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Springfield Police Department

CIS Best Practices
Assessment

Dan Brown, CIS, Law Enforcement Risk
Management Consultant

Jeff Williams, CIS, Public Safety HR Consultant

Law Enforcement Risk Management Plan

Fiscal Year: 2023-2024



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Entity Name:	City of Springfield	Developed:	6/11/2024
Mailing Address:	225 Fifth Street	Modified:	6/11/2024
Physical Address:	225 Fifth Street	Next Review:	5/20/2026
City / State / Zip:	Springfield, OR 97477		
Phone:	541-726-3705	Risk Management Consultant:	
Fax:	541-726-2363	Dan Brown	
Website:	http://www.springfield-or.gov/		
Employee Count:	124 <i>Answer from last BP survey</i>	Volunteer Count:	7

Policy Information

Line of Coverage	Premium	Agency	Agent
Property/Liability Coverage			
Auto Liability	\$67,154.27	Brown & Brown Insurance Services, Inc.-Portland	Ron Cutter
Auto Physical Damage	\$97,035.86	Brown & Brown Insurance Services, Inc.-Portland	Ron Cutter
General Liability	\$640,780.97	Brown & Brown Insurance Services, Inc.-Portland	Ron Cutter
Property	\$185,593.03	Brown & Brown Insurance Services, Inc.-Portland	Ron Cutter
Workers' Compensation	SAIF/CIS Servicing Group	Brown & Brown Insurance Services, Inc.-Portland	Ron Cutter
Excess Crime	\$2,424.60		
Excess Earthquake	\$13,500.00		
Excess Flood	\$2,250.00		
Cyber	\$9,450.00		
Excess Cyber	\$12,946.50		
Excess Liability	<i>Not Purchased</i>		

Benefits Coverage

Medical	<i>Not Purchased</i>
Dental	<i>Not Purchased</i>
Life	<i>Not Purchased</i>

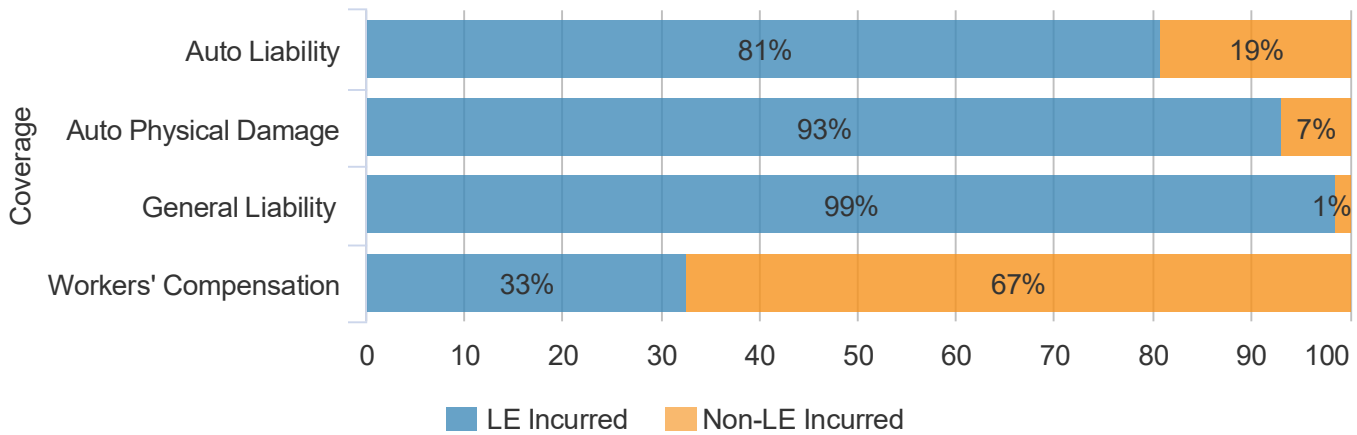
Note: Premium totals reflect applicable credit(s). This covers the entire city's policy, not just the police department.

