data recorded by the regional dispatch center's (Emergency Communications of Southern Oregon) computer-aided dispatch (CAD) system.

CPSM collected data for one year from January 1, 2021, through December 31, 2021. The majority of the first section of the report, concluding with Table 8-9, uses call data for one year. For the detailed workload analysis, we use two eight-week sample periods. The first period is from January 4 through February 28, 2021, or winter, and the second period is from July 7 through August 31, 2021, or summer.

WORKLOAD ANALYSIS

When CPSM analyzes a set of dispatch records, we go through a series of steps:

- We first process the data to improve accuracy. For example, we remove test records that do not indicate an actual activity. We also remove incomplete data, as found in situations where there is not enough time information to evaluate the record.
- At this point, we have a series of records that we call “events.” We identify these events in three ways:
 - We distinguish between patrol and nonpatrol units.
 - We assign a category to each event based upon its description.
 - We indicate whether the call is “zero time on scene” (i.e., units spent less than 30 seconds on scene), “police-initiated,” or “community-initiated.”
- We then remove all records that do not involve a patrol unit to get a total number of patrol-related events.
- At important points during our analysis, we focus on a smaller group of events designed to represent actual calls for service. This excludes events with no unit time spent on scene and directed patrol activities.

In this way, we first identify a total number of records, then limit ourselves to patrol events, and finally focus on calls for service.

As with similar cases around the country, we encountered several issues when analyzing Medford’s dispatch data. We made assumptions and decisions to address these issues.

- 3,776 events (about 4 percent) involved patrol units spending zero time on scene.
- 10 calls lacked accurate busy times. We excluded these calls when evaluating busy times and work hours.
- The computer-aided dispatch (CAD) system used approximately 137 different event descriptions, which we condensed into 21 categories for our tables and 12 categories for our figures (shown in Chart 8-1). Table 8-20 in the appendix shows how each call description was categorized.

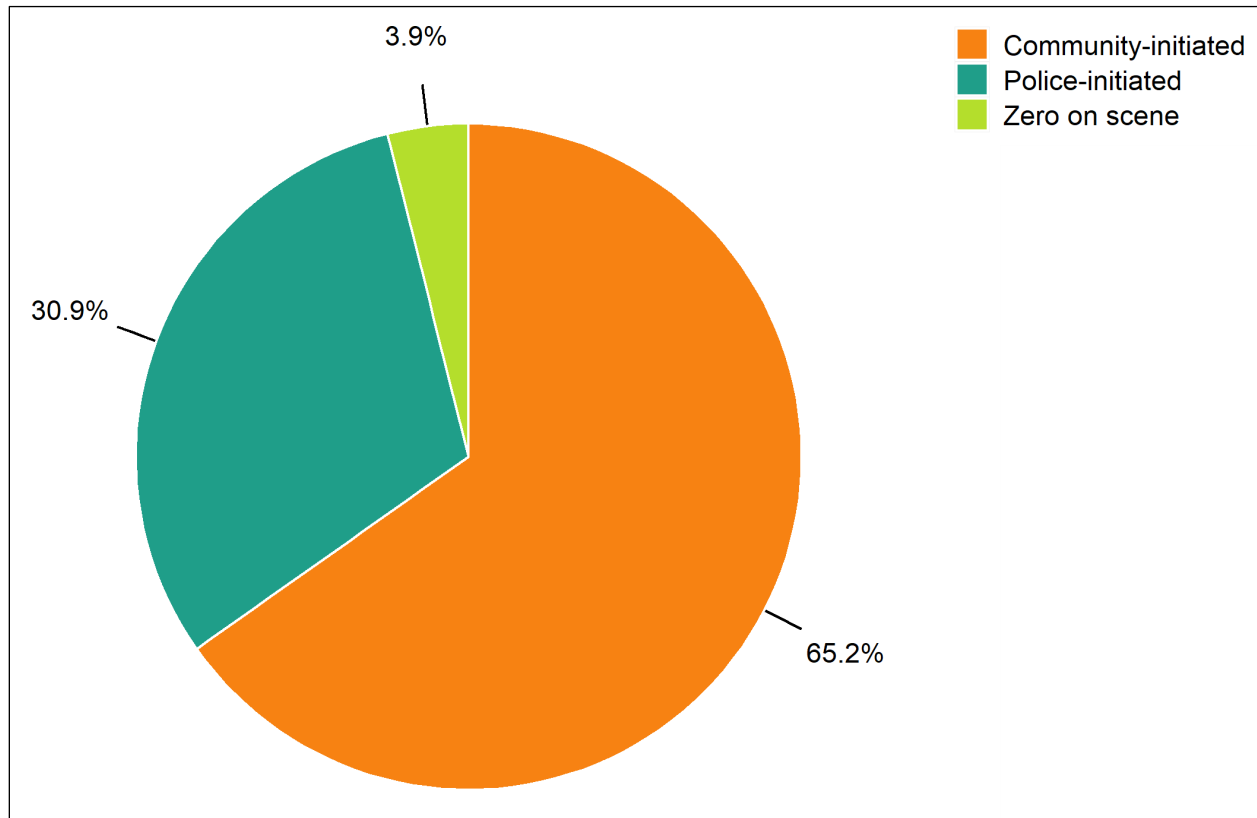
Between January 1, 2021, and December 31, 2021, the communications center recorded 95,934 events involving a responding patrol unit. When measured daily, the department was dispatched to an average of 262.8 patrol-related events per day, approximately 4 percent of which (10.3 per day) had fewer than 30 seconds spent on the call.

In the following pages, we show two types of data: activity and workload. The activity levels are measured by the average number of calls per day, broken down by the type and origin of the calls, and categorized by the nature of the calls (crime, traffic, etc.). Workloads are measured in average work hours per day.

CHART 8-1: Event Descriptions for Tables and Figures

Table Category	Figure Category
Alarm	Alarm
Assist citizen	Assist
Assist other agency	
Crime—mischief	Crime
Crime—person	
Crime—property	
Crime—substance	
Directed patrol	Directed patrol
Disturbance	Disturbance
Animal	General noncriminal
Miscellaneous	
Domestic dispute	Investigation
Follow-up	
Investigation	
Mental health	Mental health
Suspicious incident	Suspicious incident
Accident	Traffic
Traffic enforcement	
Traffic stop	
Violation	Violation
Warrant	Warrant

FIGURE 8-1: Percentage Events per Day, by Initiator



Note: Percentages are based on a total of 95,934 events.

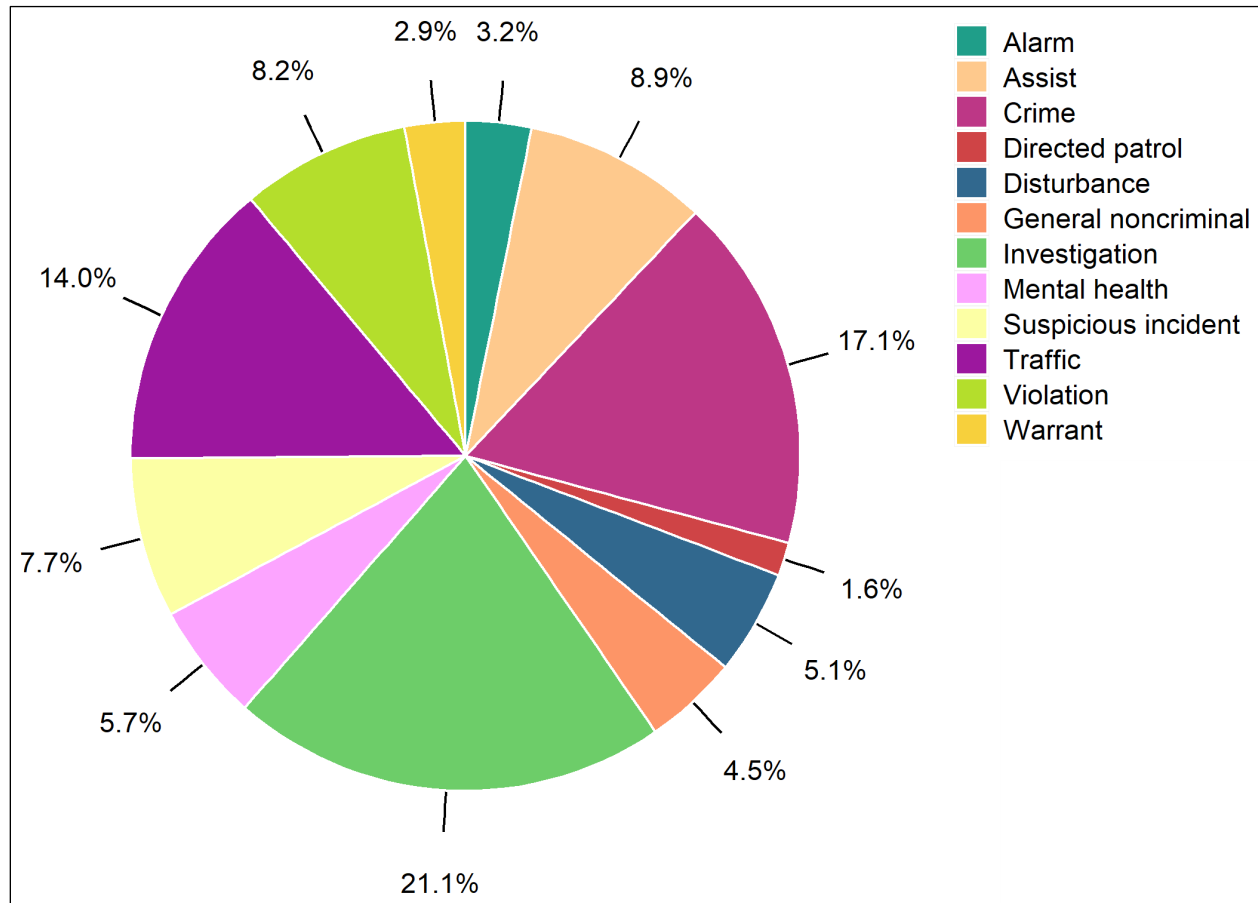
TABLE 8-1: Events per Day, by Initiator

Initiator	No. of Events	Events per Day
Community-initiated	62,561	171.4
Police-initiated	29,597	81.1
Zero on scene	3,776	10.3
Total	95,934	262.8

Observations:

- 4 percent of the events had zero time on scene.
- 31 percent of all events were police-initiated.
- 65 percent of all events were community-initiated.
- There was an average of 263 events per day or 11.0 per hour.

FIGURE 8-2: Percentage Events per Day, by Category



Note: The figure combines categories in the following table according to the description in Chart 8-1.

TABLE 8-2: Events per Day, by Category

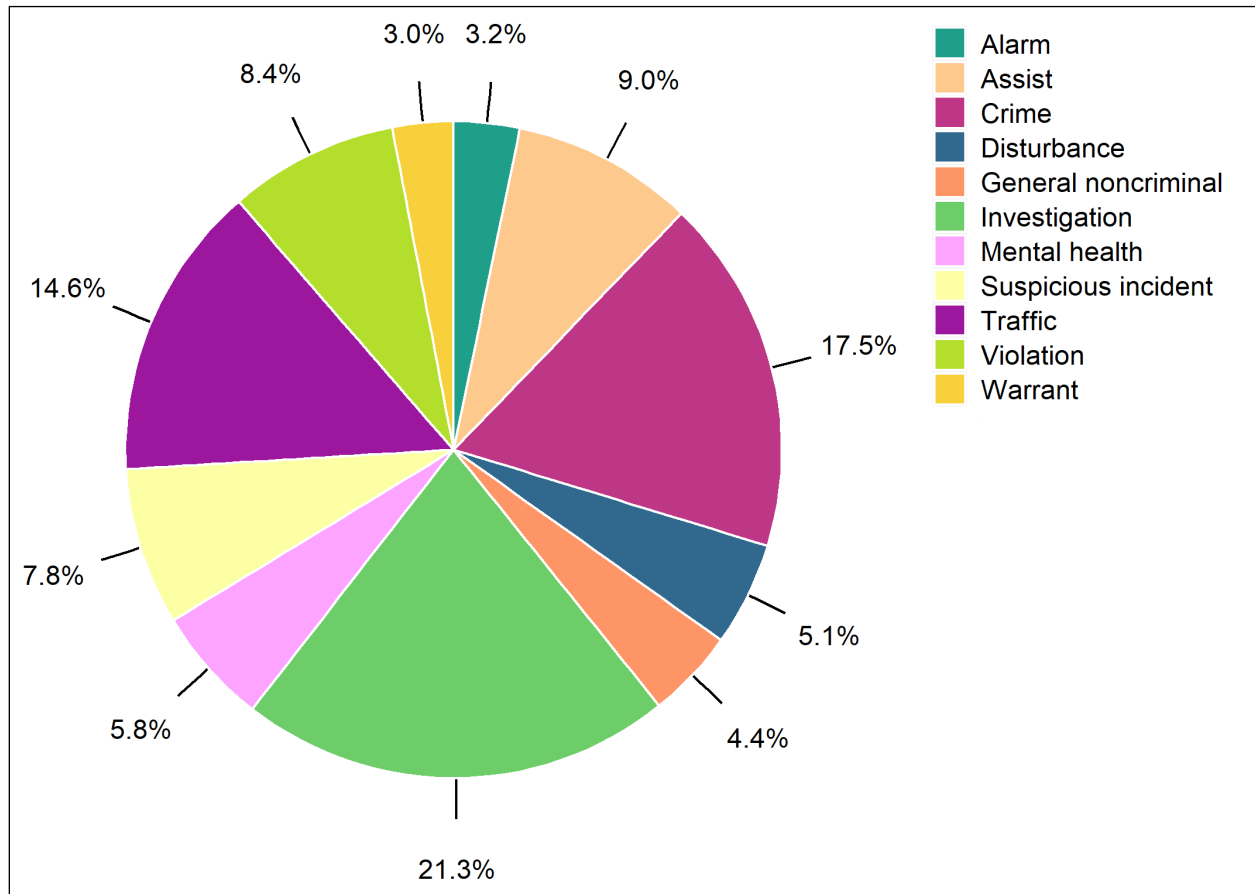
Category	No. of Events	Events per Day
Accident	2,828	7.7
Alarm	3,043	8.3
Animal	2,300	6.3
Assist citizen	5,865	16.1
Assist other agency	2,654	7.3
Crime–mischief	1,231	3.4
Crime–person	3,515	9.6
Crime–property	10,960	30.0
Crime–substance	735	2.0
Directed patrol	1,540	4.2
Disturbance	4,861	13.3
Domestic dispute	2,700	7.4
Follow-up	10,345	28.3
Investigation	7,153	19.6
Mental health	5,471	15.0
Miscellaneous	2,055	5.6
Suspicious incident	7,396	20.3
Traffic enforcement	2,178	6.0
Traffic stop	8,460	23.2
Violation	7,827	21.4
Warrant	2,817	7.7
Total	95,934	262.8

Note: Observations below refer to events shown within the figure rather than the table.

Observations:

- The top three categories accounted for 52 percent of events.
 - 21 percent of events were investigations.
 - 17 percent of events were crimes.
 - 14 percent of events were traffic-related.

FIGURE 8-3: Percentage Calls per Day, by Category



Note: The figure combines categories in the following table according to the description in Chart 8-1.

TABLE 8-3: Calls per Day, by Category

Category	No. of Calls	Calls per Day
Accident	2,772	7.6
Alarm	2,934	8.0
Animal	2,156	5.9
Assist citizen	5,584	15.3
Assist other agency	2,555	7.0
Crime–mischief	1,186	3.2
Crime–person	3,394	9.3
Crime–property	10,621	29.1
Crime–substance	685	1.9
Disturbance	4,641	12.7
Domestic dispute	2,673	7.3
Follow-up	9,862	27.0
Investigation	6,768	18.5
Mental health	5,246	14.4
Miscellaneous	1,830	5.0
Suspicious incident	7,031	19.3
Traffic enforcement	2,054	5.6
Traffic stop	8,390	23.0
Violation	7,586	20.8
Warrant	2,727	7.5
Total	90,695	248.5

Note: The focus here is on recorded calls rather than recorded events. We removed 3,776 events with zero time on scene and an additional 1,463 directed patrol activities.

Observations:

- On average, there were 248.5 calls per day or 10.4 per hour.
- The top three categories accounted for 53 percent of calls.
 - 21 percent of calls were investigations.
 - 18 percent of calls were crimes.
 - 15 percent of calls were traffic-related.

