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Police Medical Field-Screening Proposal Plan

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EXECUTIVE SUMMARY

This proposal document examines the collaboration between the Bend Police Department, Deschutes County Sheriff's Office Jail, and St. Charles Medical Center Emergency Department and takes into consideration the professional opinions of all stakeholders who currently serve the community of Central Oregon in a variety of different capacities. The Bend Police Department (Bend PD) would like to see a solution that would benefit the citizens served by the department, while supporting the department's core values of teamwork, integrity, and excellence. Bend PD is concerned about officer efficiency because it is critical for the department to strive to be good stewards of taxpayer dollars. The desired solution must involve a collaborative effort with community stakeholders, build trust and rapport within the community, and go beyond the department's role of protecting and serving the citizens of Bend (Bend Police Department Strategic Plan, 2015). The goal of this project is to propose a solution that will address the inefficient and excessive transportation of arrested individuals that occurs between the Deschutes County Sheriff's Office Jail (DCSO) and St. Charles Medical Center Emergency Department (SCMC ED). This proposal document will identify and address five potential solutions and will recommend the best solution and provide next steps for effective implementation.

INTRODUCTION

The city of Bend, Oregon resides within Deschutes County and has a population of 94,520. Due to the rapid population growth in the last five years, it is likely the population will exceed 100,000 by the year 2020 (Njus, 2017). A rapidly increasing population places added strain on public resources such as law enforcement capabilities. As the city of Bend continues to expand, resource management and efficiency remains critical (Vincent, 2019).

The Bend Police Department

The Bend Police Department's (Bend PD) jurisdiction encompasses the municipality of Bend. Bend PD is a mid-sized police department, employing 103 sworn, full-time officers (Vincent, 2019). Bend PD is a progressive, innovative, and community-based department that strives to collaborate with the community in order to improve the department's ability to protect and serve citizens of the city of Bend (Bend PD Strategic Plan, 2015). The Bend PD collaborate with several partners within the local area, two critical partners are the Deschutes County Sheriff's Office (DCSO) and St. Charles Medical Center (SCMC).

Deschutes County Sheriff's Office Jail

One of the Deschutes County Sheriff's Office's (DCSO) responsibilities is maintaining the county-level correctional facility (commonly referred to as the jail). The role of a jail in the United States' criminal justice system is to hold inmates who are pending trial, awaiting sentencing, or awaiting transfer. Inmates may serve sentences of no longer than one year within a

county correctional facility. For this reason, jail inmate populations are constantly changing (Shults, 2019). Jails are not hospitals and are not equipped with the funding, personnel, or necessary medical capabilities to treat and care for arrestees entering the jail with serious medical issues. To prevent additional liability, the DCSO jail has strict standards concerning arrested individuals. Arrestees are medically screened by the DCSO jail to ensure that the individual's rights and liberties are protected, particularly, the arrestees' eighth amendment rights. Correctional facilities are often the last to receive funding and the first to receive budget cuts, which limits facility capabilities (Shults, 2019).

St. Charles Medical Center Emergency Department

St. Charles Medical Center (SCMC) is the only level two trauma center in Deschutes County and east of the Cascades, providing them with the responsibility of servicing much of rural Eastern Oregon, in addition to the nearly 200,000 people who reside in the Deschutes County. SCMC controls a satellite hospital in Redmond, but the primary facility remains in Bend (OuickFacts: Deschutes County, Oregon, 2017). SCMC Emergency Department (ED) is constantly busy, with limited bed space, which requires rooms to serve multiple functions. There is a room used often for individuals, but several arrested or detaining individual admitted at the same time during busy times of the week. In addition, SCMC ED prioritize patients with severe medical emergencies over those who are medically stable. This can result in a minimum stay of several hours depending on the severity of the illness/injury (Peeples, 2019).