LE Claims Information

The following table contains 6 years (5 + current) of LE claims history as of 5/31/2024.

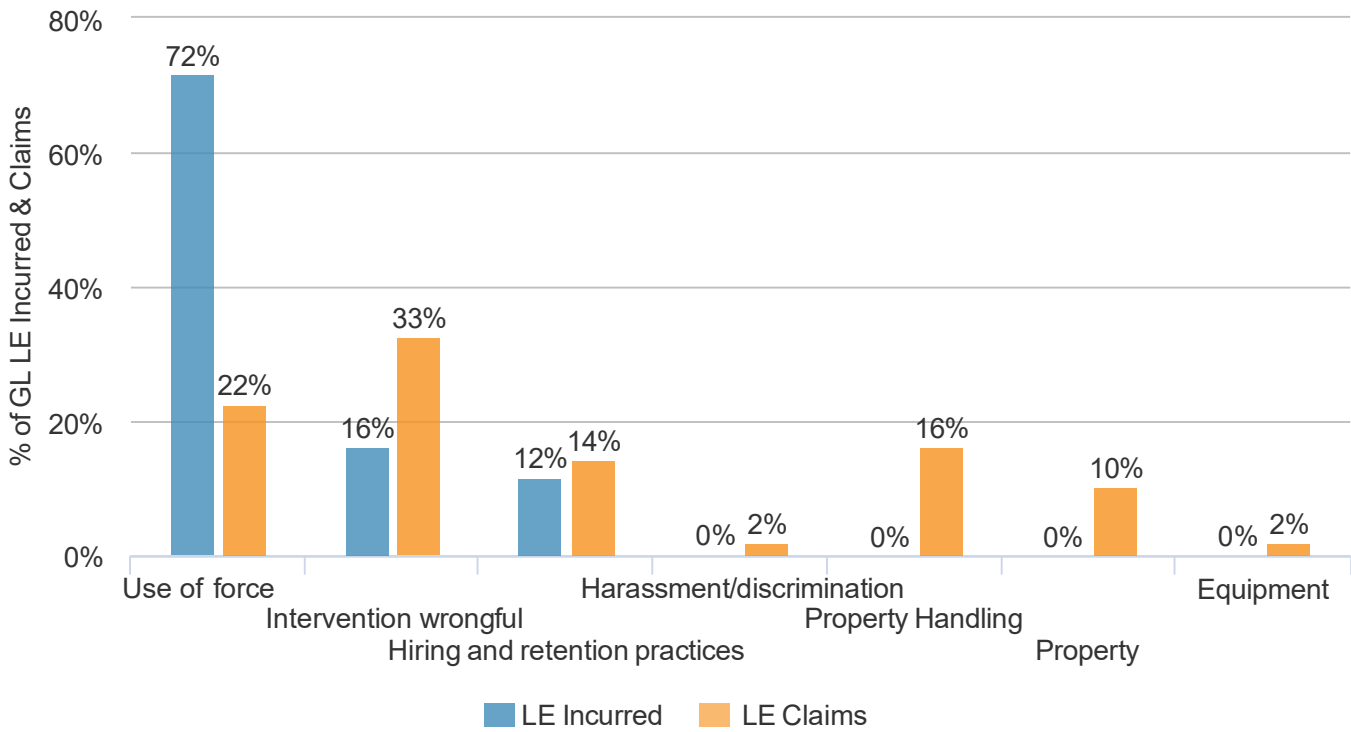
Coverage Year	LE Claims	Non-LE Claims	LE Claims %	LE Incurred	Non-LE Incurred	LE Incurred %	Avg Cost/LE Claim
2018-2019	52	42	55.3%	\$5,096,063	\$191,998	96.4%	\$98,001
2019-2020	36	52	40.9%	\$876,747	\$210,484	80.6%	\$24,354
2020-2021	49	42	53.8%	\$2,693,279	\$707,050	79.2%	\$54,965
2021-2022	8	21	27.6%	\$182,339	\$0	100.0%	\$22,792
2022-2023	17	19	47.2%	\$39,219	\$13,548	74.3%	\$2,307
2023-2024	13	13	50.0%	\$164,456	\$3,700	97.8%	\$12,650
Totals:	175	189	48.1%	\$9,052,102	\$1,126,778	88.9%	\$51,726