FIGURE 8-4: Calls per Day, by Initiator and Month

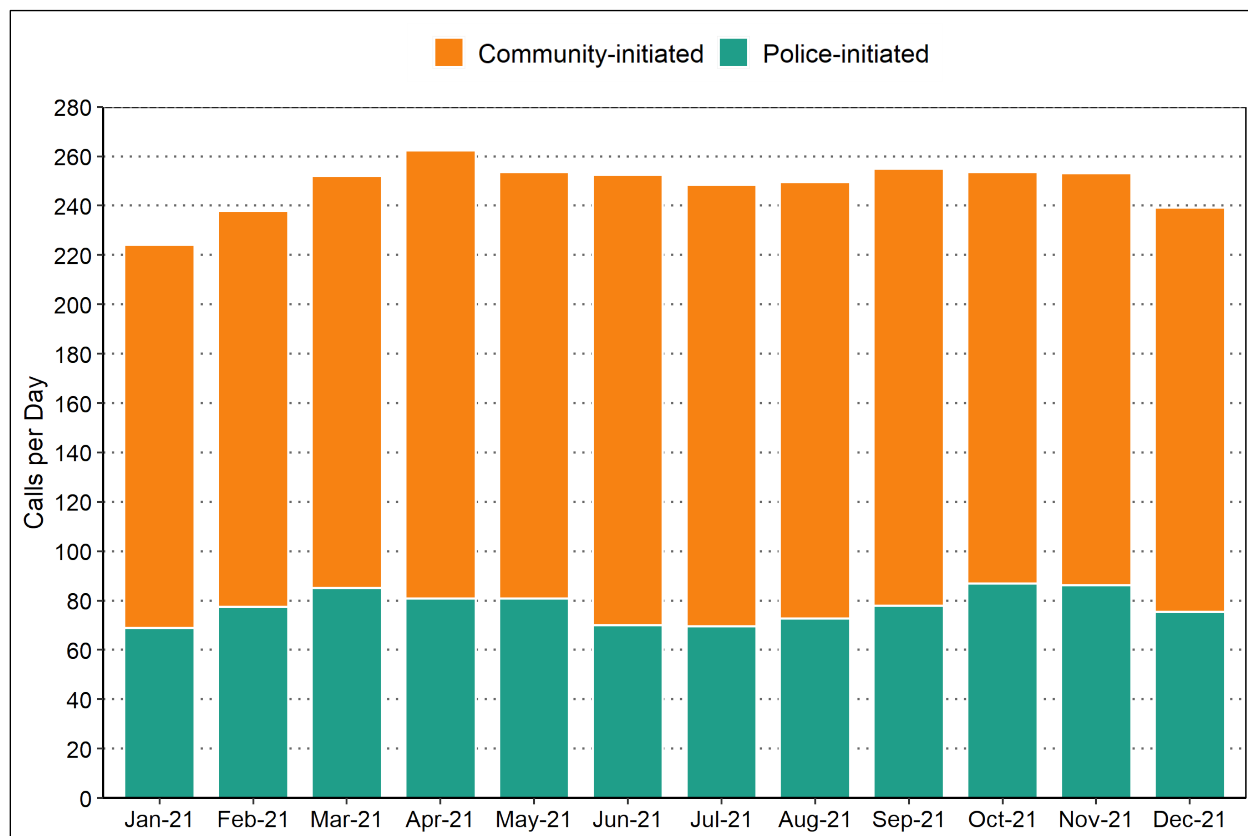


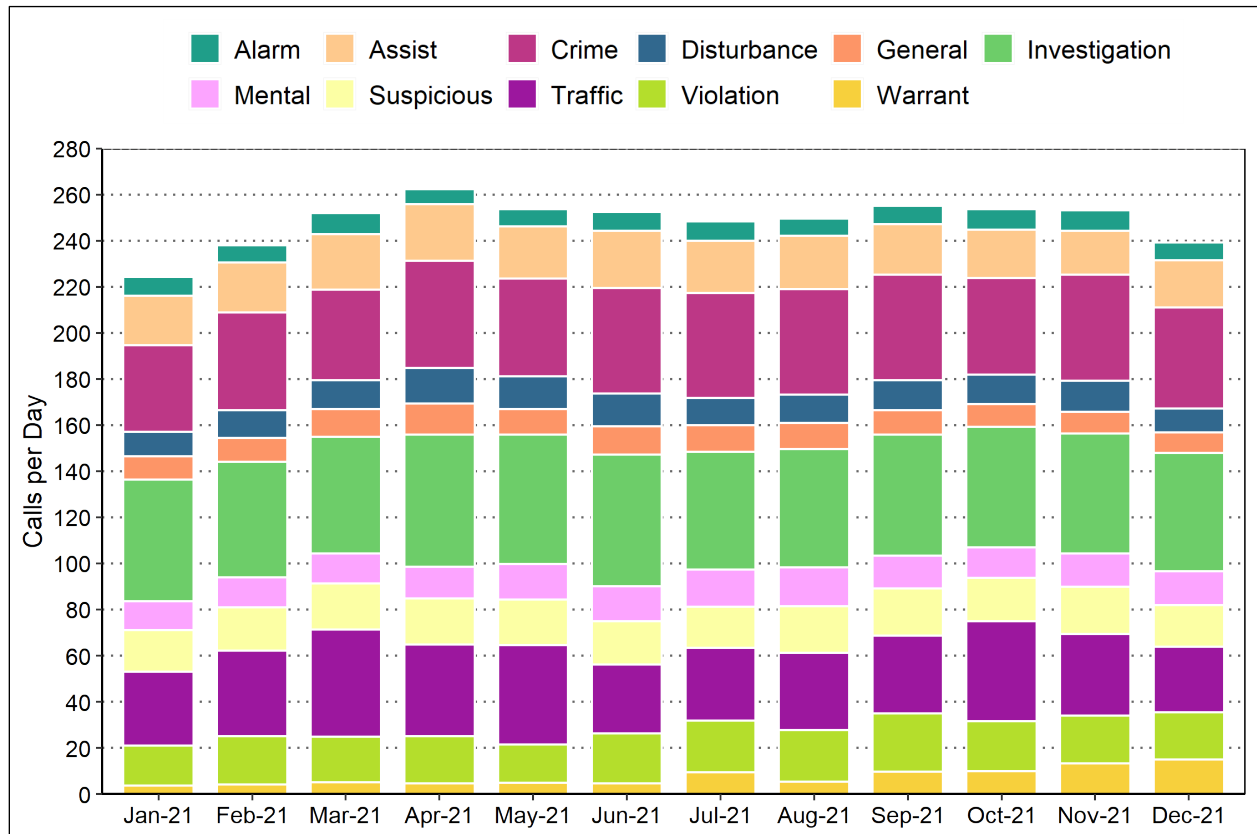
TABLE 8-4: Calls per Day, by Initiator and Months

Initiator	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Community	155.4	160.6	167.1	181.6	172.8	182.5	178.8	176.8	177.1	166.8	167.1	163.7
Police	68.8	77.4	85.0	80.8	80.8	69.9	69.6	72.7	78.0	86.8	86.2	75.4
Total	224.2	238.0	252.0	262.4	253.6	252.4	248.4	249.5	255.1	253.6	253.3	239.2

Observations:

- The number of calls per day was the lowest in January.
- The number of calls per day was highest in April.
- The months with the most calls had 17 percent more calls than the months with the fewest calls.
- October and November had the most police-initiated calls, with 26 percent more than January, which had the fewest.
- April and June had the most community-initiated calls, with 17 percent more than January, which had the fewest.

FIGURE 8-5: Calls per Day, by Category and Month



Note: The figure combines categories in the following table according to the description in Chart 8-1.

TABLE 8-5: Calls per Day, by Category and Month

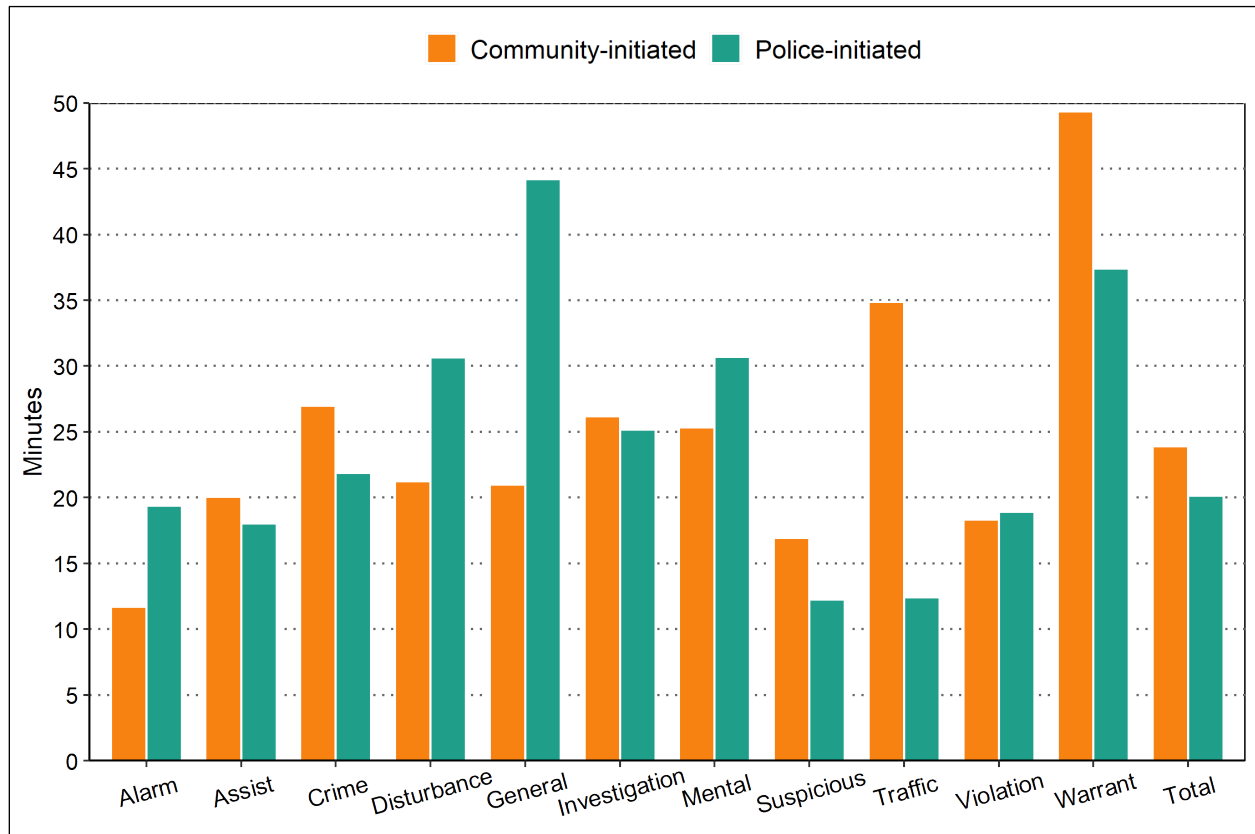
Category	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Accident	5.8	6.7	7.4	8.3	7.5	8.2	7.9	6.8	8.1	7.8	7.7	8.9
Alarm	8.2	7.3	9.3	6.6	7.5	8.2	8.4	7.4	7.9	8.8	9.1	7.8
Animal	4.8	4.9	6.7	6.6	6.7	7.6	7.1	6.2	5.4	5.2	5.0	4.4
Assist citizen	15.3	15.0	16.4	15.3	15.1	17.1	16.0	16.3	15.4	14.2	13.8	13.8
Assist other agency	6.1	6.9	7.7	9.3	7.5	7.8	6.7	6.9	6.5	6.9	5.2	6.4
Crime—mischief	3.2	3.1	3.4	3.5	3.8	3.7	3.5	3.2	3.3	2.9	2.6	2.7
Crime—person	7.8	8.5	8.8	10.1	9.6	10.5	10.2	11.1	9.8	9.2	7.7	8.1
Crime—property	24.5	29.0	25.5	31.1	27.1	29.6	29.9	29.5	30.3	28.0	33.2	31.8
Crime—substance	2.0	1.7	1.6	1.9	2.0	1.9	1.8	1.8	2.3	1.6	2.5	1.4
Disturbance	10.6	12.1	12.5	15.5	14.1	14.2	11.9	12.3	13.0	12.9	13.4	10.2
Domestic dispute	7.5	7.5	6.5	8.1	7.2	7.3	7.2	6.6	7.3	7.8	6.9	8.0
Follow-up	25.3	24.7	26.4	30.2	30.0	30.2	25.1	26.9	26.7	25.8	26.9	26.0
Investigation	20.0	17.8	17.8	19.1	18.9	19.8	18.9	17.9	18.4	18.6	18.2	17.2
Mental health	12.5	13.1	12.9	13.7	15.3	15.0	16.1	16.7	14.2	13.4	14.5	14.8
Miscellaneous	5.4	5.4	5.2	6.7	4.5	4.6	4.4	5.2	5.4	4.6	4.4	4.5
Suspicious incident	18.0	18.7	20.1	20.0	19.8	18.9	17.9	20.2	20.5	18.7	20.3	18.1
Traffic enforcement	4.9	4.8	6.1	6.7	6.0	6.5	6.2	5.5	6.0	5.4	5.6	3.8
Traffic stop	21.4	25.8	33.0	24.6	29.5	15.2	17.3	21.3	19.7	30.1	22.2	15.7
Violation	17.3	21.0	19.7	20.5	16.7	21.7	22.4	22.4	25.2	21.8	20.6	20.4
Warrant	3.6	4.0	5.1	4.6	4.9	4.5	9.5	5.3	9.7	9.8	13.3	15.0
Total	224.2	238.0	252.0	262.4	253.6	252.4	248.4	249.5	255.1	253.6	253.3	239.2

Note: Calculations were limited to calls rather than events.

Observations:

- The top three categories averaged between 52 and 56 percent of calls throughout the year:
 - Investigation calls averaged between 49.9 and 57.4 calls per day throughout the year.
 - Crime calls averaged between 37.5 and 46.6 calls per day throughout the year.
 - Traffic-related calls averaged between 28.4 and 46.5 calls per day throughout the year.
- Crime calls accounted for 16 to 18 percent of total calls.

FIGURE 8-6: Primary Unit's Average Occupied Times, by Category and Initiator



Note: The figure combines categories using weighted averages from the following table according to the description in Chart 8-1.

TABLE 8-6: Primary Unit's Average Occupied Times, by Category and Initiator

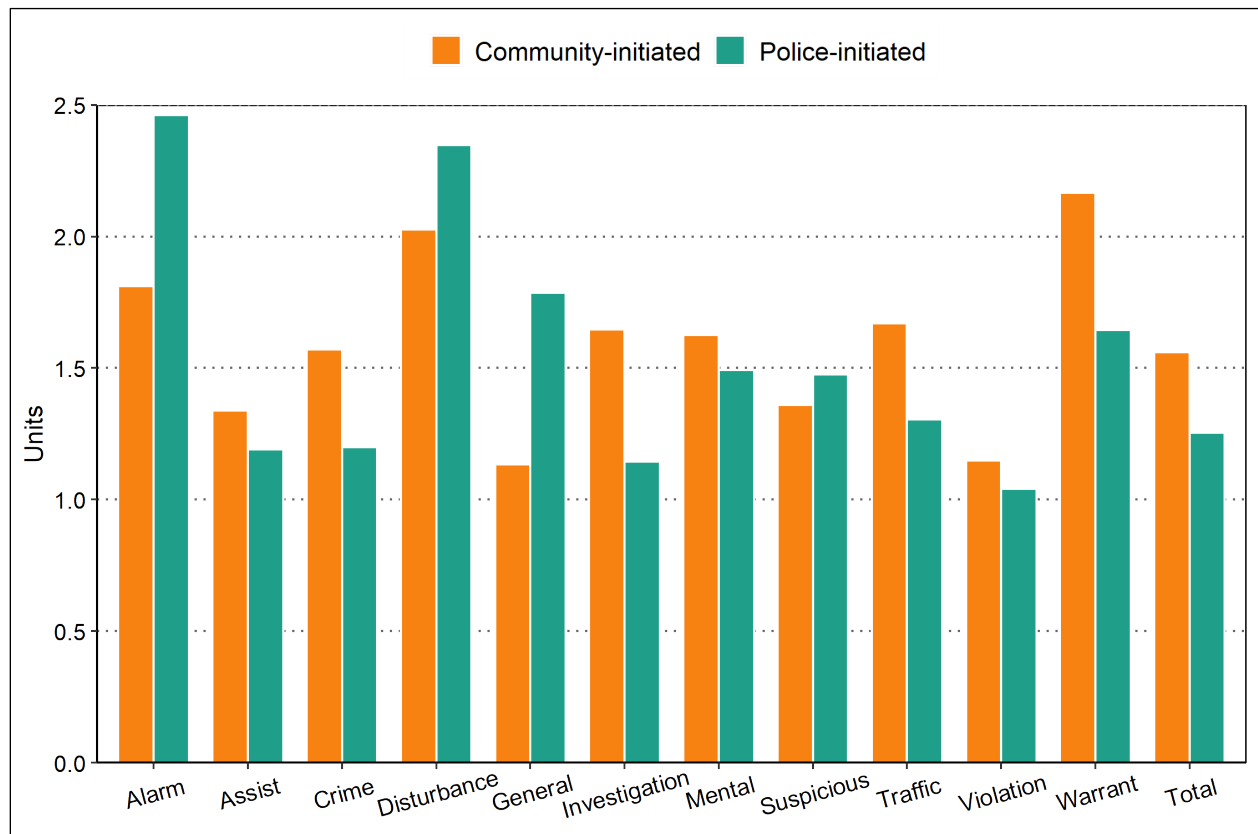
Category	Community-Initiated		Police-Initiated	
	Minutes	Calls	Minutes	Calls
Accident	40.0	2,585	27.1	186
Alarm	11.7	2,921	19.4	13
Animal	20.9	2,091	17.9	65
Assist citizen	18.2	5,058	14.9	526
Assist other agency	23.8	2,456	34.7	99
Crime—mischief	24.8	1,029	19.4	157
Crime—person	31.4	3,297	39.9	97
Crime—property	26.1	9,679	16.1	942
Crime—substance	19.8	577	59.4	108
Disturbance	21.2	4,514	30.6	127
Domestic dispute	30.3	2,653	24.1	20
Follow-up	21.7	3,378	24.7	6,476
Investigation	26.9	5,931	28.5	837
Mental health	25.3	5,175	30.7	71
Miscellaneous	21.2	1,370	47.9	460
Suspicious incident	16.9	5,508	12.2	1,523
Traffic enforcement	25.6	1,440	55.4	614
Traffic stop	48.3	2	8.9	8,388
Violation	18.3	2,148	18.9	5,438
Warrant	49.4	555	37.4	2,171
Weighted Average/Total Calls	23.9	62,367	20.1	28,318

Note: For this table, we removed 10 calls with inaccurate busy times. The information in Figure 8-6 and Table 8-6 is limited to calls and excludes all events that show zero time on scene. A unit's occupied time is measured as the time from when the unit was dispatched until the unit becomes available again. The times shown are the average occupied minutes per call for the primary unit, rather than the total occupied minutes for all units assigned to a call. Observations below refer to times shown within the figure rather than the table.

Observations:

- A unit's average time spent on a call ranged from 12 to 49 minutes overall.
- The longest average times were for community-initiated warrant calls.
- The average time spent on crime calls was 27 minutes for community-initiated calls and 22 minutes for police-initiated calls.