Interagency Teamwork

Daily collaboration between the Bend Police Department, Deschutes County Sheriff's Office Jail, and St. Charles Medical Center Emergency Department is critical. Unfortunately, each agency/organization has their own mission and objectives that, at times, can result in possible miscommunication and tension. This is normal, but in order to create and cultivate a community-wide effort to problem-solve and develop innovative solutions, community partners must work together. This project takes into consideration the professional opinions of all stakeholders, such as Deschutes County Sheriff's Office Jail commander, St. Charles Medical Center Emergency Department doctor, St. Charles Medical Center Emergency Department Manager, and the Bend Police Department, as well as the professional opinions of a number of sworn police officers who currently serve the community of Bend in a variety of different capacities. This proposal document addresses the current challenges that have resulted in officer inefficiencies when transporting arrested individuals between DCSO Jail and SCMC ED. The proposal identifies five possible solutions, and, of those five possible solutions, and conclude with the recommendations and next steps for the solution that, if implemented, would be a significant benefit for Bend PD and its stakeholders.

DEFINING THE PROBLEM

This project has examined not only the transportation issues with arrested individuals, but also other dilemmas that create officer inefficacies, such as calls for service involving allegedly mentally ill (AMI) and suicidal individuals.

Mental Health Issues

Mental health presents a dilemma not only at the local problem within Central Oregon, but a national crisis, and across the United States it places law enforcement, the hospital, and jail in a difficult position. The Bend police officer is often placed in a challenging position while attempting to help these people. The jail does not want to accept custody of these individuals and is not the optimal place for those suffering from mental illness. These individuals can act out violently at times, which can result in longer periods of incarceration. Hospital emergency rooms are not designed to treat mental illness. Mental illness is not a laceration or broken arm; a few stitches or a cast cannot fix mental illness. Individuals who are suffering from mental illness require long term care and treatment, something an emergency department is not designed to handle. However, law enforcement agencies and communities across the country struggle to develop effective solutions to combat mental illness. Bend Police officers spend a considerable amount of time transporting AMI/suicidal individuals to SCMC ED for evaluation, and the wait periods are often as long as three hours or more. At the core of these long hospital wait periods is the lack of available community-wide resources, which, if available, such as a mental illness holding facility, would alleviate many police officers inefficiencies (Lawrence, 2019).

Community Response Team (CRT)

Mental health is a community problem and, therefore, deserves a community-wide effort to solve the challenges that mental health poses in Central Oregon. The Bend Police Department has made a considerable effort in the past several years to address the number of AMI/suicidal calls for service by instituting Community Response Team (CRT) and partnering closely with the Deschutes County Behavioral Health Mobile Crisis Assessment Team (MCAT) (Lawrence, 2019). Bend PD has implemented proactive and progressive measures to help assist the people within the community suffering from mental illness, and they will continue to be an advocate for change, but, unfortunately, many of the solutions extend beyond the scope of a law enforcement agency. After meeting with stakeholders from the Deschutes County Jail and St. Charles Medical Center Emergency Department, the project focus has been narrowed to address only the inefficient/excessive transportation of arrested individuals with medical concerns.

The Goal of the Project

The goal of this project is to propose a solution that will address the inefficient and excessive transportation of arrested individuals that occurs between the Deschutes County Sheriff's Office Jail (DCSO) and St. Charles Medical Center Emergency Department (SCMC ED), which

presents challenges for Bend Police Department (Bend PD) patrol teams who become understaffed due to the transportation inefficiencies.