% of Law Enforcement Cost vs. Non-Law Enforcement Cost by Coverage

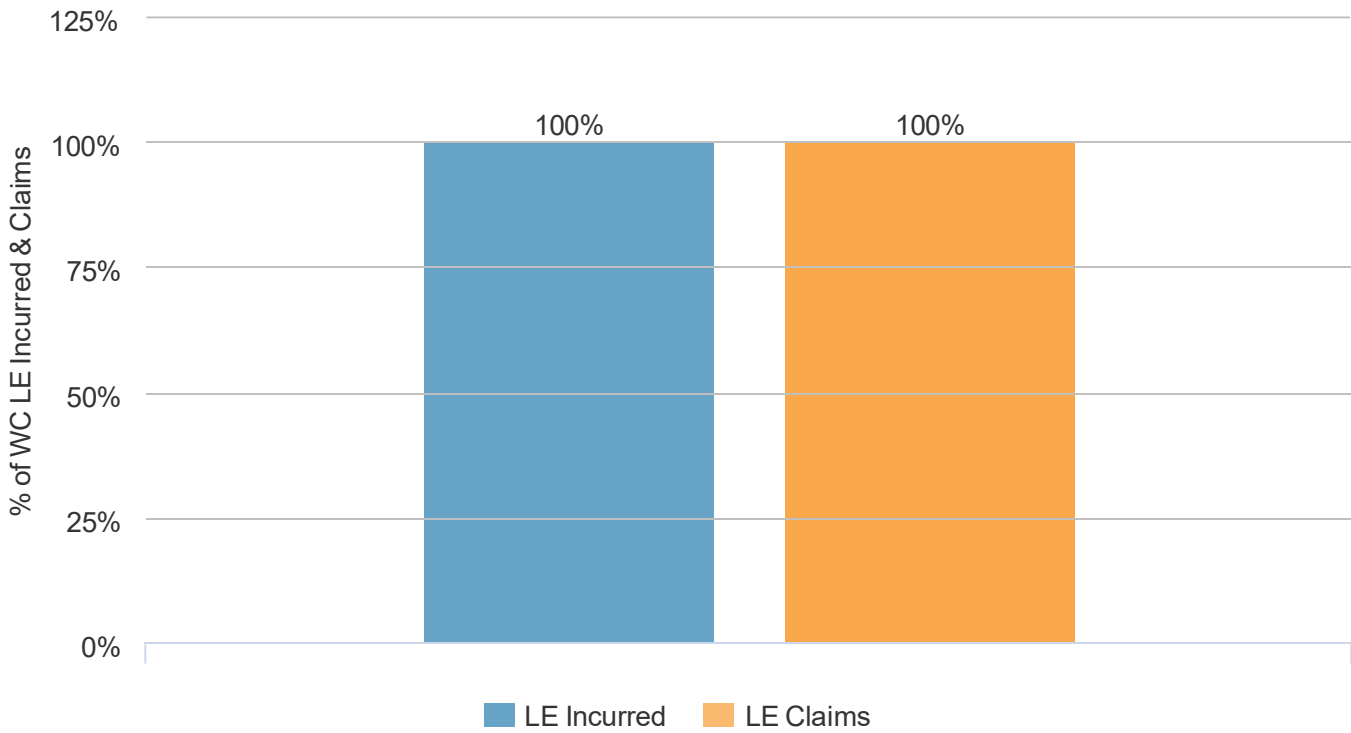


Coverage	LE Claims	LE Incurred
Auto Liability	10	\$22,218
Auto Physical Damage	30	\$239,500
General Liability	58	\$8,312,008
Workers' Compensation	77	\$478,377
Totals:	175	\$9,052,102

% of GL LE Cost & Claims by Accident Type (Top 7)



% of WC LE Cost & Claims by Accident Type (Top 7)



Best Practices Review

The overall score on the last Best Practices survey (6/11/2024) was 91%.