FIGURE 8-7: Number of Responding Units, by Initiator and Category



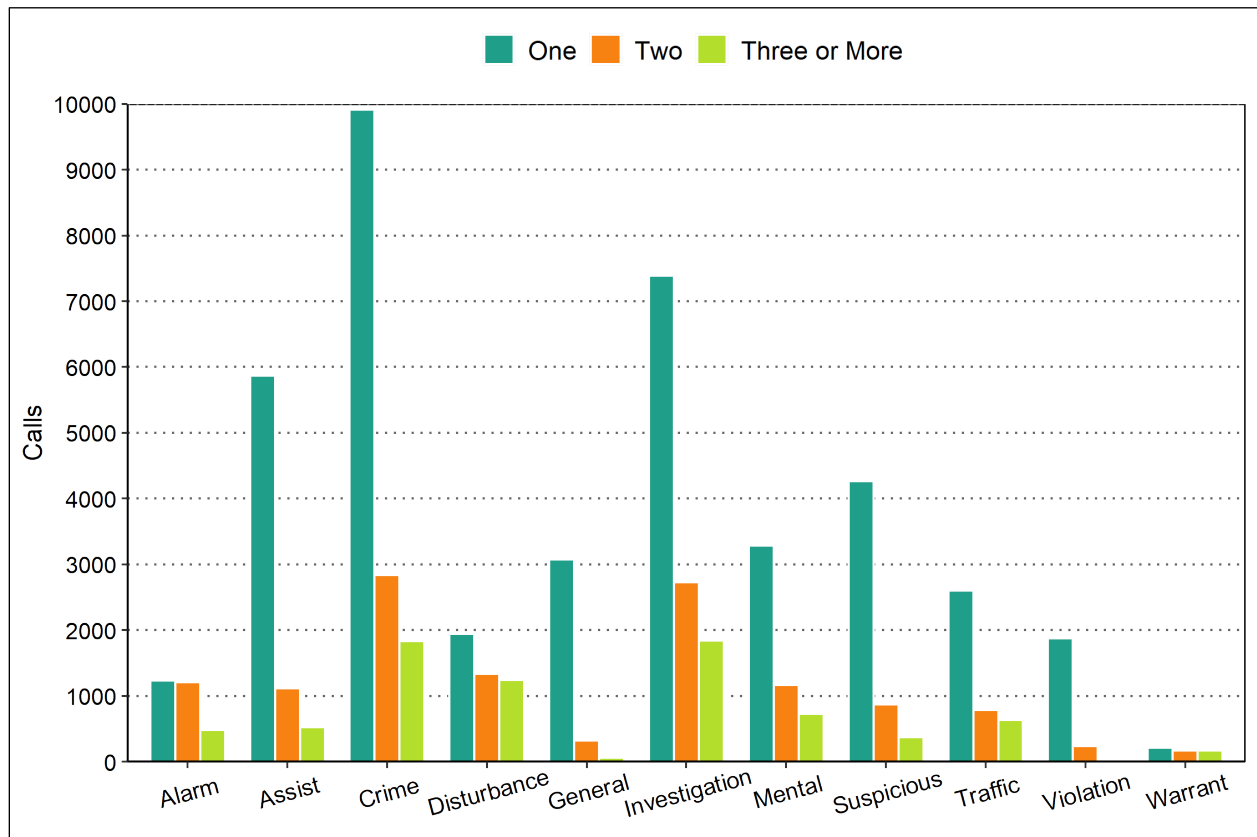
Note: The figure combines categories using weighted averages from the following table according to the description in Chart 8-1.

TABLE 8-7: Average Number of Responding Units, by Initiator and Category

Category	Community-Initiated		Police-Initiated	
	No. of Units	Calls	No. of Units	Calls
Accident	1.8	2,586	1.8	186
Alarm	1.8	2,921	2.5	13
Animal	1.2	2,091	1.4	65
Assist citizen	1.1	5,058	1.1	526
Assist other agency	1.8	2,456	1.5	99
Crime—mischief	1.3	1,029	1.1	157
Crime—person	1.7	3,297	1.3	97
Crime—property	1.6	9,679	1.1	942
Crime—substance	1.2	577	1.7	108
Disturbance	2.0	4,514	2.3	127
Domestic dispute	2.5	2,653	1.6	20
Follow-up	1.2	3,378	1.1	6,484
Investigation	1.5	5,931	1.6	837
Mental health	1.6	5,175	1.5	71
Miscellaneous	1.1	1,370	1.8	460
Suspicious incident	1.4	5,508	1.5	1,523
Traffic enforcement	1.4	1,440	2.5	614
Traffic stop	2.0	2	1.2	8,388
Violation	1.1	2,148	1.0	5,438
Warrant	2.2	555	1.6	2,172
Weighted Average/Total Calls	1.6	62,368	1.3	28,327

Note: The information in Figure 8-7 and Table 8-7 is limited to calls and excludes all events that show zero time on scene. Observations refer to the number of responding units shown within the figure rather than the table.

FIGURE 8-8: Number of Responding Units, by Category, Community-initiated Calls



Note: The figure combines categories using weighted averages from the following table according to the description in Chart 8-1.

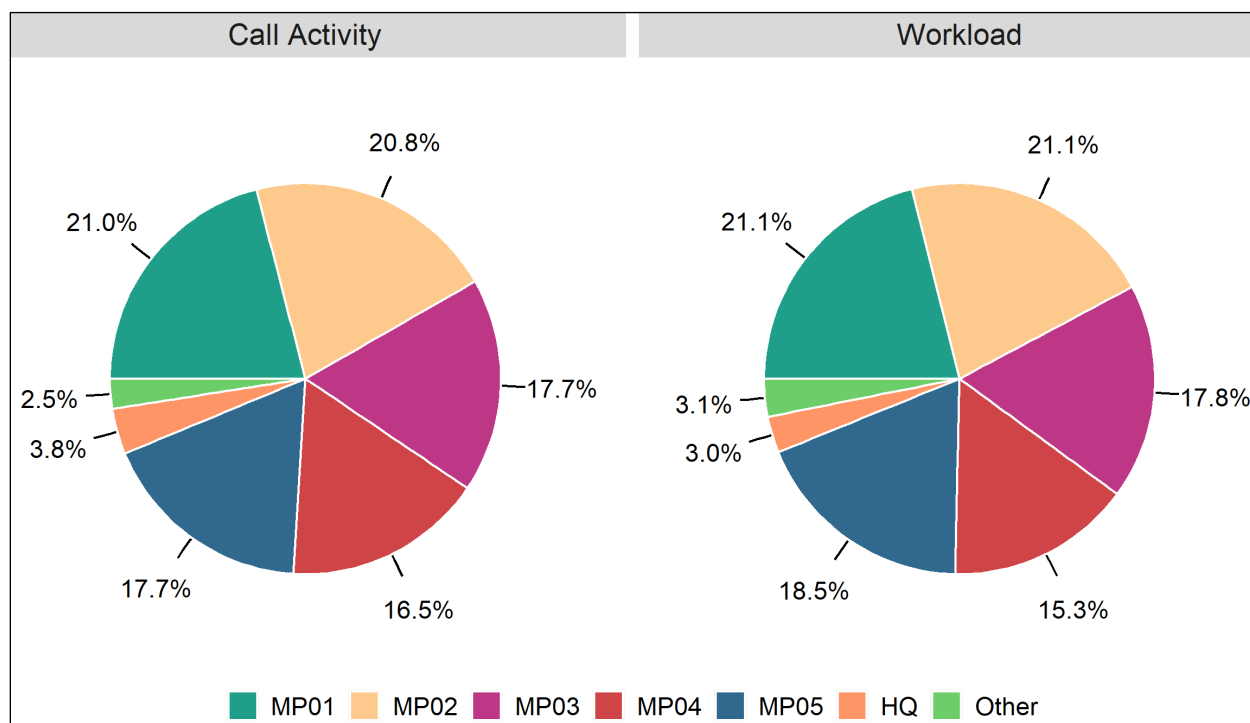
TABLE 8-8: Number of Responding Units, by Category, Community-initiated Calls

Category	Responding Units		
	One	Two	Three or More
Accident	1,525	556	505
Alarm	1,230	1,205	486
Animal	1,796	252	43
Assist citizen	4,473	498	87
Assist other agency	1,398	620	438
Crime–mischief	807	149	73
Crime–person	2,251	529	517
Crime–property	6,371	2,081	1,227
Crime–substance	484	76	17
Disturbance	1,941	1,333	1,240
Domestic dispute	317	1,266	1,070
Follow-up	2,985	308	85
Investigation	4,084	1,157	690
Mental health	3,287	1,165	723
Miscellaneous	1,282	72	16
Suspicious incident	4,268	871	369
Traffic enforcement	1,079	231	130
Traffic stop	1	0	1
Violation	1,872	241	35
Warrant	214	174	167
Total	41,665	12,784	7,919

Observations:

- The overall mean number of responding units was 1.3 for police-initiated calls and 1.6 for community-initiated calls.
- The mean number of responding units was as high as 2.5 for alarm calls that were police-initiated.
- 67 percent of community-initiated calls involved one responding unit.
- 20 percent of community-initiated calls involved two responding units.
- 13 percent of community-initiated calls involved three or more responding units.
- The largest group of calls with three or more responding units involved investigations.

FIGURE 8-9: Percentage Calls and Work Hours, by Beat



Note: The other category included calls missing beat information, and calls within miscellaneous beats. The most common miscellaneous beats were associated with the Jackson County Sheriff's Office (JCSO) and the Central Point Police Department (CPPD).

TABLE 8-9: Calls and Work Hours by Beat, per Day

Beat	Per Day	
	Calls	Work Hours
MP01	52.1	28.0
MP02	51.6	28.1
MP03	44.1	23.7
MP04	41.1	20.3
MP05	44.1	24.6
Headquarters	9.4	4.0
Miscellaneous	3.1	2.8
Unknown	3.1	1.3
Total	248.5	133.0

Observations:

- Beat 1 had the most calls (52.1 per day) and workload (28.0 hours per day), and it accounted for 21 percent of total calls and workload.
- Excluding calls within the “other” category and calls at headquarters, an even distribution would allot 46.6 calls and 24.9 work hours per beat.

FIGURE 8-10: Percentage Calls and Work Hours, by Category, Winter 2021

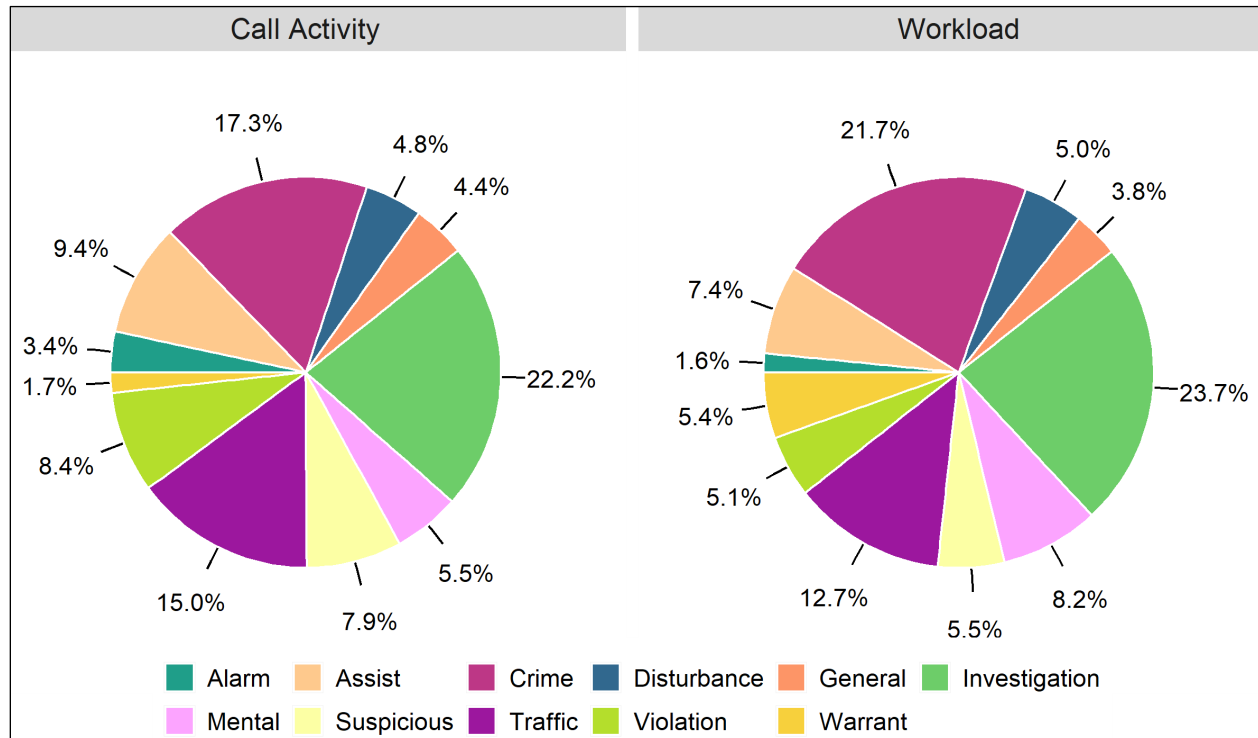


TABLE 8-10: Calls and Work Hours per Day, by Category, Winter 2021

Category	Per Day	
	Calls	Work Hours
Accident	6.2	6.7
Alarm	7.9	2.0
Animal	4.8	2.2
Assist citizen	15.4	5.6
Assist other agency	6.6	4.0
Crime—mischief	3.2	1.7
Crime—person	8.3	7.2
Crime—property	27.1	17.8
Crime—substance	1.9	1.6
Disturbance	11.1	6.5
Domestic dispute	7.3	7.0
Follow-up	25.7	12.5
Investigation	18.9	11.5
Mental health	12.9	10.7
Miscellaneous	5.6	2.7
Suspicious incident	18.5	7.2
Traffic enforcement	5.0	5.8
Traffic stop	23.8	4.1
Violation	19.6	6.7
Warrant	3.9	7.1
Total	233.8	130.6

Note: Workload calculations focused on calls rather than events.

Observations, Winter:

- Total calls averaged 234 per day or 9.7 per hour.
- Total workload averaged 131 hours per day, meaning that on average 5.4 units per hour were busy responding to calls.
- Investigation calls constituted 22 percent of calls and 24 percent of the workload.
- Crime calls constituted 17 percent of calls and 22 percent of the workload.
- Traffic calls constituted 15 percent of calls and 13 percent of the workload.
- These top three categories constituted 55 percent of calls and 58 percent of the workload.

FIGURE 8-11: Percentage Calls and Work Hours, by Category, Summer 2021

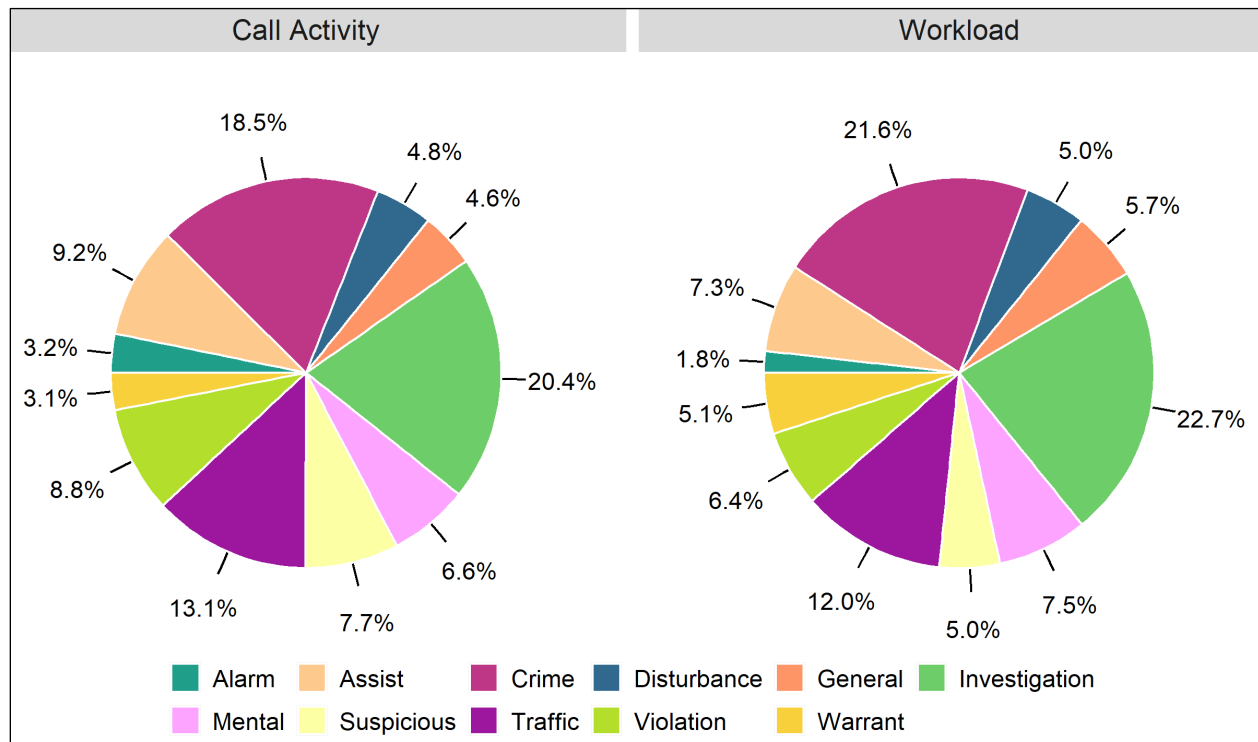


TABLE 8-11: Calls and Work Hours per Day, by Category, Summer 2021

Category	Per Day	
	Calls	Work Hours
Accident	7.4	6.5
Alarm	8.0	2.3
Animal	6.6	2.4
Assist citizen	16.2	5.0
Assist other agency	6.9	4.4
Crime—mischief	3.4	1.7
Crime—person	10.8	8.4
Crime—property	30.4	17.0
Crime—substance	1.8	0.7
Disturbance	11.9	6.5
Domestic dispute	6.8	6.5
Follow-up	26.1	12.0
Investigation	18.1	10.6
Mental health	16.5	9.6
Miscellaneous	4.8	5.0
Suspicious incident	19.4	6.4
Traffic enforcement	5.8	5.1
Traffic stop	19.5	3.8
Violation	22.1	8.2
Traffic enforcement	7.7	6.5
Total	250.1	128.6

Note: Workload calculations focused on calls rather than events.

Observations, Summer:

- The average number of calls per day was higher in summer than in winter; however, the workload was lower in summer than in winter.
- Total calls averaged 250 per day or 10.4 per hour.
- Total workload averaged 129 hours per day, meaning that on average 5.4 units per hour were busy responding to calls.
- Investigation calls constituted 20 percent of calls and 23 percent of the workload.
- Crime calls constituted 19 percent of calls and 22 percent of the workload.
- Traffic calls constituted 13 percent of calls and 12 percent of the workload.
- These top three categories constituted 52 percent of calls and 56 percent of the workload.

NONCALL ACTIVITIES

In the period from January 1, 2021, through December 31, 2021, the dispatch center recorded activities that were not assigned call numbers. We focused on those noncall activities that involved a patrol unit. Each record only indicates one unit per activity. There were a few problems with the data provided and we made assumptions and decisions to address these issues:

- We excluded activities that lasted less than 30 seconds. These are irrelevant and contribute little to the overall workload.
- Another portion of the recorded activities lasted more than eight hours. As an activity is unlikely to last more than eight hours, we assumed that these records were inaccurate.

After these exclusions, 30,540 activities remained. These activities had an average duration of 46.6 minutes.

In this section, we report out-of-service activities and workload by type of activity. In the next section, we include these activities in the overall workload when comparing the total workload against available personnel in winter and summer.

