

Police, Jail and Human Resource Risk Assessment of the City of Springfield

June 2022



Completed by:

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Overview of City of Springfield Police Department Best Practice Assessment:

On Thursday, June 30th, 2022, the CIS best practice assessment team consisting of Jail Consultant Sheila Lorange, Public Safety Human Resources Consultant Jeff Williams, and Dave Nelson CIS Property/Casualty Trust Director met with the Springfield Police Department leadership team.

The assessments conducted on June 30th, 2022, was the second onsite assessment of the Springfield Police Department conducted in July of 2020. One significant change since the previous onsite assessment is the change in leadership at the Springfield Police Department. The changes include a new city manager, Nancy Newton, who had just started when the previous assessment was conducted. Ms. Newton has hired a new police chief, Andrew Shearer. Chief Shearer has made significant changes within the Springfield Police Department.

The meeting was held in the Springfield Emergency Operations Center (EOC) Meeting Room, while Sheila Lorange conducted her onsite assessment of the Springfield Municipal Jail, and Jeff Williams conducted his Human Resource assessment in the police department.

CIS conducts onsite best practice assessments of police departments and sheriff's offices that are members of CIS Risk Pool. CIS' primary mission is to provide insurance services and products to cities and counties within the State of Oregon. Currently, CIS provides liability insurance services to every city except Portland, Salem, Eugene, and Medford, all of whom are self-insured. CIS provides liability insurance services to 28 of the 36 counties in the State of Oregon. The counties that CIS does not insure are Washington, Multnomah, Clackamas, Marion, Lane, Douglas, Jackson, and Deschutes, they too are self-insured.

As part of the best practice assessment CIS examines all functions of the police department or sheriff's office to include risk management, department policies, training, OSHA compliance, hiring and promotional process, jails and holding cells, and overall compliance with Oregon Revised Statutes and Administrative Rules.

Springfield Police Department has 124 full-time staff including sworn and non-sworn staff. The police department is allocated 69 sworn staff, and 55 non-sworn.

The Springfield Justice Center is a stand-alone facility that includes records, police operations, dispatch, the municipal jail, emergency operations center, municipal court, and the city prosecutor's office. The entire facility is clean, well maintained, and the staff we spoke with are very thankful for such a wonderful facility to work in.

Patrol, dispatch, and jail operations are 24 hours a day, seven days a week. The records department is open to the public between the hours of 7:00 a.m. and 10:30 p.m. seven days a week. Springfield Police Department will staff each shift with a minimum of six officers per shift, except for 4:00 -8:00 a.m. when it is five. Officers currently work 12-hour shifts, except for the motor officers who work four-ten-hour shifts.

Best Practice Assessment of Patrol Operations:

I (Dave Nelson, CIS Property Casualty Trust Director) met with Chief Andrew Shearer, City Attorney Mary Bridget Smith, Assistant City Manager Niel Laudati, Risk Manager Tom Mugleston, Jessica Crawford Business Services Manager, Operations Lieutenant Tom Rappe', and Operations Support Lieutenant George Crolly to conduct the CIS Best Practice Assessment of the Springfield Police Department.

The theme that was shared with me during the onsite assessment from Chief Shearer's command team was, "previously we said we should do something; under Chief Shearer we are doing it." Secondly, I continued to hear that the culture of the organization is changing for the positive under Chief Shearer. The change in culture is clear from the feedback and observations that CIS staff made between the current and previous assessment.

Chief Shearer and his team broke down the 69 sworn staffing positions of the Springfield Police Department for me. In addition to patrol operations, the police department provides many ancillary duties for their staff. These ancillary duties include the following:

- Four tracking K-9's.
- Two motorcycle officers assigned to traffic enforcement.
- Two drone pilots. (One Sergeant and one officer)
- 15 SWAT assignments. These are officers that come from patrol when needed.
- Major Accident Investigations Team (MAIT)
- Five Crisis Negotiators. Called out when needed.
- Ten Peer Support Officers.
- Training officers in:
 - Firearms
 - Emergency Vehicle Operator Course (EVOOC)
 - Control Tactics
 - De-escalation
 - Crisis Intervention Team (CIT)

There are several new programs that have been implemented under the leadership of Chief Shearer which have improved the culture of the Springfield Police Department. Below are the highlights of the changes.