Additionally, the following unique risks were identified:

No unique risks identified.

The following recommendations organized by risk category were taken directly from the survey where answers did not score the most possible points.

General Risk Management	By Whom	By When
1) Goal: Ensure Drone Program is Fully Disclosed to CIS Underwriting	Chief Shearer	6/28/2024
<p>Recommendation: <i>SPD has a robust Drone program. There is a formal IGA with Eugene in the Metro Drone program. SPD has 5 FAA certified drone pilots and operates DGIM and Altel drones. SPD needs to obtain in-flight drone coverage through CIS, especially since SPD uses drones daily in their operations.</i></p> <p>Response:</p>		
General Risk Management	By Whom	By When
2) Goal: SWAT IGA	Chief Shearer	12/1/2024
<p>Recommendation: <i>SPD should ensure a current IGA is in place with all external agencies/members of the SWAT team. Not all the SWAT member agencies are CIS members, therefore, an IGA that includes coverage language should be made clear.</i></p> <p>Response:</p>		
General Risk Management	By Whom	By When
3) Goal: Focus on Drug Enforcement Training	Chief Shearer	12/1/2024
<p>Recommendation: <i>With the advent of drugs being re-criminalized in Oregon, officers should have training on state law and existing case law for drug enforcement. Also, the department has numerous ARIDE trained officers, but only one DRE. It is recommended that SPD enhance their DRE program for an agency its size.</i></p> <p>Response:</p>		
Vehicle-Liability	By Whom	By When
4) Goal: SWAT Vehicle	Chief Shearer	7/1/2025
<p>Recommendation: <i>SPD has a SWAT team with numerous members. However, the only armored vehicle in its fleet is one armored Suburban. With violent crimes and situations that are extremely high risk, the current vehicle is not as efficient for SWAT operations as typical SWAT/SRT vehicles such as a Bearcat. Further, a Bearcat type vehicle can be used as a rescue vehicle for civilians and employees who need to be extricated from a violent situation to save lives. It is recommended this vehicle be replaced as soon as feasible.</i></p> <p>Response:</p>		
General Risk Management	By Whom	By When

5) Goal: Paint Less-Lethal Shotguns

Chief Shearer

7/1/2024

Recommendation: *It is highly recommended that all in-service less lethal shotguns be repainted either orange, yellow, or lime green which are standard colors for a less lethal shotgun. While all shotguns at SPD may be used in a less lethal capacity, this can confuse other agencies who cannot readily identify the shotgun as less lethal. This is important for interagency responses where less lethal shotguns may be deployed. The agency is looking to replace shotguns with 40mm less-lethal devices.*

Response:

General Risk Management

By Whom By When

6) Goal: CIS would like to know who the primary contact is for internal claims investigation allowing for better processing of claims.

Recommendation: *Identify an individual assigned to risk management and safety compliance functions*

Response:

Comments: *Sgt. Potter is on the Safety Committee. Each supervisor has onsite safety responsibilities. The city's risk manager is heavily involved in risk management duties and was present at the BPA.*

General Risk Management

By Whom By When

7) Goal: All managers held accountable for risk and safety related prevention and mitigation in their departments.

Recommendation: *Add risk management and safety compliance to all annual performance reviews for managers and supervisors.*

Response:

Comments: *SPD utilizes "Blue Team" software very efficiently.*

General Risk Management

By Whom By When

8) Goal: Notify CIS of all employees who file complaints of hostile work environment, discrimination, or mistreatment.