TABLE 8-12: Activities and Occupied Times by Description

Description	Occupied Time, Minutes	Count
Admin unavailable	54.2	8,003
Administrative	45.1	7,049
Court	47.4	200
Evidence	17.4	2
Gas	8.0	98
In briefing	52.8	955
In station	45.1	509
Meeting	70.0	136
Reports	56.5	4,208
Sro	63.6	1,852
Training	65.5	17
Training unavailable	120.5	149
Vehicle maintenance	20.6	1,073
Administrative - Weighted Average/Total Activities	51.2	24,251
Break	17.5	309
Meal break	29.5	5,980
Personal - Weighted Average/Total Activities	28.9	6,289
Weighted Average/Total Activities	46.6	30,540

Observations:

- There were approximately 66 administrative activities per day and which averaged 51 minutes of occupied time.
- The most common administrative out-of-service activity was described as “administrative unavailable.”
- There were approximately 17 personal out-of-service activities per day. These were mostly for meal breaks and lasted 29 minutes on average.
- The most common personal out-of-service activities were meal breaks.

FIGURE 8-12: Activities per Day, by Month

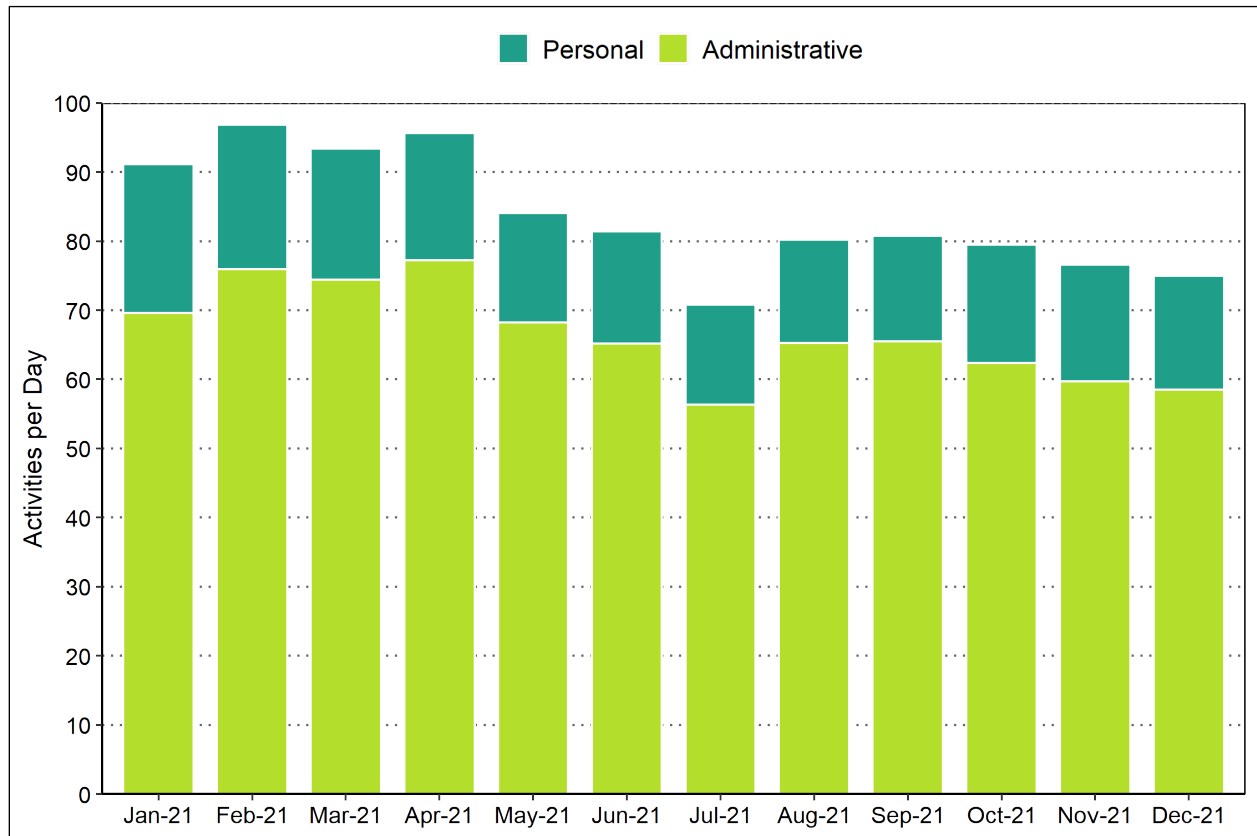


TABLE 8-13: Activities per Day, by Month

Activity	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Administrative	69.6	76.0	74.4	77.2	68.2	65.2	56.4	65.3	65.5	62.4	59.7	58.5
Personal	21.6	20.9	19.0	18.4	15.9	16.2	14.5	14.9	15.3	17.1	16.9	16.5
Total	91.2	96.8	93.4	95.6	84.1	81.4	70.8	80.2	80.7	79.5	76.6	75.0

Observations:

- The number of activities per day was the lowest in July.
- The number of activities per day was the highest in February.

FIGURE 8-13: Activities per Day, by Day of Week

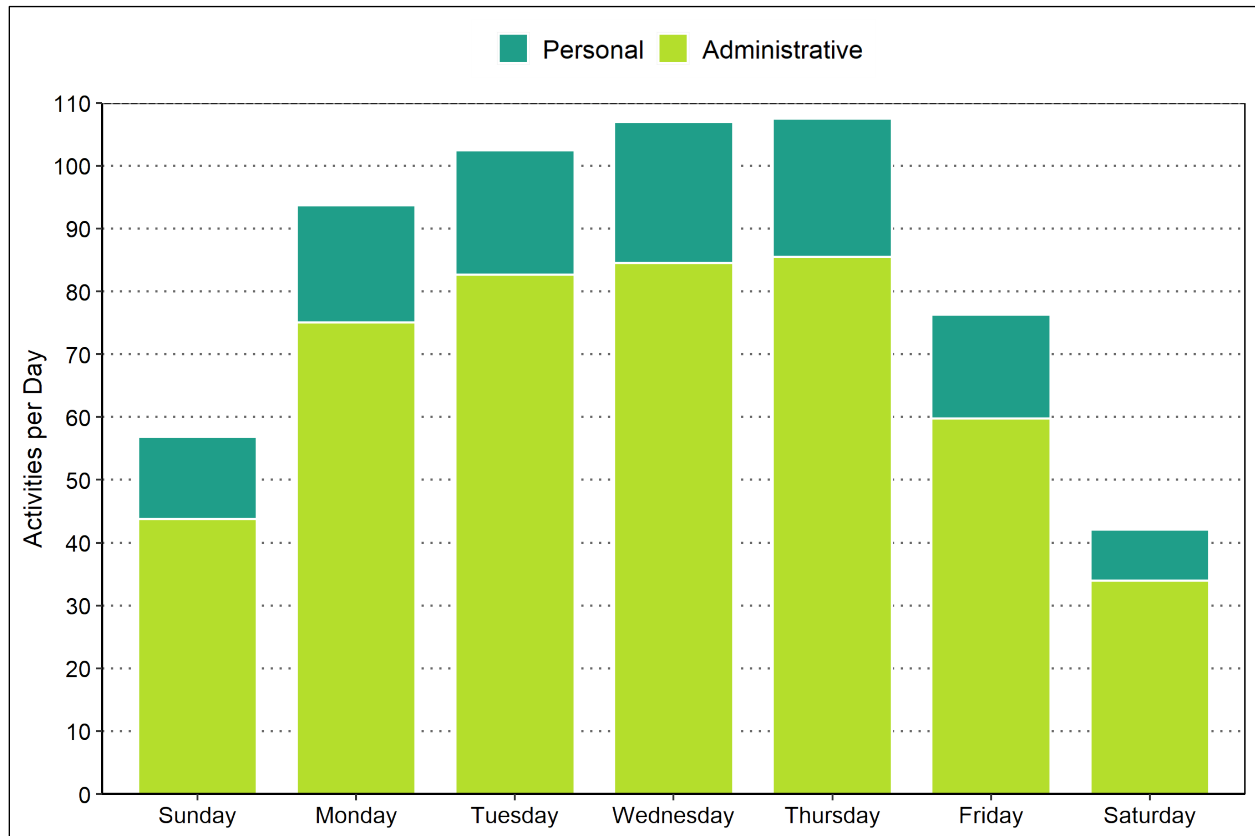


TABLE 8-14: Activities per Day, by Day of Week

Day of Week	Administrative	Personal	Activities per Day
Sunday	43.8	13.0	56.8
Monday	75.1	18.6	93.7
Tuesday	82.7	19.8	102.5
Wednesday	84.5	22.5	107.0
Thursday	85.5	22.0	107.5
Friday	59.8	16.5	76.3
Saturday	33.9	8.2	42.1
Weekly Average	66.4	17.2	83.7

Observations:

- The number of activities per day was lowest on Sundays.
- The number of activities per day was highest on Thursdays.

FIGURE 8-14: Activities per Day, by Hour of Day

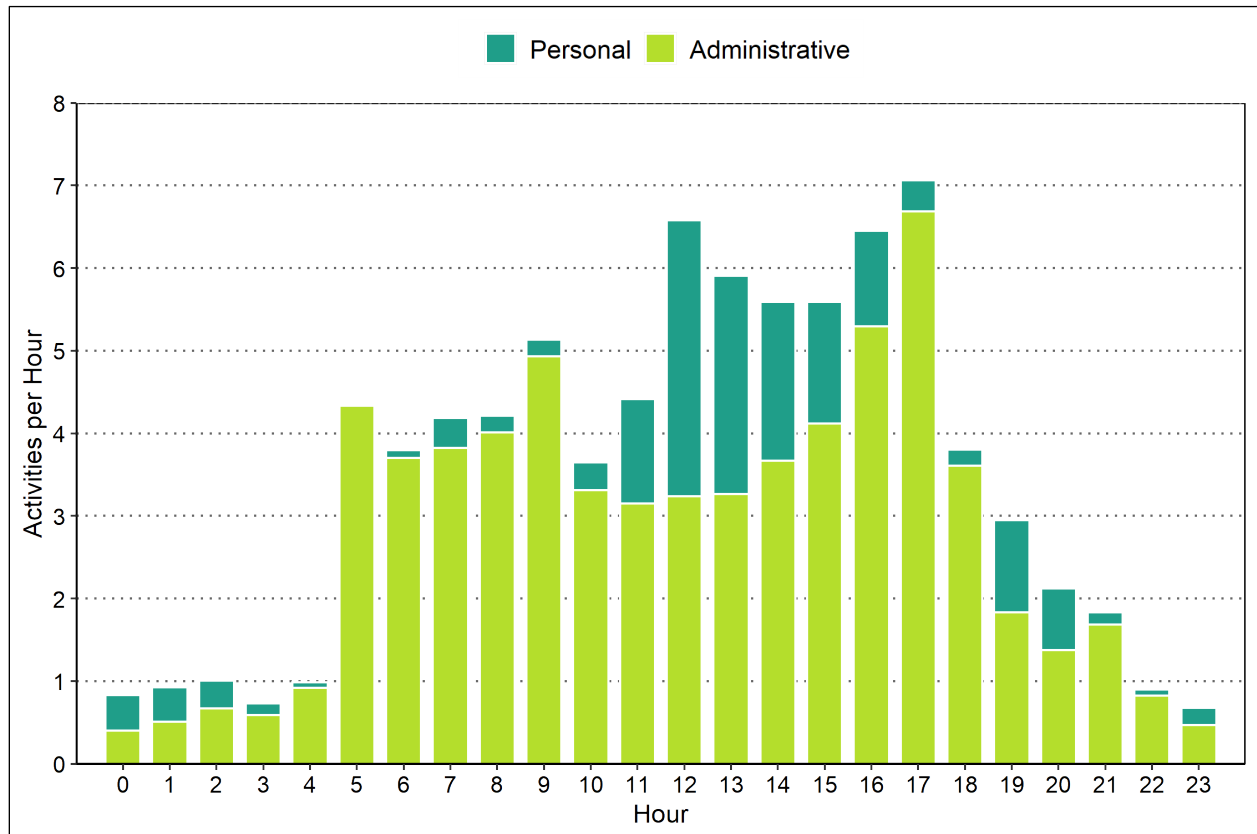


TABLE 8-15: Activities per Hour, by Hour of Day

Hour	Personal	Administrative	Total
0	0.43	0.40	0.83
1	0.42	0.51	0.93
2	0.33	0.67	1.01
3	0.15	0.59	0.73
4	0.06	0.92	0.98
5	0.00	4.33	4.33
6	0.10	3.70	3.80
7	0.36	3.82	4.19
8	0.20	4.01	4.21
9	0.20	4.93	5.13
10	0.34	3.31	3.65
11	1.26	3.15	4.41
12	3.34	3.24	6.58
13	2.64	3.27	5.91
14	1.92	3.67	5.59
15	1.47	4.12	5.59
16	1.15	5.30	6.45
17	0.38	6.69	7.07
18	0.19	3.61	3.80
19	1.12	1.83	2.95
20	0.75	1.38	2.12
21	0.15	1.68	1.84
22	0.07	0.83	0.90
23	0.21	0.47	0.68
Hourly Average	0.72	2.77	3.49

Observations:

- The number of activities per hour was highest between 5:00 p.m. and 6:00 p.m.
- The number of activities per hour was lowest between 3:00 a.m. and 4:00 a.m.

DEPLOYMENT

For this study, we examined deployment information for eight weeks in winter (January 4 through February 28, 2021) and eight weeks in summer (July 7 through August 31, 2021). The department's main patrol force consists of patrol officers, corporals, sergeants, K9 units, and patrol community service officers (CSOs). In 2021, they operated on 12-hour shifts starting at 6:00 a.m., 9:00 a.m., 10:00 a.m., 1:00 p.m., 3:00 p.m., 6:00 p.m., and 6:30 p.m., based on the days of the week. The police department's main patrol force deployed an average of 12.6 units per hour during the 24-hour day in winter and 10.7 units per hour in summer 2021. When additional units were included—the CSO units from the community engagement division, code enforcement CSO units, school resource officers, and traffic team officers—the department averaged 15.8 units per hour during the 24-hour day in winter 2021 and 13.4 units in summer 2021.

In this section, we describe the deployment and workload in distinct steps, distinguishing between summer and winter and between weekdays (Monday through Friday) and weekends (Saturday and Sunday):

- First, we focus on patrol deployment alone.
- Next, we compare “all” workload, which includes community-initiated calls, police-initiated calls, directed patrol, and out-of-service activities.
- Finally, we compare the workload against deployment by percentage.

Comments follow each set of four figures, with separate discussions for winter and summer.