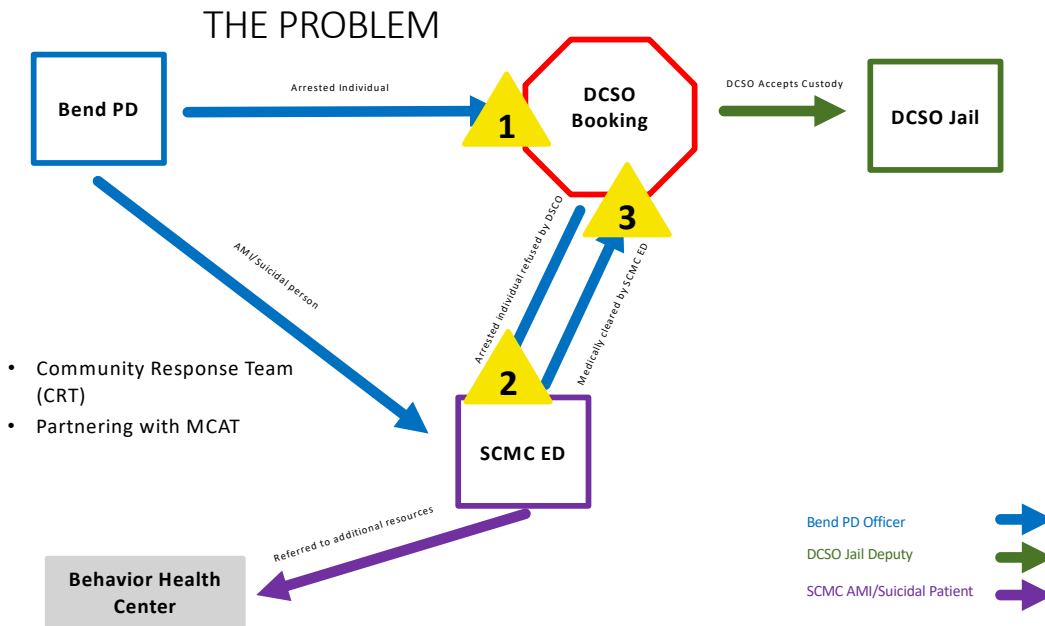


Figure 1: The graphic above provides an illustration describing the transportation of an arrested individual and the multi-agency interaction between Bend PD, DCSO Jail, and SCMC ED. The section highlighted in orange illustrates the transportation inefficiency that occurs when an arrested individual is refused by the DCSO jail for medical reasons. For reasons listed in the grey highlighted section of the graphic and the mental health section above, the project focus does not involve mental health.

Understanding the Transportation Inefficiencies

Increasing the Bend PD’s efficiency concerning the transportation of an arrested individual is challenging, and to clearly understand the current challenges, there are a few concepts that should be made aware to fully grasp the extent of this project. The most important concept to understand is custody. Figure 1 illustrates the chain of custody when a Bend police officer brings an arrested person to the jail. Ideally, upon arrival in booking, the officer would transfer custody to the jail. However, the jail has the option to either accept or decline custody. When custody is transferred, so is the liability. Once DCSO has accepted custody of the arrested person, they are responsible for person’s wellbeing. However, jails have the right to refuse an arrested individual if they are suffering from mental and or physical health complications, such as drug/alcohol withdrawal or hypertension. In the event that the arrested individual is refused by DCSO, the Bend PD officer has two options: they can cite and release the individual to appear for their scheduled court date on their own reconnaissance, or the officer can transport the arrested person to SCMC ED to be medically cleared prior to repeating the booking process at the jail. However, it is unlikely that the Bend police officer will be in the position to cite and release due to department liability concerns. If an individual is cited and released and commits another crime, harms themselves, or others, Bend PD could be held liable. Most often, the medical

complications require police officers to transport arrested individuals to the emergency department for a medical evaluation and receive clearance from a physician. Unfortunately, the time it requires to drive to and from the jail and the extended waiting period at the emergency department, removes the officer from the community, which reduces the number of available officers to respond to calls for service. The detainment of officers for long periods of time is a problem many law enforcement agencies have throughout Central Oregon (Lewis, 2019). The orange highlighted section in figure 1 depicts the officer’s wait time at DCSO Jail (symbolized by the yellow triangle), the DCSO Jail’s refusal of an arrested individual, transportation and then an additional wait time at SCMC ED, and the transportation of the arrested individual back to DCSO Jail after receiving medical clearance.

Cost of Officer Inefficiencies

According to the Deschutes County Sheriff’s Office, the jail recorded 141 medical/mental health/BAC refusals in 2017 and 132 in 2018. This means that the DCSO jail refuses an average of 11 individuals per month or approximately two a week. Unfortunately, the DCSO jail does not track the number of refusals per agency. Bend PD received 98,193 dispatched calls for service in 2018 and based on the department’s call volume, it is estimated 75 percent of the refusals came from Bend PD (Vincent, 2019). The graphic below illustrates the total cost of this officer inefficacy.