Recommendation: *Adopt a process to notify CIS of all complaints filed by employees for hostile work environment, discrimination, or mistreatment by their supervisor.*

Response:

Comments: *2022 tort claim is currently ongoing. The PD Is not heavily involved in this process, as HR handles claims.*

Facility-Evidence

By Whom By When

9) Goal: The agency has a secure evidence room that has access limited to a designated person(S) (ORS 133.537)

Recommendation: *Evidence and property are a high-risk area and proper security is critical to ensure the proper safekeeping of evidence. The secure area should only be accessed by designated individuals that include the*

property/evidence technician and another person in the event the primary staff contact is not available. When either the primary or secondary individuals are out of the office for an extended period there should be a third individual identified to be the backup technician. When the third individual is assigned, the temporary duties there needs to be a record indicating date/time the evidence keys were turned over and then returned. This documentation needs to be signed by both parties and maintained in the evidence log.

Response:

Comments: The main, secured evidence room has large windows that are not reinforced with enhanced security (bars, screen, motion alarm, etc.). It is recommended this be corrected.

Facility-Evidence

By Whom By When

10) Goal: Conduct an annual random audit of evidence in department custody.

Recommendation: To ensure that the evidence process is working correctly a random audit should be conducted at least once a year, preferably once each quarter. The individual conducting the random audit should not normally be involved in the evidence process. The random audit is an excellent task for any personnel on light duty.

Response:

Comments: A comprehensive audit of the evidence room is due. Monthly, or at a minimum quarterly, spot audits should be completed internally. The results of the spot audits should be documented and available. This practice ensures overall efficiency and integrity of the evidence room.

Vehicle-Maintenance

By Whom By When

11) Goal: Ensure malfunctioning or worn-out auxiliary equipment is repaired or replaced as necessary

Recommendation: Any equipment that is out of order will need to be replaced or repaired immediately to make sure the patrol vehicles are in safe operating condition.

Response:

Comments: The current vehicle replacement schedule is 4 years/100k miles for patrol vehicles.

Personnel-Special Operations

By Whom By When

12) Goal: The department should have directives that govern the activities of special teams or functions such as SWAT, EDU, Hostage Negotiations, Crowd Control, Traffic Enforcement, Narcotics Investigation, Vice, Street Crimes, Marine and Air operations.

Recommendation: The law enforcement agency needs to have policy on how specialized teams are governed and overseen. The agreement(s) need to be reviewed by legal counsel with clear language on indemnification.

Response:

Comments: SPD has numerous members on the SWAT team. There is also a sniper on the team. There are several CNT team members as well. In addition to SWAT and CNT, SPD has the following teams: Motors, K9, Drones, Peer Support, SRO, and CRU.

General Issues-Emergency Procedures

By Whom By When

13) Goal: Law enforcement agencies are required to have an Emergency Operations Plan in place.

Recommendation: *The law enforcement agency needs to have an emergency operation plan in place for themselves, their local government, and for the community. The emergency operations plan but also address the process of declaring an emergency.*

Response:

Comments: *EOP was last updated in 2021. The city does not have an active COOP plan in place. While this is not a direct function of the PD, it is highly recommended that Public Safety be involved in the creation of the COOP plan. A city the size of Springfield should not be without a COOP plan. Primary responsibility lies with Emergency Management and Risk Management.*

Gen. issues-Inter-Agency Relations

By Whom By When

14) Goal: Agency should have a Current inter-agency pursuit agreement consistent with CIS preferences is in place

Recommendation: *There should be an interagency agreement outlining who is responsible for the pursuit as it moves from one jurisdiction into another. The agreement should indicate who has the authority to terminate the pursuit, and who is able to activate a pursuit. Additionally, the agreement should outline what are the circumstances in which a law enforcement officer(s) may pursue a suspect.*

Response:

Comments: *There is a comprehensive pursuit policy at SPD. In 2023, SPD had 37 pursuits, and 31 were found to be entirely within policy. No injuries or death resulted from any of the pursuits according to SPD.*

Summary

On May 14, 2024, Dan Brown (CIS) conducted a best practice assessment (BPA) of the Springfield Police Department (SPD). On May 30, 2024, Jeff Williams (CIS) was present and focused on Human Resources policy and practices (his report is included here). Dan Brown focused on patrol operations, equipment, facilities, policies, and practices. The purpose of this review was to evaluate common area(s) of law enforcement liability with the intent of identifying and mitigating risk(s) to the employees, agency, and city.