The drone program is new and there was a new policy assigned to the program which identifies eight situations where the drone can be deployed. An example provided was when the police department was in the process of apprehending a murder suspect. They used the drone to provide surveillance of the area for officer and suspect safety.

The Peer Support Program is also new. Those staff members assigned to this team are trained in critical incident debriefing and are partnering with "Responder Life". Responder Life is a statewide organization out of the Lake Oswego area to provide initial and on-going training

to Peer Support team members. Peer Support is to help members of the Springfield Police Department and neighboring law enforcement agencies as needed as the result of a critical incident, or general mental health support.

This is an example of the leadership provided by Chief Shearer and his team on providing support to the police department staff, but also neighboring agencies to help re-build the relationships with the law enforcement community. Chief Shearer understands the need to develop relationships with their neighboring agencies.

Another cultural change that was observed was the offering to all staff to participate in the Sigma Tactical Health and Wellness assessment. I have previously spoken to the owner of Sigma Tactical, Dr. Ben Stone, so I am very familiar with his program. It is a very comprehensive exam for public safety personnel to determine the medical/physical condition and develop an individual plan for total health and wellness for the participants. It is commendable that the City of Springfield offered this program to their staff.

Chief Shearer has also started the accreditation process through the Oregon Accreditation Alliance. Lieutenant Crolly has been assigned as the accreditation manager. This is a process that Springfield Police Department will go through to meet or exceed approximately 100 standards and will open their department up to outside evaluators. For more information about the Oregon Accreditation Alliance (OAA) we have copied the link to OAA website. [Oregon Accreditation Alliance \(oracall.org\)](http://oracall.org)

Springfield Police Department is also going through a complete review of their policies and procedures. The police department has stand-alone policies. Stand-alone policies are policies that are drafted, maintained, and updated by the police department personnel and not by an outside vendor such as Lexipol or Public Training Council. Many smaller agencies use third-party vendors to provide base policies and these vendors provide updates as needed. Springfield Police Department is sophisticated enough and has the professional staff to draft, maintain, and update policies as needed. This is a large project and once again goes to the theme that, as mentioned throughout the onsite assessment, "we are doing what we previously said we should do."

Further changes outlined from the previous assessment is the leadership Chief Shearer is taking in the development of the SWAT team. Chief Shearer has increased the training for team members and. Required training each month with Lane County Sheriff's Office. Chief Shearer and the Sheriff Harrold speak monthly regarding SWAT and other related matters to develop a better working relationship between the two agencies. Chief Shearer said that having properly trained SWAT officers is critical to risk reduction and mitigation. I agree with Chief Shearer's assessment.

Body Cameras are issued to patrol officers. One recommendation CIS suggests is to conduct random review of body camera video to observe officers in day-to-day interactions to

confirm that policies are being followed, recognize, and reinforce positive behavior of officers and counsel officers if needed. We understand that the collective bargaining agreement between the Springfield Police Officers Association (SPA) and the City of Springfield does not allow for random checks, it is something we encourage. The agreement does allow for body camera review for pursuits and use of force, or if there is language specific to an officer that is on a workplan.

Chief Shearer explained that he has engaged Portland State University to conduct a community survey of the police department. This survey, at the direction of Chief Shearer, is to become more transparent to the community. The results were posted for the community to read. Chief Shearer spoke about the results from the community and what they asked for from the police department. Based off that feedback Chief Shearer created four specific goals.

1. More follow up/communication with the community.
2. Increased traffic safety.
3. Addressing social disorder.
4. Be conscious of broad-based applications of enforcement.

Chief Shearer reported that during the summer he implemented bi-weekly community walks with the chief. He and his command team will go pick an area of the city to walk and talk to the community. This increases community engagement and feedback. Chief Shearer will have the on-duty officer working in the district that he is walking in come over and participate with the command team when available. The police department also has a significant presence at the Springfield Drifters baseball games. One of the co-founders of the baseball team supports the police department and wants officers at the game so the team pays for the officer's overtime to be at the game, so officer attendance does not pull away from daily patrol and responding to calls for service.