Officer Transportation Inefficiency Cost Analysis per Incident				
	Estimated Time	Distance	Officer Cost	Vehicle Cost
Travel time from Bend PD to DCSO jail	11 min.	4.1 miles	\$ 6.16	\$ 2.23
Wait time at DCSO jail	30 min.	N/A	\$ 16.81	
Travel time from DCSO jail to SCMC ED	12 min.	4.7 miles	\$ 6.72	\$ 2.56
Wait time at SCMC ED	3 hrs.	N/A	\$ 100.86	
Travel time from SCMC ED to DCSO jail	12 min.	4.7 miles	\$ 6.72	\$ 2.56
Wait time at DCSO jail	15 min.	N/A	\$ 8.40	
			Total Officer Cost	\$ 145.67
			Total Vehicle Cost	\$ 7.35
			Total Cost	\$ 153.02
			1 years cost for 99 jail refusals	\$ 15,148.98
<i>In order to estimate the total department expenses, this graphic uses the average officers' hourly rate of \$33.62. To calculate vehicle, expense this graph uses 2018 mileage rate of 54.5 cents per mile.</i>				

Figure 2: Complete cost of the officer transportation inefficiency

The Bend Police Department’s Criteria for a Solution

The Bend Police Department would like to see a solution that would benefit the community and the citizens served by the department, while supporting the department’s core values of

teamwork, integrity, and excellence (Bend Police Department Strategic Plan, 2015). Bend PD is concerned about officer efficiency because it is critical for the department to strive to be good stewards of taxpayer dollars. The desired solution must involve a collaborative effort with community stakeholders, build trust and rapport with the community, and go beyond the department's role of protecting and serving the citizens of Bend (Lewis, 2019).

THE CRITERIA

By utilizing the following criteria, this proposal better determines which solution would best improve officer inefficiency when an arrested individual is transported to jail. All the options listed and described below has advantages and disadvantages. Ideally, the best solution is the option or combination of options that benefit all stakeholders involved. Listed below are several of the criteria used to evaluate each potential solution.

Defining the Solution Criteria

- **Represents the Department's Values:** Bend PD's values are teamwork, integrity, and excellence and serve as the foundation of the police department's service oriented policing model.
- **Community-oriented:** Bend PD is progressive and community-oriented; a police department who cares about the community it serves. Any solution must take into consideration the department's progressive nature and quest to ensure the city of Bend remains a fantastic place to live and visit.
- **Treats Individuals with Respect:** Regardless of who the arrested individual is or what crime they are involved in, customer service is an invaluable component of police work. Any solution must have a customer service-oriented approach.
- **Efficient:** A solution must be efficient with the officer's time and police department resources. The goal is to enable officers to clear themselves efficiently from these calls, efficiently allowing them to be available for incoming calls.
- **Cost Effective:** A solution must be cost effective. Bend PD a government organization and acquires a significant amount of funding from local taxpayers.

ANALYZING POTENTIAL OPTIONS

There are five possible solutions that can potentially reduce officer inefficiencies. These solutions have been carefully selected based on the information obtained through research and interviews with stakeholders from the Bend PD, DCSO jail, and SCMC ED. This section analyzes a number of different options to determine the best solution to improve officer efficiency when transporting arrested individuals.

Status Quo

The first option is to not change or alter anything. Deciding that the current inefficiencies are the new normal for law enforcement officers and agencies is a valid option. Unfortunately, there are several key disadvantages with this option. Through observations and interviews, there appears to be tension between Bend PD, DCSO jail, and SCMC ED caused by differing agency/organization objectives, which was previously discussed in this proposal. Tension within multi-agency/organization partnerships can lead to possible miscommunication and frustration. If status quo is chosen as the desired solution, these possibilities will remain. In addition, the wait times at the hospital and the excessive and inefficient transportation between DCSO and SCMC ED will persist. These inefficiencies not only create frustration, but they result in an inefficient use of taxpayer money. However, if the cost of resolving these disadvantages proves cost prohibitive, then the status quo solution is an appropriate decision (Lewis, 2019).