This assessment was conducted at the Springfield Police Department building located at 230 4th St. Springfield, OR. Present was Police Chief Andy Shearer, Deputy Chief Jami Resch, and members of their command staff.

The last CIS Best Practices Assessment (BPA) was completed on June 30, 2022, and a written report was prepared by former CIS Property/Casualty Trust Director Dave Nelson. A BPA was also conducted in July 2020. A notable drop in the number of claims has occurred over the past three years, as indicated above.

Review Observation and Recommendations

The “best practices” standards that serve as the baseline for this assessment primarily focus on local, state, and federal law(s) while considering trends in law enforcement litigation. Although CIS poses and evaluates 183 questions as a part of this review, only those performance area(s) where the evaluator determines consideration for improvement is needed are noted for the sake of brevity, readability, response, and compliance verification.

General Risk Management

Based on interaction with Chief Shearer, it was apparent that organizationally and professionally speaking he understands his respective duties/responsibilities while taking them seriously. Equally impressive is the level of respect and humility shown toward CIS. The fact that a ranking member of SPD was willing to engage in the assessment process and openly discuss operational topics in an open and transparent manner displayed his character and leadership. The shared competencies of SPD are reflected in the understanding of professional standards and historic utilization of CIS services.

Overall Comments

Accreditation: The Springfield Police Department is now a fully accredited law enforcement agency through the Northwest Accreditation Alliance (NWAA). SPD had just begun the accreditation process in June 2022 when CIS last conducted a BPA. Achieving accreditation is a great achievement for a law enforcement agency, and SPD should be proud of their accomplishments.

Policy and Procedures

SPD has excellent policies and procedures; however, it is a heavy lift for an agency to stay abreast with the constantly evolving state and federal laws, and the constant impact of relevant case law. SPD is currently exploring switching to a different policy platform, such as Lexipol for future policy needs.

Use of Force Tracking

Over the years, SPD has historically had many Use of Force claims. This has changed dramatically over the past three years since Chief Shearer became the police chief. Chief Shearer implemented "Blue Team" reporting software to track use of Force incidents. In May 2023 I was provided with a detailed overview of Blue Teams from SPD. In a memo I sent the city in March 2024 I wrote the following:

"Blue Team" is a NextGen Frontline Software program for "IA Pro." Blue Team¹ is an innovative software system that SPD has fully integrated into their day-to-day operations.

1. *SPD utilizes the following Blue Teams categories:*
 - a. *BWC – Fail to Record*
 - b. *Internal Complaints*
 - c. *PREA*
 - d. *Swat Callout*
 - e. *Show of Force for both Jail and Patrol*
 - f. *Use of Force for both Jail and Patrol*
 - g. *Pursuits*
 - h. *K-9 Utilization*
2. *Blue Teams has a body diagram built in the software that can pinpoint where on the body force was used.*
3. *All cases can be linked by case number.*
4. *Officers create the U of F entry in Blue Teams, and it then gets forwarded to a supervisor for approval.*
5. *Officers can view all their own U of F entries. Sgt's can see all of them.*
6. *Officers do not enter pursuits; this is done at the sergeant level only.*
7. *Blue Teams has an "Early Intervention" mechanism that flags officers who have frequent "Show of Force" and "Use of Force" interactions.*
8. *SPD reviews all U of F reports quarterly.*
9. *Blue Teams can track factors that may impact U of F incidents: Overtime, fatigue, number of officers present, etc.*
10. *The process for U of F investigations are as follows:*
 - a. *The CBA is reviewed.*
 - b. *The Division Commander then assigns the investigation.*
 - c. *A sergeant is the finder of fact.*
 - d. *A lieutenant reviews the investigation and initially sustains/exonerates the involved officers(s).*

¹ iapro.com/pages/blueteam

- e. *The investigation is returned to the Division Commander for review of findings and decision from the lieutenant.*
- f. *Level of discipline is then assigned.*

My impression of SPD's usage of Blue Team Software is that the agency is excelling at tracking all use of force and show of force incidents. This software allows for an elevated level of transparency and internal/external review.