FIGURE 8-15: Deployed Units, Weekdays, Winter 2021

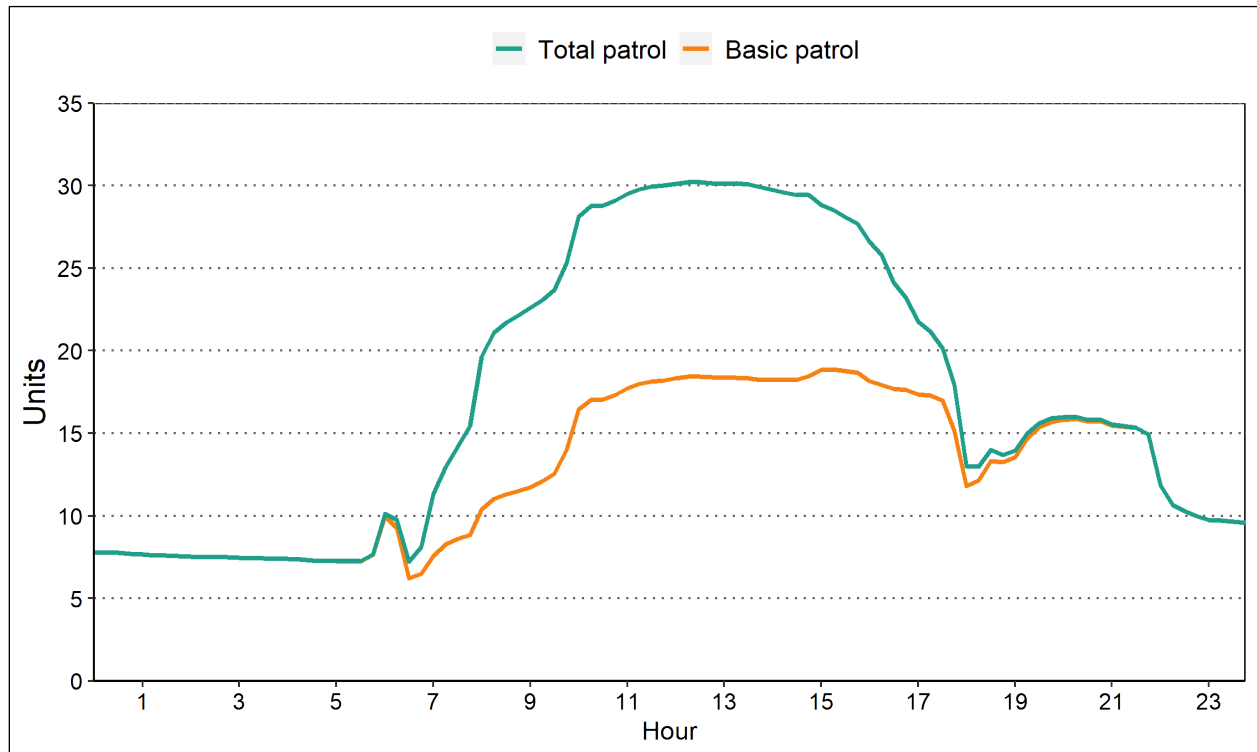


FIGURE 8-16: Deployed Units, Weekends, Winter 2021

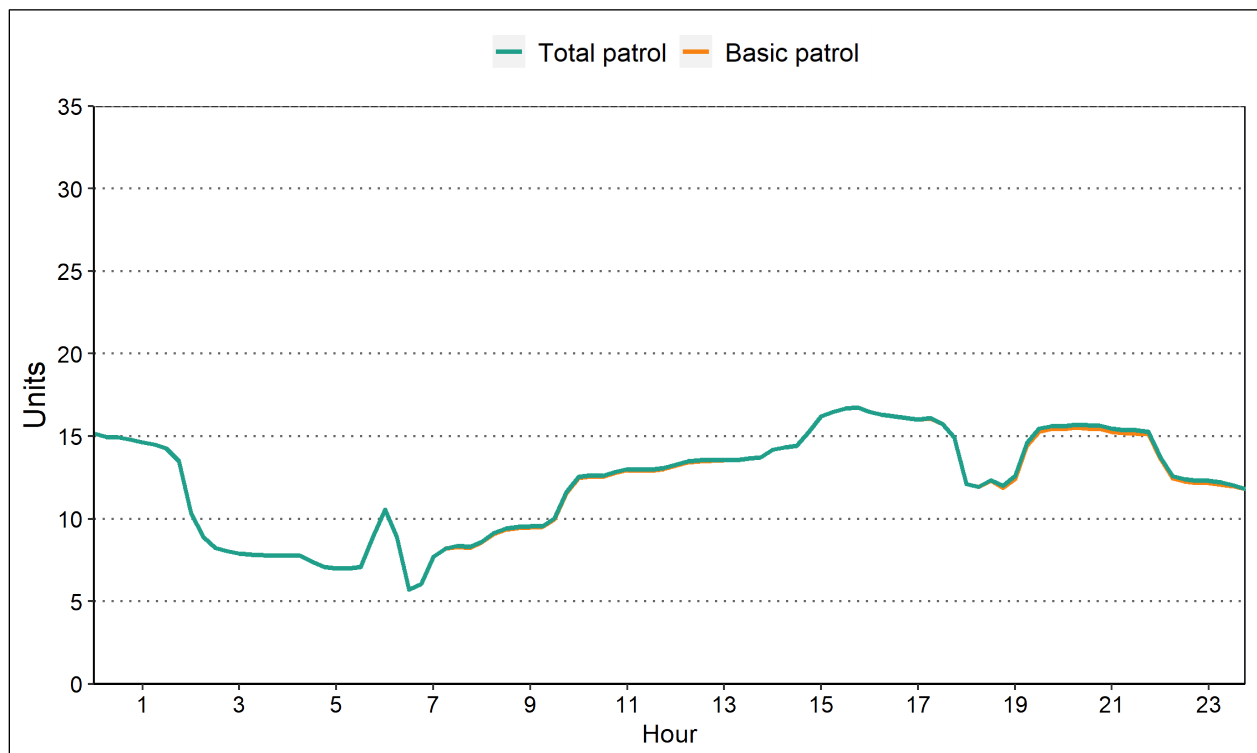


FIGURE 8-17: Deployed Units, Weekdays, Summer 2021

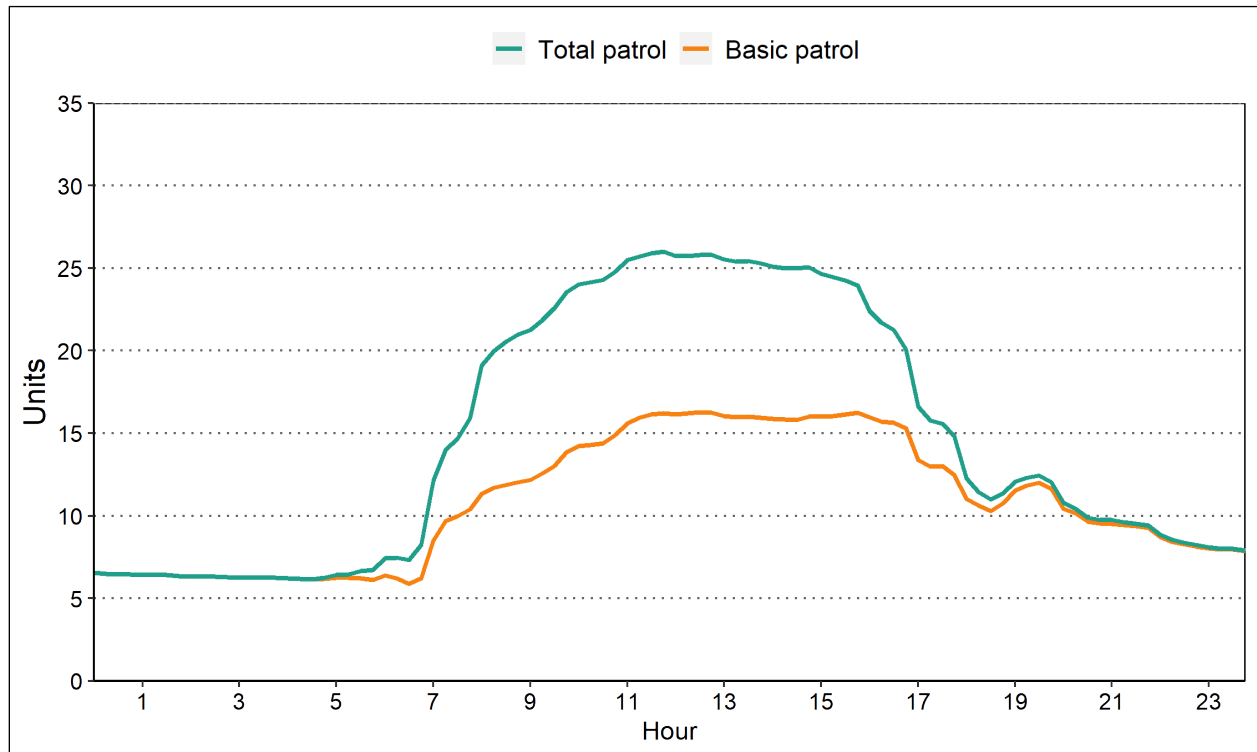
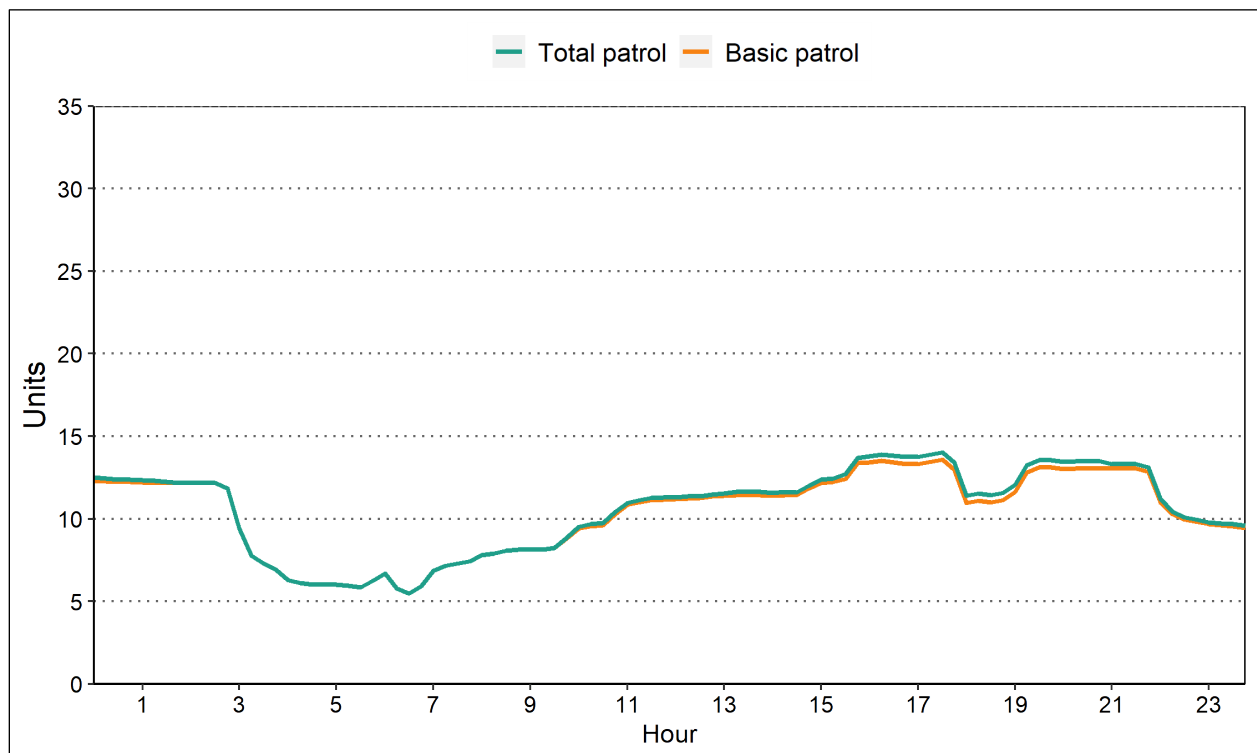


FIGURE 8-18: Deployed Units, Weekends, Summer 2021



Observations:

- For Winter (January 4 through February 28, 2021):
 - The average deployment was 17.2 units per hour during the week and 12.3 units per hour on the weekend.
 - Deployment varied from 7.2 to 30.2 units per hour on weekdays and 5.7 to 16.8 units per hour on weekends.
- For Summer (July 7 through August 31, 2021):
 - The average deployment was 14.6 units per hour during the week and 10.6 units per hour on the weekend.
 - Deployment varied from 6.2 to 26.0 units per hour on weekdays and 5.5 to 14.0 units per hour on weekends.

FIGURE 8-19: Deployment and All Workload, Weekdays, Winter 2021

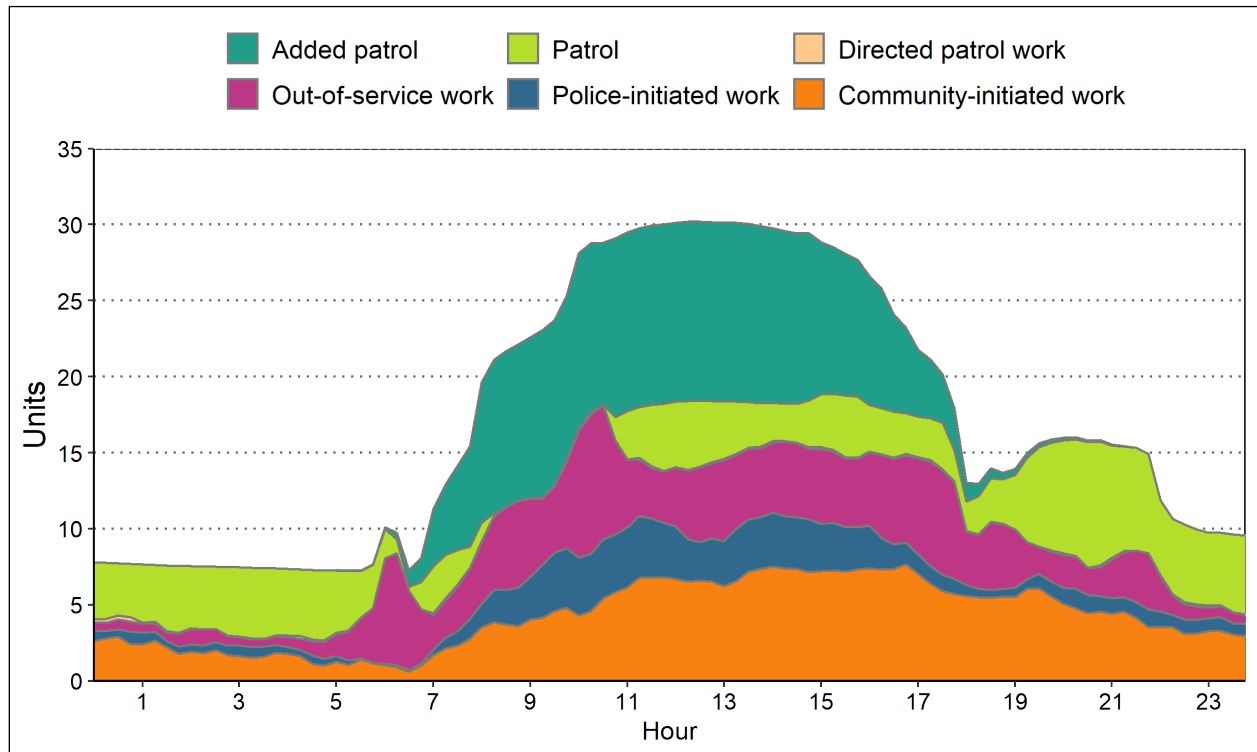


FIGURE 8-20: Deployment and All Workload, Weekends, Winter 2021

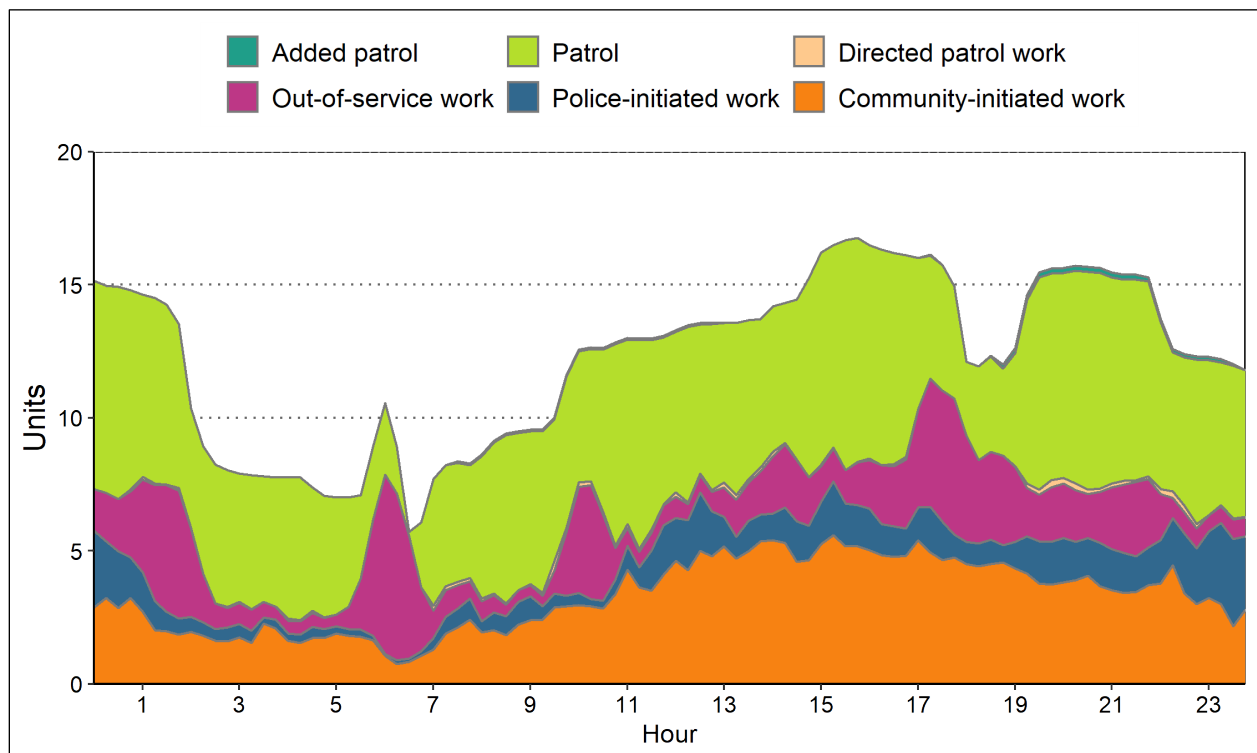


FIGURE 8-21: Deployment and All Workload, Weekdays, Summer 2021

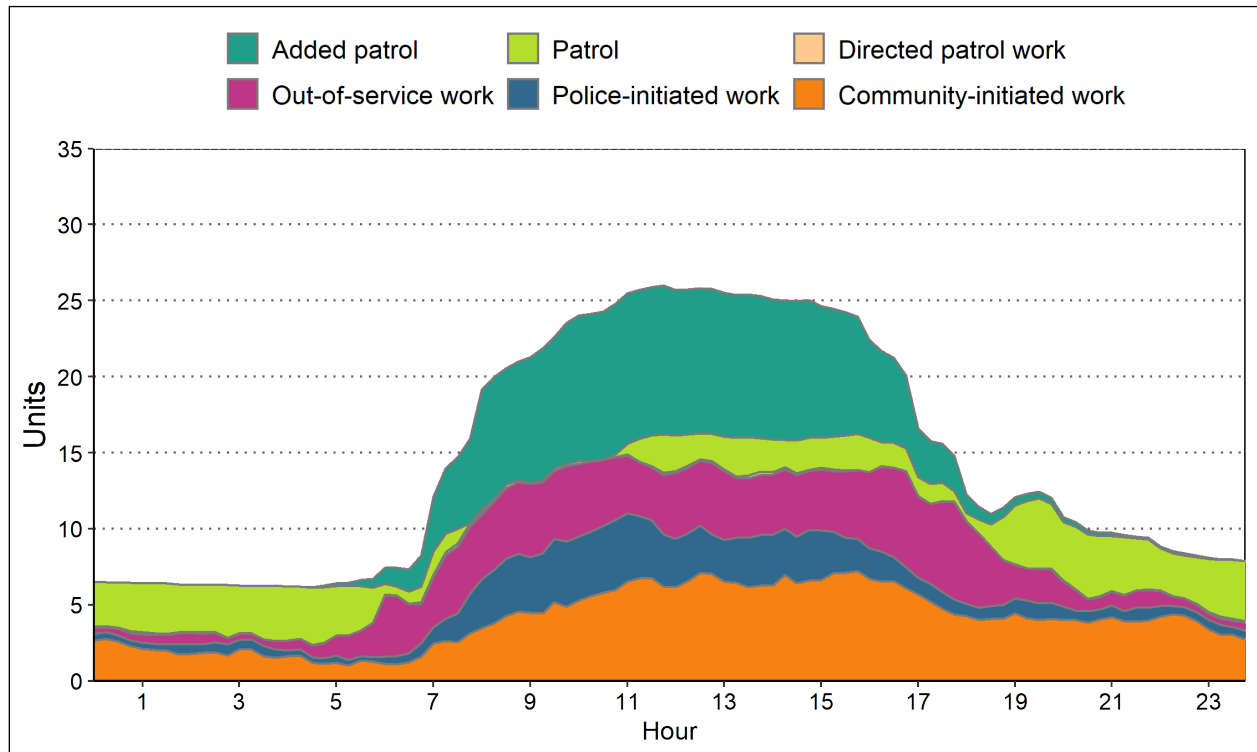
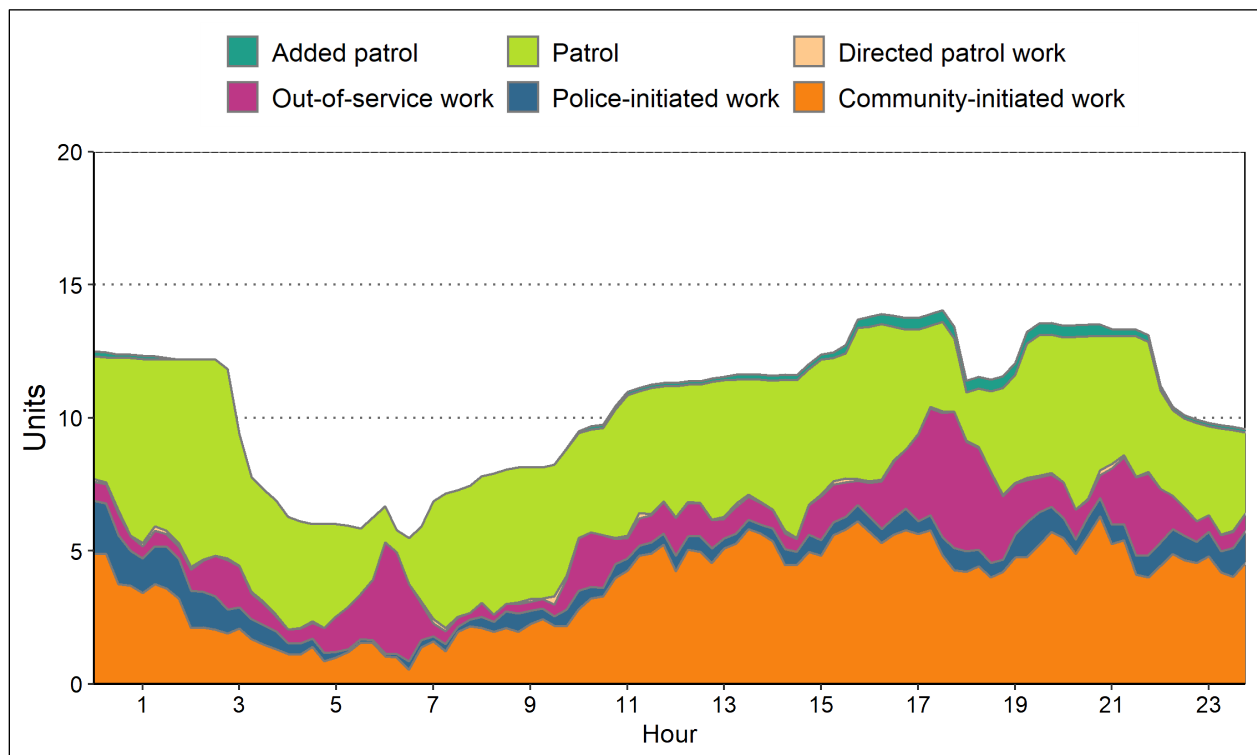


FIGURE 8-22: Deployment and All Workload, Weekends, Summer 2021



Note: Figures 8-19 to 8-22 show deployment along with all workloads from community-initiated calls, police-initiated calls, out-of-service work, and directed patrol work.