Table 1: Status Quo Option			
List of Criteria	Does Not Meet Criteria	Meets Some Criteria	Meets Criteria
Represents the Department's Values		X	
Community-oriented	X		
Treats Individuals with Respect		X	
Efficient	X		
Cost Effective	X		

Utilize Reserve Officers

Utilizing reserve officers to guard arrested individuals at SCMC ED is an excellent solution that has several benefits for Bend PD and SCMC ED. If it appears that the arrested individual is going to be at SCMC ED for longer than two hours, police officers could notify their supervisors. The supervisor could then notify the on-call reserve officer to relieve the officer at SCMC ED to monitor an individual in custody. This would reduce officers' extended waiting periods at SCMC ED and allow the officers to clear themselves of that particular call for service and return to policing the community. When the arrestee is medically cleared for jail, it would be the reserve officer's responsibility to arrange transport to DCSO jail. The reserve officer would also provide SCMC ED with an additional layer of security, which would allow their security group the freedom to be available elsewhere (Peeples, 2019). In addition, this would provide reserve officers an avenue to gain experience in working with individual's in custody and gain exposure to the community. Unfortunately, this solution has several disadvantages. First and foremost, reserve officers are volunteers. They have other jobs, families, and school which makes it difficult to create an on-call schedule. Furthermore, the Bend PD does not have a large pool of reserve officers. Another disadvantage is that most reserve officers cannot transport arrested or detained individuals (Vincent, 2019).

Table 2: Reserve Officer Option			
List of Criteria	Does Not Meet Criteria	Meets Some Criteria	Meets Criteria
Represents the Department's Values			X
Community-oriented			X
Treats Individuals with Respect			X
Efficient			X
Cost Effective	X		

Locked Temporary Holding Room at SCMC ED

Constructing a locked, temporary holding room at SCMC ED for those in police custody who need medical assessment, treatment, or is suffering from AMI would be helpful for Bend PD and law enforcement agencies in the tri-county area. The room would allow police officers to reduce their time at SCMC ED and return to the community in an efficient manner. This solution would also prove beneficial for SCMC ED by providing a safer environment for their employees and the arrested individuals. Unfortunately, constructing or renovating space to create a temporary holding room is costly. Of course, it would be reasonable to all stakeholders to contribute to the rooms construction, but SCMC ED would be responsible for the majority of the cost. SCMC is the only level two trauma center east of the Cascade Mountain Range in Oregon and remains busy. Due to the high volume of patients and the organization’s limited bed space, rooms must be multi-purposed. A temporary holding room would take up valuable space which the emergency department simply does not have available (Peeples, 2019). If this solution was implemented, it would improve officer efficiency, but it would require significant multi-agency/organization collaboration and expense.

Table 3: Holding Room Option			
List of Criteria	Does Not Meet Criteria	Meets Some Criteria	Meets Criteria
Represents the Department's Values			X
Community-oriented			X
Treats Individuals with Respect			X
Efficient			X
Cost Effective	X		

Police Officer Medical Field Screening

By instituting police officer medical field screenings, a police officer would perform a medical assessment on the arrested individual in order to identify potential medical issues so that officers could transport arrested individuals directly to SCMC ED as necessary. This provides arrestees with the most efficient care should they be suffering from a medical complication. It also ensures

the police officers ability to reduce the number of trips from the DCSO jail to SCMC ED. The medical field screening is designed to evaluate the arrestee’s vital signs by utilizing a portable blood pressure cuff, pulse oximeter, and thermometer. A chart would be created to identify risk signs for those who may warrant further medical attention and transport to SCMC ED for medical clearance. Those who are not at medical risk would be transported to DCSO jail to be booked. The vital sign standards would be based on DCSO jail guidelines for acceptance of custody of an arrested individual. However, this solution presents a few disadvantages. In order to test the arrested individual’s vital signs, the officer must gain the individual’s consent since the officer is technically seizing information (Lewis, 2019). In addition to requiring consent, there is the cost of training officers to become proficient in taking vital signs, and there are potential liability concerns with HIPA and recording medical information (Lawrence, 2019).