Notably, the unique way SPD has separated "Use of Force," and "Show of Force" allows the agency to focus and track how many occasions the agency displayed a force option (such as pointing a Taser at a suspect) versus when an officer must physically implement force (i.e., discharging a Taser). This is a critically important distinction to make, and one that is inherently wise. Often, agencies can de-escalate incidents without using force, simply by displaying a force option. Springfield PD officers can effectively avoid the use of physical force by using the various tools at their disposal, coupled with a high degree of training and personal restraint.

Patrol Best Practices Conclusion:

Overall impressions of the Springfield Police Department are extremely positive. The obvious commitment to being the best police department is evident by the fact comments were only justified in only a few of the rating categories, coupled with the declining claim history enjoyed by SPD and CIS mutually.

City of Springfield Police Department Assessment – Human Resources

Jeff Williams, CIS, Public Safety Human Resources Consultant

May 30, 2024

On May 30, 2024, I visited the Springfield Police Department to conduct the Human Resources portion of the law enforcement best practices assessment. The focus of this visit was a review of HR best practices and follow-up on the recommendations provided during the June 30, 2022 visit to the Springfield Police Department. I was welcomed by Chief Shearer and then conducted the visit with representatives from the city's human resources and risk management departments, as well as the deputy chief of police and other members of command staff and professional standards.

Follow-Up from 2022

- The Department improved their hiring process from 2022 by ensuring all appropriate stages of the hiring process are scored. A formal characteristic success criterion was developed and could be expanded to the chief's interview stage of the process, which now includes scoring. The hiring process for police officer now includes behavioral based interview questions that explore

the applicant's outlook and ability to deal effectively with minority groups (racial, ethnic, religious, LGBTQ, homeless, etc.) within the Springfield Community.

- In 2022, a review of OAR 259-008-0010(10)(d)(B) revealed a question regarding the requirement that an "in-person interview conducted by the licensed mental health professional." While visiting Springfield PD, command staff reviewed the applicable OAR and we determined the requirement for an "in-person interview" no longer existed. The current process Springfield PD uses for pre-employment psychological evaluations is compliant with this OAR.
- Springfield General Order 26.4.1 provides a description of the Superior Tactics and Response Award (STAR) which recognizes officers who handle an incident without resorting to force through use of de-escalation or other techniques. In 2022, none of these were awarded. After our visit in 2022, this was awarded in 2022, 2023, and 2024.

Additional Items

In November 2022, the Springfield Police Department participated in CALM training ([About | C.A.L.M. Approach \(thecalmapproach.com\)](https://thecalmapproach.com)). In December 2023 the department invited Dan Brown and me to present training to their field training officers on the importance of performance documentation, supervision, and risk management topics. Both of these training events were well received and demonstrated a desire to collaborate with CIS and equip staff with contemporary policing and human resources knowledge.

During this visit, the department also shared information regarding an upcoming mental health incentive they developed in cooperation with their labor organization. This incentive places into action a tangible benefit consistent with organizational support of wellness and mental health for employees. This was the first incentive focusing on mental health I have seen during member visits.

Lastly, the value of the presence of human resource and risk management staff during my visit cannot be overstated. At the conclusion of my visit, their human resources partner and command staff met to review the hiring process for police sergeant. This type of collaboration is required for success in managing the increasingly complex nature of human resource issues, specific in public safety. These efforts are commended.

Summary

There continues to be positive organizational and leadership efforts within the Springfield Police Department. The department was responsive to our 2022 recommendations and has a strong relationship with city human resources and risk management staff. The department is meeting HR best practices and leaning forward into innovative practices.

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