Observations:

Winter:

- Community-initiated work:
 - Average community-initiated workload was 4.3 units per hour during the week and 3.3 units per hour on weekends.
 - This was approximately 25 percent of hourly deployment during the week and 27 percent of hourly deployment on weekends.
- All work:
 - Average workload was 9.3 units per hour during the week and 6.4 units per hour on weekends.
 - This was approximately 54 percent of hourly deployment during the week and 52 percent of hourly deployment on weekends.

Summer:

- Community-initiated work:
 - Average community-initiated workload was 4.1 units per hour during the week and 3.7 units per hour on weekends.
 - This was approximately 28 percent of hourly deployment during the week and 35 percent of hourly deployment on weekends.
- All work:
 - Average workload was 8.6 units per hour during the week and 5.8 units per hour on weekends.
 - This was approximately 59 percent of hourly deployment during the week and 55 percent of hourly deployment on weekends.

FIGURE 8-23: Percentage of Workload, Weekdays, Winter 2021

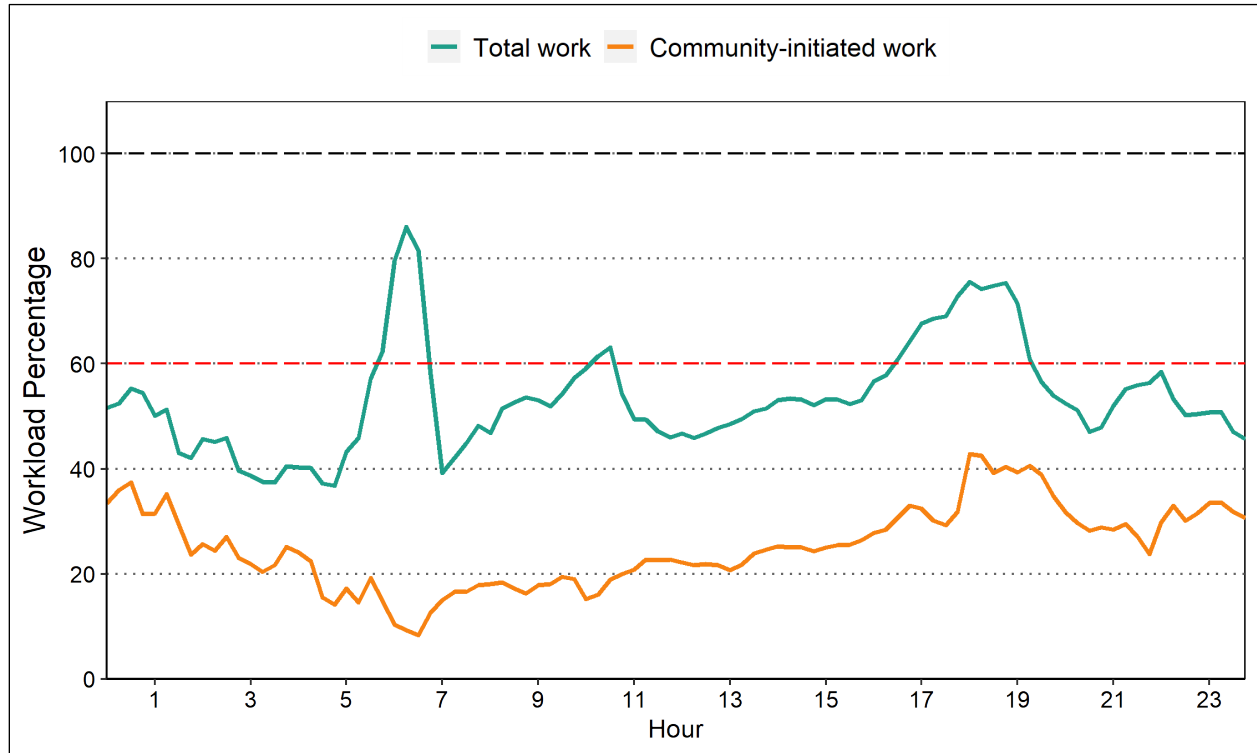


FIGURE 8-24: Percentage of Workload, Weekends, Winter 2021

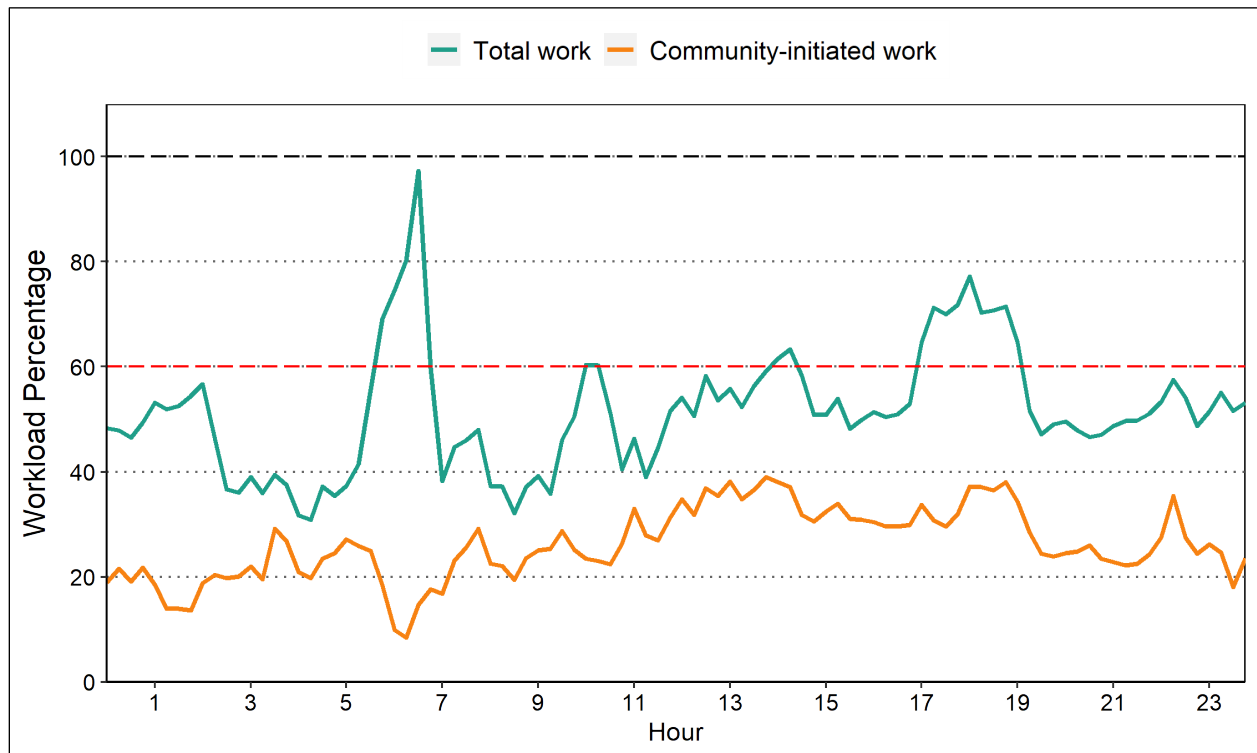


FIGURE 8-25: Percentage of Workload, Weekdays, Summer 2021

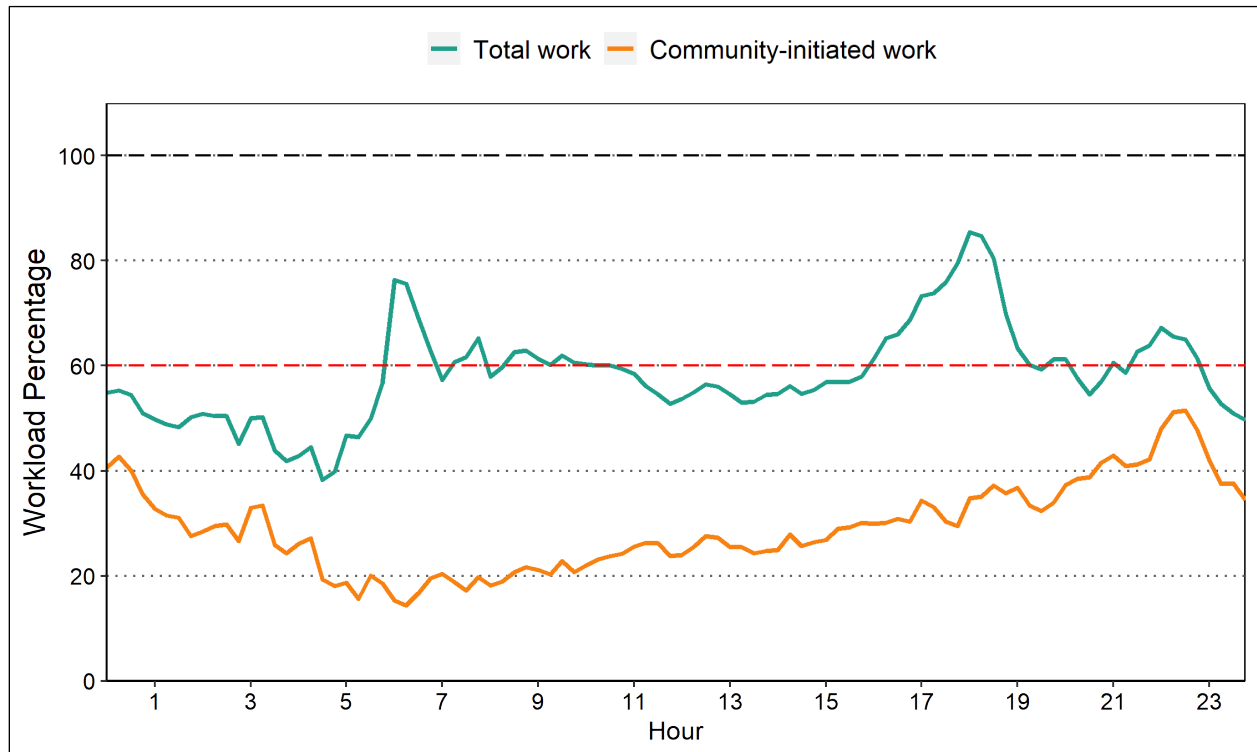
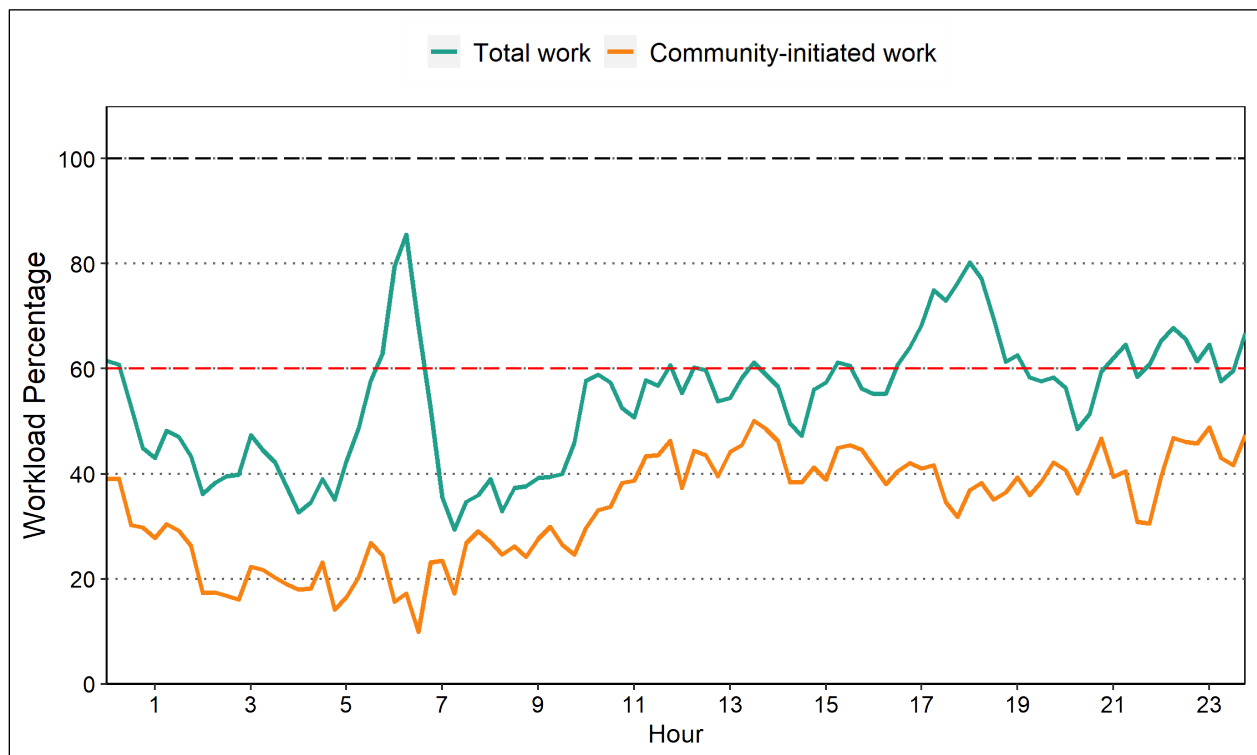


FIGURE 8-26: Percentage of Workload, Weekends, Summer 2021



Observations:

Winter:

- Community-initiated work:
 - During the week, workload reached a maximum of 43 percent of deployment between 6:00 p.m. and 6:30 p.m.
 - On weekends, workload reached a maximum of 39 percent of deployment between 1:45 p.m. and 2:00 p.m.
- All work:
 - During the week, workload reached a maximum of 86 percent of deployment between 6:15 a.m. and 6:30 a.m.
 - On weekends, workload reached a maximum of 97 percent of deployment between 6:30 a.m. and 6:45 a.m.

Summer:

- Community-initiated work:
 - During the week, workload reached a maximum of 51 percent of deployment between 10:15 p.m. and 10:45 p.m.
 - On weekends, workload reached a maximum of 50 percent of deployment between 1:30 p.m. and 1:45 p.m.
- All work:
 - During the week, workload reached a maximum of 85 percent of deployment between 6:00 p.m. and 6:30 p.m.
 - On weekends, workload reached a maximum of 85 percent of deployment between 6:15 a.m. and 6:30 a.m.

RESPONSE TIMES

We analyzed the response times to various types of calls, separating the duration into dispatch processing and travel time, to determine whether response times varied by call type. Response time is measured as the difference between when a call is received and when the first unit arrives on scene. This is further divided into dispatch processing and travel time. Dispatch processing is the time between when a call is received and when the first unit is dispatched. Travel time is the remaining time until the first unit arrives on scene.

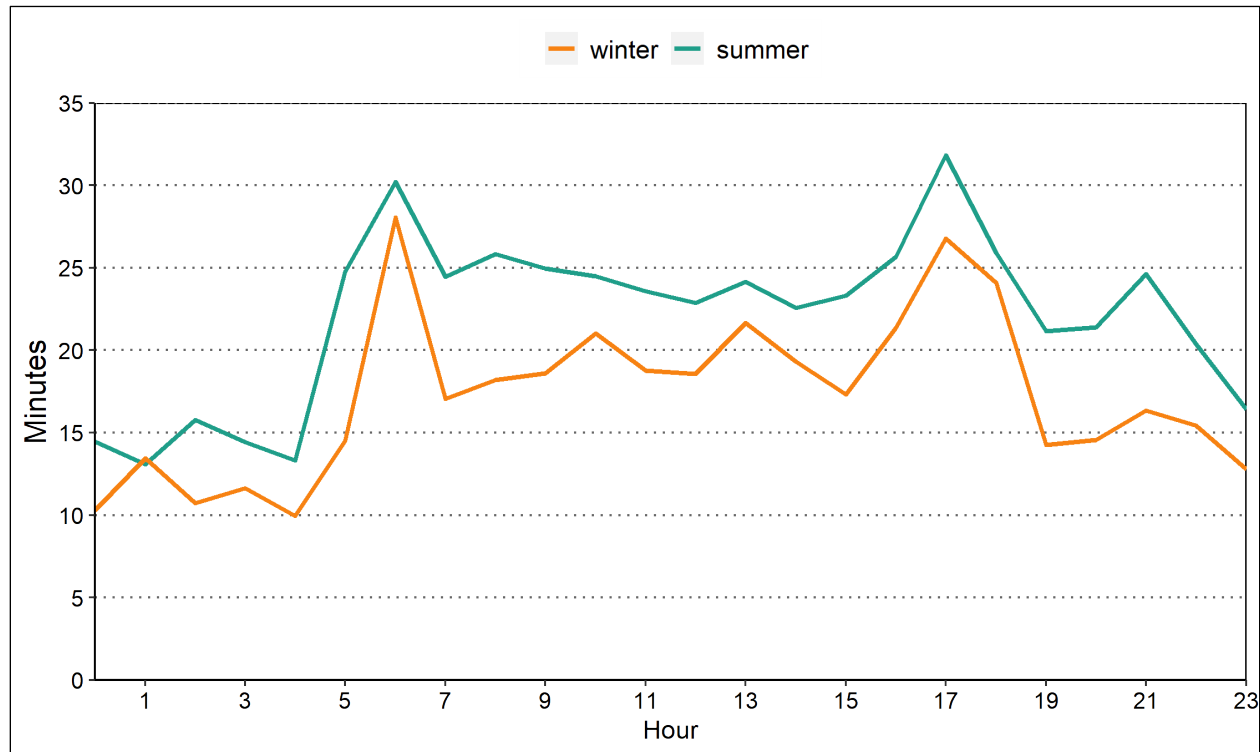
We begin the discussion with statistics that include all calls combined. We started with 13,092 calls for winter and 14,010 calls for summer. We limited our analysis to community-initiated calls, which amounted to 8,893 calls for winter and 9,973 calls for summer. Also, we removed calls lacking a recorded arriving unit and calls located at headquarters. We were left with 7,361 calls in winter and 8,168 calls in summer for our analysis. For the entire year, we began with 90,695 calls, and limited our analysis to 62,368 community-initiated calls. With similar exclusions, we were left with 51,847 calls.