Table 4: Field Screening Option			
List of Criteria	Does Not Meet Criteria	Meets Some Criteria	Meets Criteria
Represents the Department's Values			X
Community-oriented			X
Treats Individuals with Respect			X
Efficient			X
Cost Effective		X	

Utilize the Bend PD’s Local Breathalyzer

Currently, most Bend police officers use the jail’s intoxilyzer to administer a breath test while processing a DUII. However, should an individual blow a .30 blood alcohol content (BAC) or higher, DCSO jail will not accept that individual. The Bend PD officer must then transport the individual to SCMC ED to be medically cleared by a physician (Shults, 2019). If the Bend PD officer utilizes their own intoxilyzer at the Bend Police Department, the officer is in close proximity to SCMC ED to admit the intoxicated arrestee. This allows the arrested individual to receive the medical treatment and clearance that they need prior to their transport to DCSO jail (Hietala, 2019). Unfortunately, the drawback to this solution is that the Bend PD officer is still required to stop at an additional location.

Table 5: Breathalyzer Option			
List of Criteria	Does Not Meet Criteria	Meets Some Criteria	Meets Criteria
Represents the Department's Values			X
Community-oriented			X
Treats Individuals with Respect			X
Efficient		X	
Cost Effective			X

RECOMMENDATIONS

The best course of action is to combine the police officer medical field screening and the utilization of Bend PD’s local breathalyzer into one solution. Combining these two options into one solution will significantly improve Bend police officer efficiency, and it supports Bend PD’s values of teamwork, integrity, and excellence (Bend Police Department Strategic Plan, 2015). This solution is community-oriented and seeks to ensure that those arrested are treated with respect and receive expedient medical care if required. In addition, this solution allows officers to return to duty more quickly and avoids understaffing of patrol teams. By being more efficient, the Bend PD is also saving taxpayer money.

Improving Officer Efficiency

Implementing the police officer medical field screening will require planning and consideration. Additional research is needed in order to select the appropriate portable blood pressure monitor, pulse oximeter, and thermometer. One of the benefits of this solution is the minimal cost to the department. The police officer medical field screening kit (portable blood pressure monitor, pulse oximeter, and thermometer) would cost the department no more than three-hundred dollars per patrol vehicle. The Bend PD currently pays to maintain their intoxilyzer and it would not require additional funding. The solution simply requires the change of mindset and habits of the Bend police officers to transport individuals arrested for DUI to the police department prior to DSCO jail.