Our initial analysis does not distinguish calls based on priority; instead, it examines the difference in response to all calls by time of day and compares the winter and summer periods. We then present a brief analysis of response time for high-priority calls alone.

All Calls

This section looks at all calls without considering their priorities. In addition to examining the differences in response times by both time of day and season (winter versus summer), we show differences in response times by category.

FIGURE 8-27: Average Response Times, by Hour of Day, Winter and Summer 2021



Observations:

- Average response times varied significantly by the hour of the day.
- In winter, the longest response times were between 6:00 a.m. and 7:00 a.m., with an average of 27.9 minutes.
- In winter, the shortest response times were between 4:00 a.m. and 5:00 a.m., with an average of 9.9 minutes.
- In summer, the longest response times were between 5:00 p.m. and 6:00 p.m., with an average of 31.7 minutes.
- In summer, the shortest response times were between 1:00 a.m. and 2:00 a.m., with an average of 13.2 minutes.

FIGURE 8-28: Average Response Time by Category, Winter 2021

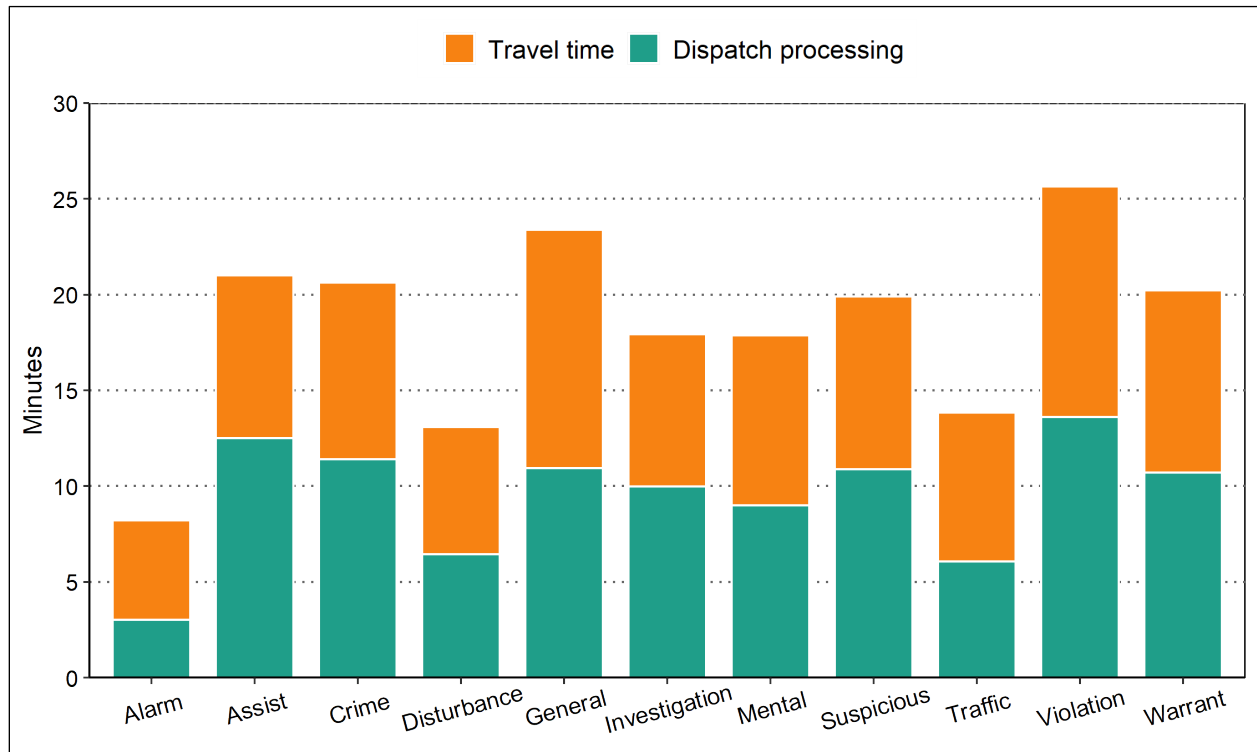


FIGURE 8-29: Average Response Time by Category, Summer 2021

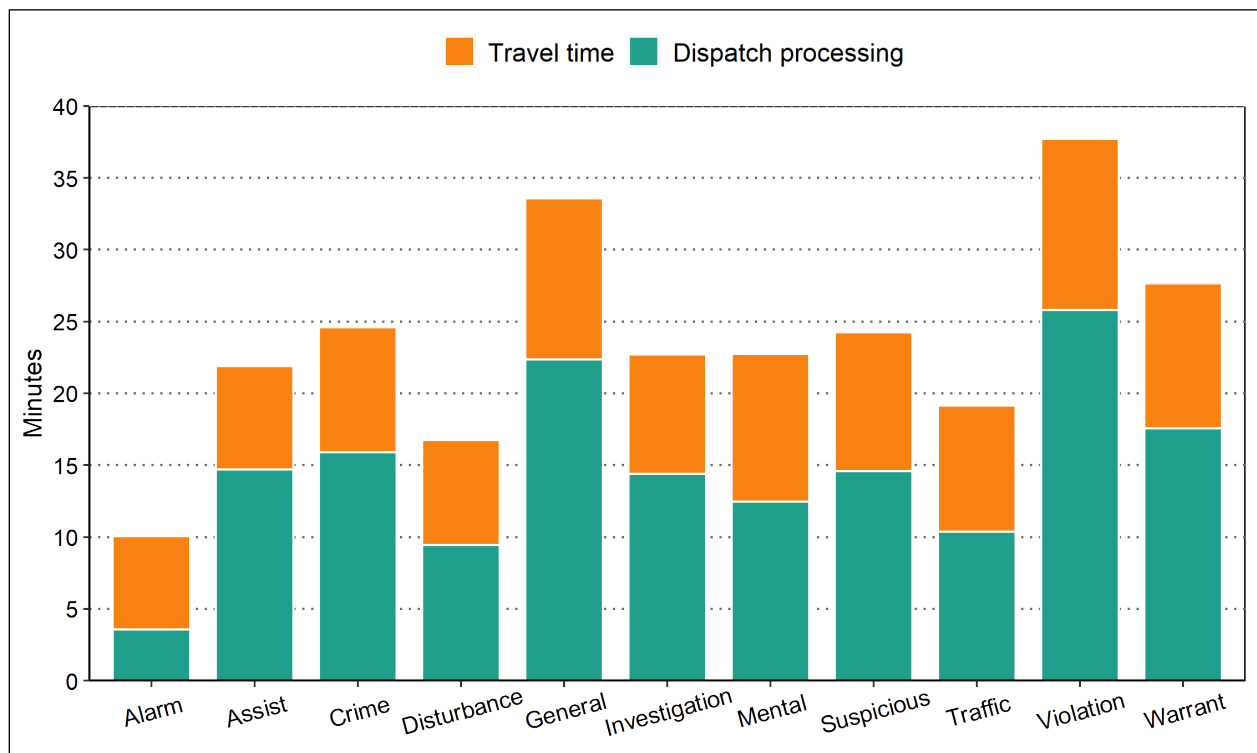


TABLE 8-16: Average Response Time Components, by Category

Category	Winter				Summer			
	Minutes			Count	Minutes			Count
	Dispatch	Travel	Response		Dispatch	Travel	Response	
Accident	5.9	7.6	13.5	286	9.6	8.5	18.1	343
Alarm	3.0	5.2	8.2	320	3.5	6.5	10.1	348
Animal	11.1	13.0	24.0	220	22.5	11.9	34.4	314
Assist citizen	14.9	8.5	23.4	546	17.4	7.3	24.7	564
Assist other agency	8.2	8.5	16.6	300	9.9	6.9	16.9	315
Crime—mischief	16.0	12.2	28.1	133	20.2	9.7	29.9	131
Crime—person	12.8	9.6	22.3	383	15.6	8.2	23.8	519
Crime—property	10.3	8.7	19.1	1,245	15.5	8.8	24.2	1,358
Crime—substance	14.0	10.2	24.1	77	17.6	9.0	26.6	80
Disturbance	6.5	6.6	13.1	542	9.5	7.3	16.7	581
Domestic dispute	4.8	6.1	10.9	398	5.3	6.4	11.7	363
Follow-up	17.5	8.2	25.7	336	21.5	7.7	29.2	356
Investigation	9.3	8.9	18.2	725	15.4	9.6	25.0	728
Mental health	9.0	8.9	17.9	679	12.5	10.3	22.7	810
Miscellaneous	10.5	10.6	21.1	62	21.4	6.7	28.0	49
Suspicious incident	10.9	9.0	19.9	674	14.6	9.7	24.3	712
Traffic enforcement	6.5	8.0	14.5	136	11.7	9.2	21.0	191
Violation	13.6	12.0	25.6	230	25.8	11.9	37.7	345
Warrant	10.7	9.5	20.2	69	17.5	10.1	27.6	61
Total Average	10.0	8.6	18.6	7,361	14.4	8.8	23.2	8,168

Note: The total average is weighted according to the number of calls per category.

Observations:

- In winter, the average response time for most categories was between 8 minutes and 24 minutes.
- In winter, the average response time was as short as 8 minutes (for alarms) and as long as 26 minutes (for violations).
- In summer, the average response time for most categories was between 10 minutes and 32 minutes.
- In summer, the average response time was as short as 10 minutes (for alarms) and as long as 38 minutes (for violations).
- The average response time for crimes was 21 minutes in winter and 25 minutes in summer.

TABLE 8-17: 90th Percentiles for Response Time Components, by Category

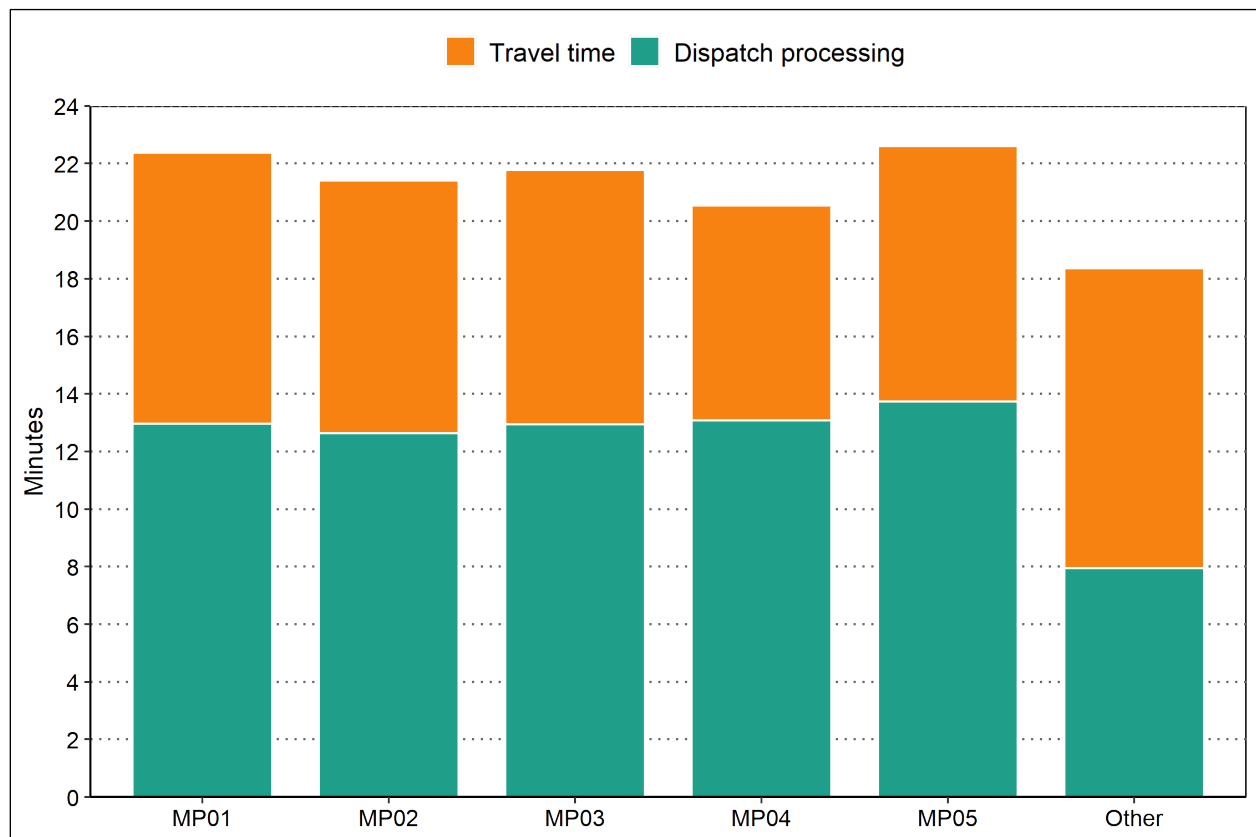
Category	Minutes in Winter			Minutes in Summer		
	Dispatch	Travel	Response	Dispatch	Travel	Response
Accident	11.1	14.8	25.0	26.4	16.7	38.0
Alarm	5.2	9.9	14.6	6.7	12.1	17.1
Animal	30.5	23.4	52.8	63.7	26.7	78.0
Assist citizen	40.5	21.3	59.4	48.7	19.8	62.8
Assist other agency	16.6	17.0	36.9	25.2	13.0	39.1
Crime—mischief		38.8	72.0	59.0	23.4	91.8
Crime—person		23.5	56.7	45.8	22.6	60.6
Crime—property	26.3	18.2	43.5	47.7	19.8	62.3
Crime—substance	40.1	16.6	55.5	43.5	18.0	57.5
Disturbance	15.1	12.6	26.1	27.1	12.8	40.7
Domestic dispute	7.8	10.4	18.3	11.3	11.3	19.1
Follow-up	46.1	22.5	69.3	64.3	21.3	78.1
Investigation	25.1	18.1	40.0	46.7	20.0	66.4
Mental health	21.4	18.2	36.2	34.4	24.5	50.2
Miscellaneous	21.7	29.3	52.0	65.5	18.5	70.2
Suspicious incident	27.0	18.8	43.8	40.8	20.5	57.6
Traffic enforcement	12.7	17.3	26.7	35.2	19.5	52.7
Violation	41.2	22.1	57.5	77.8	23.3	106.4
Warrant	25.8	20.8	45.9	50.1	27.1	73.5
Total	25.4	17.9	42.5	42.9	19.3	58.8

Note: A 90th percentile value of 42.5 minutes means that 90 percent of all calls are responded to in fewer than 42.5 minutes. For this reason, the columns for dispatch processing and travel time may not be equal to the total response time.

Observations:

- In winter, the 90th percentile value for response time was as short as 14 minutes (for alarms) and as long as 63 minutes (for general noncriminal calls).
- In summer, the 90th percentile value for response time was as short as 17 minutes (for alarms) and as long as 106 minutes (for violations).

FIGURE 8-30: Average Response Time Components, by Beat



Note: The other category included calls within miscellaneous beats. The most common miscellaneous beats were associated with the Jackson County Sheriff's Office (JCSO) and the Central Point Police Department (CPPD).

TABLE 8-18: Average Response Time Components, by Beat

Beat	Minutes			Calls
	Dispatch	Travel	Response	
MP01	13.0	9.4	22.4	11,726
MP02	12.6	8.8	21.4	11,826
MP03	12.9	8.8	21.8	9,246
MP04	13.1	7.5	20.5	8,764
MP05	13.7	8.9	22.6	9,853
Other	7.9	10.4	18.4	432
Total	13.0	8.7	21.7	51,847

Observations:

- Excluding calls in the "other" category, Beat 2 had the shortest dispatch processing time, which is about 12.6 minutes.
- Excluding calls in the "other" category, Beat 4 had the shortest response time, which is about 20.5 minutes.