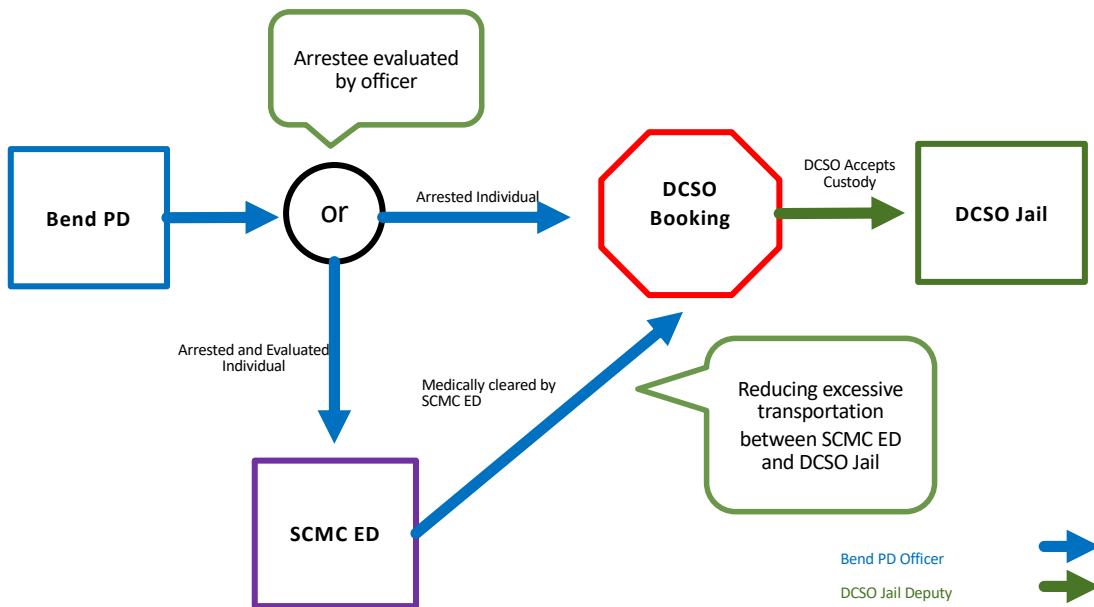


Figure 2: This flow graph above represents the transportation of an arrested individual to DCSO jail. This graphic includes the police medical field-screening, represented by the “or” symbol. If the individual based on questions asked by the officer and the vital sign screening does not meet the police department’s standards, then they are immediately transported to the hospital. The arrested individual is found to be within the accepted perimeters, then they would be transported directly to DCSO jail.

Benefits of the Solution

This solution is affordable and benefits all stakeholders. Bend police officers are able to return to the community more quickly, not hindered by the excessive trips from DCSO jail to SCMC ED. There are numerous reasons for the DCSO jail’s strict stance regarding acceptance of arrested individuals, but the three primary reasons is budget, liability, and the constitutional obligation to protect fifth and eighth amendment rights. This document respects the DCSO jail’s position. There have been occasions where inmates have died in DCSO booking shortly after acceptance. On December of 2014, Edwin Mays III died at DCSO jail due to an overdose of methamphetamine that was consumed after his arrest. Mr. Mays’ death resulted in the controversy surrounding the release of camera footage and the family lawsuit for a million-dollars (Deshutes County Paying \$1 Million Settlement in Jail Death, 2016). This solution does not replace DCSO jail pre-booking examination, but adds additional screening, which would reduce unfortunate events from reoccurring, such as Mr. Mays death. In fact, this solution reduces the number of inmates refused by DCSO and decreases jail risks when accepting individuals with potentially life threatening medical complications. This document recognizes that police officers are not medical professionals, yet police officers are trained in CPR and first aid. Testing an individual’s vital signs is not challenging, and by performing this prescreening, the police officer is simply able to determine if they need to take the individual to the hospital or

if he is at an acceptable level to be transported and booked into DCSO jail, eliminating excessive and inefficient transportation (Peeples, 2019).

Projected Implementation Costs

The total cost required to implement this strategy would be minimal. Although, a more in-depth cost analysis is suggested should this solution be implemented. The graph below identifies the basic costs required in order to properly implement the medical field screening solution. Additional costs involve training officers to ensure the devices are utilized safely and effectively. For this reason, the best strategy would be to first implement a trial period for 1 year to ensure this solution is effective.

Medical Field Screening Equipment Cost		
Items Required	Suggested Brand	Cost
Blood Pressure Monitor	QardioArm: wireless blood pressure monitor	\$ 99.99
Pulse Oximeter	FaceLake FL-400 Fingertip Pulse Oximeter	\$ 13.50
Thermometer	Provèn: baby forehead thermometer with ear function	\$ 29.99
Total Cost per Patrol Vehicle		\$ 143.48

Figure 3: Cost to equip per each patrol vehicle

Legal Challenges

The implementation of a medical field screening process of an arrestee creates potential liability challenges since performing medical field screenings are not within the traditional scope of patrol officers. City of Bend attorney, Ian Leitheiser, expressed concern predominately, about challenges related to the fourth amendment and search and seizure. The police officer would be seizing information when performing the medical screening, requiring officers to gain consent from the arrestee in order to check the arrestee’s vital signs. Should this solution be implemented, additional legal research would be necessary to ensure that Bend PD is not increasing their overall liability (Leitheiser, 2019).

Another concern shared by stakeholders is the possible violation of the Health Insurance Portability and Accountability Act (HIPAA), or the infringement on patient confidentiality by obtaining arrestee’s vital signs. It is critical to understand that HIPAA is a broad piece of legislation that is poorly understood and frequently misquoted. Mr. Leitheiser is not an expert concerning HIPAA, but he does not believe HIPAA should be a significant concern when implementing this solution. He stated that the most significant concern would be determining

whether, by checking an arrestee's vital signs, are officers providing patient care (Leitheiser, 2019)?

In addition to the legal concerns encompassing this solution stakeholders are also concerned about officer safety. Evaluating an arrested individual's vital signs would require the officer to place a blood pressure monitor around the arrestee's upper arm or wrist (depending on the blood pressure monitor design), a pulse oximeter on a finger, and test the arrestee's body temperature using a thermometer. The portion of the screening that poses the most danger to officer safety is placing the blood pressure monitor on the arrestee. Blood pressure is best tested when an individual is in a relaxed, seated position with arms resting on their lap. Keeping the arrestee in handcuffs for officer safety is a priority, and, therefore, a significant portion of the trial phase would be to work around this dilemma and develop a number of best practices when implementing the medical field screening (Lewis, 2019).

Several stakeholders questioned why arrested individuals could not be evaluated by emergency medical services (EMS) instead of training officers. However, using EMS would require additional inter-agency coordination and collaboration between Bend PD and Bend Fire Department (Bend FD). This solution would be expensive for Bend FD, requiring their agency to respond to every arrest made in the city (Leitheiser, 2019).

NEXT STEPS

In order to effectively implement police medical field screening/utilization of Bend PD's local breathalyzer, it will require a number of steps, and, most likely, require two years before these strategies can be fully implemented. To ensure the solution's effectiveness, implementation in stages would be beneficial so that the department could assess and reevaluated the solution at each stage. The following steps are designed in a manner to allow the Bend PD to gradually implement this strategy. Please note that the timeline listed below is simply a proposed implementation timeline and can be altered based upon department needs.

Phase 1: Obtaining Project Approval

- Meet with supervisor and present project's proposed solution by April 18, 2019
- Submit proposed solution and present proposed solution at the Chief and Captain's meeting by April 25, 2019
- Meet with City of Bend attorney to determine liability and mitigate the fourth amendment search and seizure challenges, to be completed by August 5, 2019
- Order portable blood pressure monitors, fingertip pulse oximeters, and forehead thermometers for pilot project, to be obtained by October 1, 2019

Phase 2: Training

- Equip and train officers selected for the pilot project with medical screening kits (blood pressure monitors, fingertip pulse oximeter, and forehead thermometer), and begin trial period, to be completed in one calendar year beginning during the first quarter in-service of 2020
- Selected officers will then complete the necessary training regarding the fourth amendment, search and seizure, and the use of medical screening equipment to mitigate department liability and increase officer awareness, to be completed by first quarter in-service of 2020

Phase 3: Commence Pilot Project

- Selected officers for the pilot project will perform the medical field-screening on all arrested individuals to ensure that they are safe for transport to the jail. This phase is to be implemented by June of 2020

Phase 4: Pilot Project Evaluation

- Analyze data collected over the year trial period and determine rate of success, complete report by June of 2021
- If proposed solution proves successful, plan for complete implementation by the second quarter of the fiscal year of 2021

CONCLUSION

The Bend Police Department is a proactive and service-oriented police agency. This proposal document presents a solution to help assist Bend patrol officers to recognize arrestees with medical issues and efficiently transport them to DCSO jail or SCMC ED in order to receive the appropriate medical attention. The Bend PD cares about the community of Bend, and this solution, should it be implemented, serve as a tool and asset for the department, patrol officers, and the community.

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