High-priority Calls

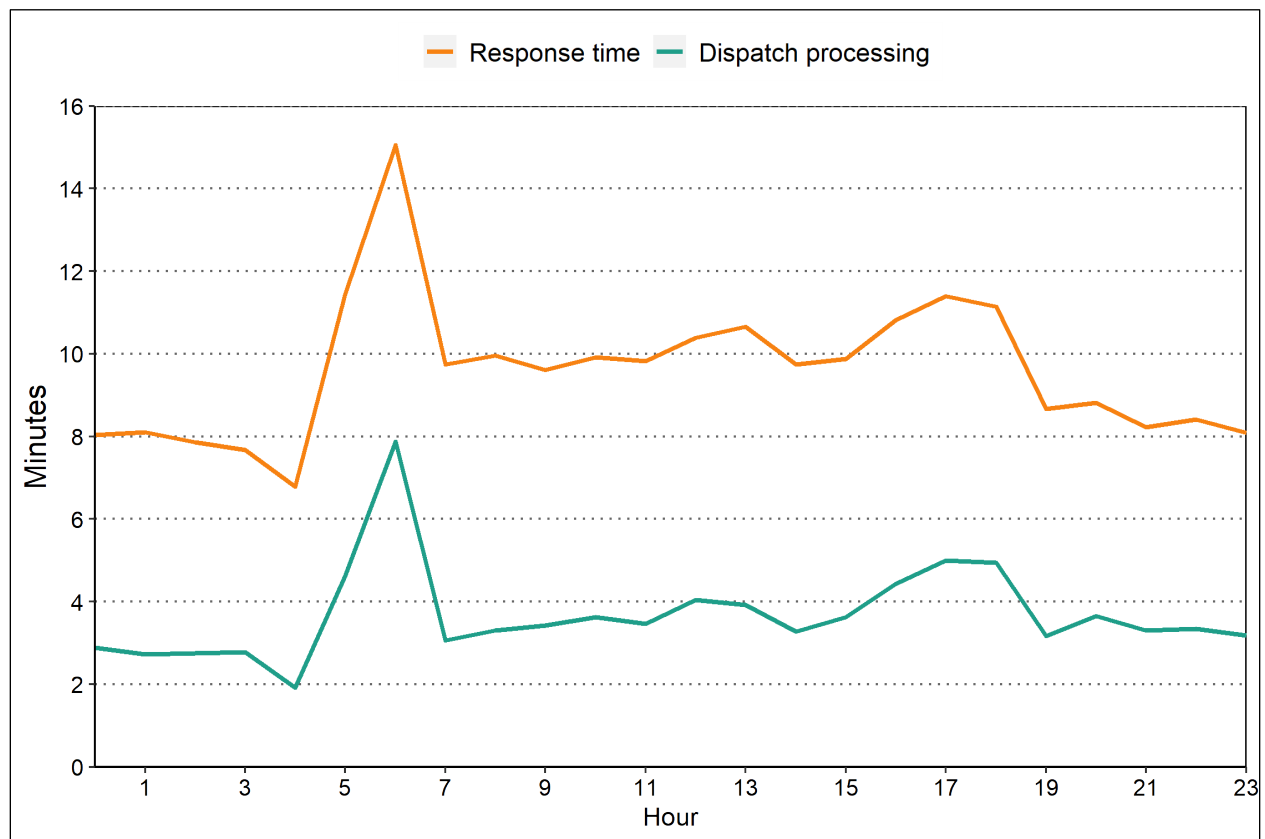
The department assigned priorities to calls with "E" and "1" as the highest priorities. Table 8-19 shows average response times by priority. Also, we identified the majority of injury accidents based upon their call descriptions "MVCFP (MVC with a fatality)," "MVCIP (MVC with an injury)," and "MVCRP (MVC with rollover)," to see if these provided an alternate measure for emergency calls. Figure 8-31 shows the average response time for priority 1 calls by the hour of the day.

TABLE 8-19: Average and 90th Percentile Response Times, by Priority

Priority	Minutes			Calls	Minutes, 90th Percentile
	Dispatch	Travel	Response		
E	1.9	4.2	6.0	160	9.9
1	3.7	5.9	9.5	8,110	16.3
2	6.5	7.3	13.8	10,918	27.5
3	16.5	10.1	26.7	20,635	66.2
4	19.7	9.9	29.6	11,634	78.6
5	6.3	5.1	11.4	390	20.7
Total	13.0	8.7	21.7	51,847	54.7
Injury accident	3.3	6.9	10.2	145	18.5

Note: The total average is weighted according to the number of calls within each priority level.

FIGURE 8-31: Average Response and Dispatch Processing Times for High-priority Calls, by Hour



Observations:

- High-priority calls had an average response time of 9.5 minutes, lower than the overall average of 21.8 minutes for all calls.
- Average dispatch processing was 3.7 minutes for high-priority calls, compared to 13.1 minutes overall.
- For high-priority calls, the longest response times were between 6:00 a.m. and 7:00 a.m., with an average of 15.1 minutes.
- For high-priority calls, the shortest response times were between 4:00 a.m. and 5:00 a.m., with an average of 6.8 minutes.

APPENDIX A: CALL TYPE CLASSIFICATION

Call descriptions for the department's calls for service from January 1, 2021, to December 31, 2021, were classified into the following categories.

TABLE 8-20: Call Type, by Category

Call Type Code	Call Type Description	Table Category	Figure Category
ALARMB	Audible	Alarm	Alarm
ALARMR	Audible		
ALARMH	Holdup alarm		
ALARMP	Panic alarm		
ALARMA	Paniclockdownactiv		
ALARMT	Trouble alarm		
ASSTPP	Assist to public	Assist citizen	Assist
FLAG	Citizen flagdown		
CIVIL	Civil		
DROWN	Drowning		
UNLOCK	Locked out		
WAP	Water assist		
WRP	Water rescue	Assist other agency	
ALERT3	Aircraft crash		
AIRCFTP	Aircraft emergency		
PLANEP	Airplane emergency		
ASSTAP	Assist agency		
ASSTM	Assist to medical		
CPRP	Cardiac arrest		
CBP	Childbirth		
CHOKEP	Choking victim		
GRASSP	Grass fire asst		
HAZMP	Hazardous material		
ALERT2	Major aircraft issue		
MEDICAL	Medical nrur		
ALERT1	Minor aircraft issue		
SAFEP	Public safety hazard		
STRAPP	Struc fire trapped		
STRUCP	Structure fire asst		
UTIL	Utility problem		
VAND	Criminal mischief	Crime-mischief	Crime
ROBA	Armed robbery	Crime-person	
ASLTP	Assault		
ASLTWP	Assault wa weapon		
FAMABU	Family offenseabuse		
HARASS	Harassment		

Call Type Code	Call Type Description	Table Category	Figure Category
INDEXP	Indecent exposure		
ROBR	Jo		
KIDNAP	Kidnapping		
MENACE	Menacing wa weapon		
MURD	Murder		
PROS	Prostitution		
RAPEP	Rape		
ROBB	Robbery at business		
SEXOFF	Sex offense		
STABP	Stabbing		
STALK	Stalking		
ROBS	Strong arm robbery		
THREAT	Threats		
ARSONP	Arson	Crime–property	
BURGIP	Burg in progress		
BURGB	Burg to a business		
BURGR	Burg to a residence		
BURG	Burglary		
FRAUD	Fraud		
PROWL	Prowler		
SHOPL	Shoplifting		
THEFT	Theft		
TRES	Trespass		
UEMV	Uemv		
UUMV	Uumv		
DRUGB	Drug buy	Crime–substance	
DRUG	Drug laws		
LLAWS	Liquor law violation		
DRUGMJ	Marijuana		
ODORMJ	Marijuana odor		
TMIP	Mip tobacco		
EXPAT	Extra patrol	Directed patrol	Directed patrol
FOOTP	Foot patrol		
SURV	Surveillance	Disturbance	Disturbance
DOC	Disorderly conduct		
NOISE	Noise complaint	Animal	General noncriminal
ANIMAL	Animal problem		
BITEP	Bite injury		
MISCP	Miscellaneous	Miscellaneous	
MPPPT	Mp rec ppt		
MESS	Oic		
MESSP	Oic		

Call Type Code	Call Type Description	Table Category	Figure Category
INFOP	Police info		
PINFO	Police info		
REPO	Reposessed vehicle		
DOMEST	Domestic dispute	Domestic dispute	Investigation
FOLUP	Followup	Follow-up	
SUBP	Subpoena service		
911C	911 cell hangup	Investigation	
911UNK	911 hangup		
911T	911 text disconnect		
ATL	Attempt to locate		
CUST	Cust interference		
DEATHP	Death investigation		
EXPLOP	Explosion		
FCHILD	Found child		
GSWP	Gunshot wound		
JUVP	Juvenile problem		
MADULT	Missing adult		
MCHILD	Missing child		
ODP	Overdose		
PERDNP	Person down		
PROP	Prop lostfoundrec		
ROV	Restraining order		
RUN	Runaway		
SEXREG	Sex offender reg		
VEHREC	Stolen veh recovery		
UNSPRM	Unsecured premise		
WEAP	Weapons violation		
DETOX	Detox	Mental health	Mental health
PSYCHP	Psych transport		
SUICP	Suicidal subject		
WELCHK	Welfare check		
SHOTS	Gunshots	Suspicious incident	Suspicious incident
SS	Subject stop		
SUSP	Suspicious		
HRUN	Hit run	Accident	Traffic
MVCUP	Mvc unknown injury		
MVCBLP	Mvc w building		
MVCFP	Mvc w fatality		
MVCIP	Mvc w injury		
MVCPDP	Mvc w ped or bike		
MVCP	Mvc w prop damage		
MVCRP	Mvc w rollover		

Call Type Code	Call Type Description	Table Category	Figure Category
DWS	Driving suspended	Traffic enforcement	
DUI	Dui		
ELUDE	Eluding an officer		
MPTRFC	Mp rec traffic compl		
RECK	Reckless driving		
TRFCOM	Traffic complaint		
TRFHAZ	Traffic hazard		
TP	Traffic pursuit		
TRFVIO	Traffic violation		
VEHI	Vehicle impound		
T	Traffic stop	Traffic stop	
ABAND	Abandoned vehicle	Violation	Violation
FIREWK	Fireworks		
ORD	Ordinance violation		
PARKV	Parking violation	Violation	
MPWAR	Mp rec warrant	Warrant	Warrant
WAR	Warrant		

APPENDIX B: UNIFORM CRIME REPORT INFORMATION

This section presents information obtained from Uniform Crime Reports (UCR) collected by the Federal Bureau of Investigation (FBI). The tables and figures include the most recent information that is publicly available at the national level. This includes crime reports for 2011 through 2020, along with clearance rates for 2019 and 2020. Crime rates are expressed as incidents per 100,000 population.

TABLE 8-21: Reported Crime Rates in 2019 and 2020, by City

Municipality	State	2019				2020			
		Population	Crime Rates			Population	Crime Rates		
			Violent	Property	Total		Violent	Property	Total
Ashland	OR	21,415	135	2,998	3,133	21,419	191	2,381	2,572
Bend	OR	100,588	154	1,908	2,062	103,485	168	1,893	2,061
Central Point	OR	18,753	171	1,930	2,101	19,032	263	1,855	2,117
Eugene	OR	173,183	390	3,571	3,961	174,513	390	4,000	4,390
Grants Pass	OR	38,475	314	3,210	3,524	38,420	346	3,019	3,365
Klamath Falls	OR	22,447	468	3,301	3,769	22,693	595	2,952	3,547
Redmond	OR	31,558	225	3,527	3,752	33,198	265	3,178	3,443
Roseburg	OR	23,447	333	5,736	6,069	23,551	331	5,872	6,204
Springfield	OR	63,438	301	3,118	3,419	63,666	305	2,764	3,069
Medford	OR	83,316	414	4,944	5,358	84,016	462	4,303	4,765
Oregon		4,125,979	294	2,789	3,082	4,093,525	292	2,659	2,951
National		328,239,523	379	2,010	2,489	331,449,281	399	1,958	2,357

FIGURE 8-32: Reported Medford Violent and Property Crime Rates, by Year

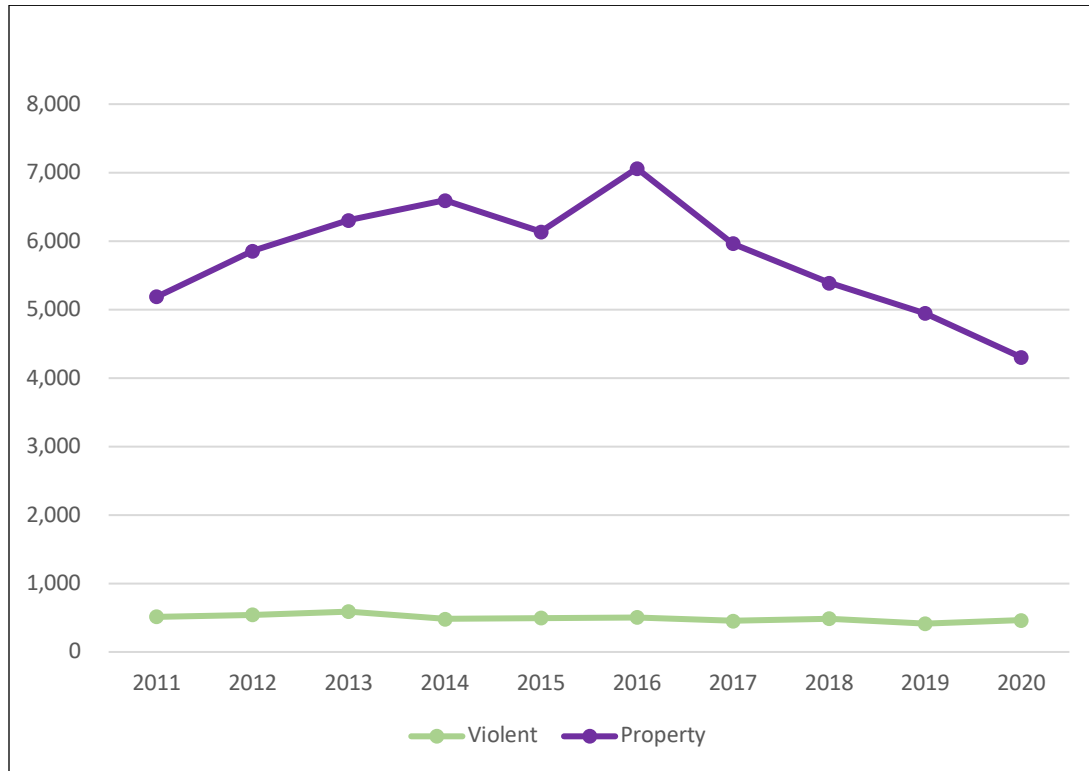


FIGURE 8-33: Reported City and State Crime Rates, by Year

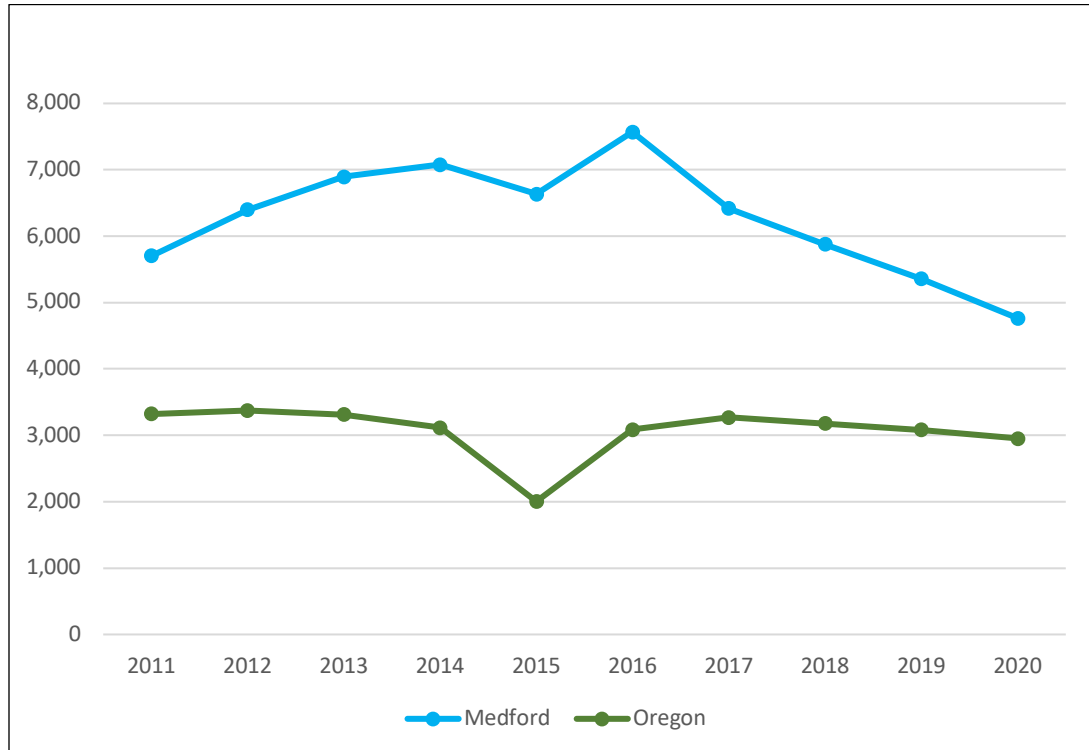


TABLE 8-22: Reported Medford, Oregon, and National Crime Rates, by Year

Year	Medford				Oregon				National			
	Population	Violent	Property	Total	Population	Violent	Property	Total	Population	Violent	Property	Total
2011	75,704	515	5,190	5,705	3,933,412	244	3,078	3,322	317,186,963	376	2,800	3,176
2012	76,037	541	5,855	6,396	3,961,014	241	3,133	3,374	319,697,368	377	2,758	3,135
2013	76,949	589	6,304	6,893	3,994,787	226	3,085	3,312	321,947,240	362	2,627	2,989
2014	78,356	482	6,596	7,078	4,034,781	232	2,881	3,113	324,699,246	357	2,464	2,821
2015	79,461	498	6,136	6,635	4,094,023	156	1,847	2,003	327,455,769	368	2,376	2,744
2016	80,794	507	7,062	7,570	4,172,382	254	2,834	3,088	329,308,297	383	2,353	2,736
2017	82,792	454	5,962	6,416	4,142,776	282	2,987	3,268	325,719,178	383	2,362	2,745
2018	82,800	487	5,390	5,877	4,190,713	286	2,894	3,180	327,167,434	369	2,200	2,568
2019	83,316	414	4,944	5,358	4,125,979	294	2,789	3,082	328,239,523	379	2,010	2,489
2020	84,016	462	4,303	4,765	4,093,525	292	2,659	2,951	331,449,281	399	1,958	2,357

TABLE 8-23: Reported Medford, Oregon, and National Crime Clearance Rates, 2019

Crime	Medford			Oregon			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances*	Rate
Murder Manslaughter	1	1	100%	111	70	63%	14,325	8,796	61%
Rape	36	9	25%	1,326	337	25%	124,817	41,065	33%
Robbery	73	36	49%	1,262	576	46%	239,643	73,091	31%
Aggravated Assault	235	179	76%	5,169	3,665	71%	726,778	380,105	52%
Burglary	380	100	26%	9,801	1,569	16%	981,264	138,358	14%
Larceny	3,438	928	27%	57,906	13,616	24%	4,533,178	834,105	18%
Vehicle Theft	301	77	26%	8,289	1,255	15%	655,778	90,497	14%

TABLE 8-24: Reported Medford and National Crime Clearance Rates, 2020

Crime	Medford			National		
	Crimes	Clearances	Rate	Crimes	Clearances*	Rate
Murder Manslaughter	2	2	100%	18,109	9,851	54%
Rape	36	18	50%	110,095	33,689	31%
Robbery	94	53	56%	209,643	60,377	29%
Aggravated Assault	256	166	65%	799,678	371,051	46%
Burglary	296	76	26%	898,176	125,745	14%
Larceny	3,012	690	23%	4,004,124	604,623	15%
Vehicle Theft	307	87	28%	727,045	89,427	12%

Note: *Clearances were calculated from crimes and clearance rates, as these numbers are not directly available from the FBI. We could not locate clearance data at the state level for 2020.

END