Another culture shift is Chief Shearer is including non-sworn staff in department and management team meetings. To show his support, Chief Shearer created a new professional staff command level position called the Business Services Manager. He promoted Jessica Crawford into that position where she serves as an integral part of the management team with an equal voice to the three Lieutenants. Jessica Crawford commented that this is significant for the department and creates an opportunity for non-sworn staff to be included in all decisions of the department.

Chief Shearer said that he will begin recruitment of a Deputy Chief in 2022. The department is large enough that having a dedicated second in command is important. To show the equality within the department, the new Deputy Chief and the Business Manager will report to Chief Shearer and the Lieutenants will report to the Deputy Chief.

Another shift is that Patrol Sergeants, Lieutenants, Deputy Chief, and the Business Manager are all encouraged to become members of the Oregon Chiefs of Police Association (OACP). This

will allow these staff members to be exposed to leadership training and future growth opportunities. Jessica will also be joining the International Chiefs of Police Association (IACP) for her to attend training, updates on policies and best practices.

Since Chief Shearer was appointed as Chief of Police, he has had each officer and several professional staff issued smart phones. Chief Shearer believes that having each officer having a smart phone will help reduce risk by having to allow direct contact with officers, allow each officer to document evidence right away by taking photos or video and immediately uploading them to detectives, evidence, or other officers.

Chief Shearer has also revised the performance evaluation process. The new performance evaluation process is more streamlined, focused on the job description of the employee, and now performance evaluations are being done! Lieutenant Rappe' said, "this is another example of our culture change, we always wanted to do them and said we should do them, but we didn't. Under Chief Shearer's leadership we now do them, on time."

A few other policy changes since the last assessment was the change in the following:

- Facial hair policy. It is now allowed.
- Tattoo policy. Tattoos are now allowed to be visible.
- External vests policy. Are now allowed.
- Handgun change. All officers carry Glock 9mm with red dot sights.
- Ballistic Helmets. All officers are now issued ballistic helmets.
- Taser policy: All Tasers were replaced with a five-second battery. The Taser ceases to operate after the trigger is continuously held down for five seconds. This requires an intentional reset and pull of the trigger to initiate a follow up five second cycle. Each five second cycle is considered a separate use of force and the justification for it must be articulated in documentation.
- Use of Force Report. There is now a separate use of force report for each use of force which is tracked, reviewed, audited, and provided to the city council for review, and they discuss the report at their city council meeting.
- Oleoresin capsicum (OC) Spray Policy. Evaluating transitioning to a gel-based OC spray to encourage officers to use OC spray instead of hands-on physical restraint or baton.
- MRT Training. MRT (Mobile Response Training) all officers receive this training with OSP in response to riot or large-scale events. This training occurred in April of 2021.
- CALM Training. All officers will be going through CALM training. CALM Training is force reduction training, it teaches officers to de-escalate individuals, use controlled force to prevent injury to the individual, and puts the individual in a position to prevent the individual from having a breathing or circulatory emergency.
- Active Shooter Training. All officers will attend this training. This training was developed and led by SWAT personnel. Lieutenant Crollly was the author of the policy.
- ALICE Training. Taught by the police department's SROs to school district personnel and

some city staff.

- IA Pro Software: The department has purchased IA Pro software to track complaints filed against officers, as well as compliments of their work. The police department is currently reviewing their options to provide this information to the public.
- Audits: Chief Shearer has instituted multilayered supervisory reviews of use of force, pursuits, and any high-risk event.
- Harassment training for all city staff. New policy issued to all staff.

With over 75 years of law enforcement experience by the CIS assessment team, we know that these changes would not have been able to occur without the support from City Manager Nancy Newton and the City Council of Springfield. The changes that have been made are remarkable through the entire leadership team of the City of Springfield.

Patrol Operations Recommendations:

1. Address the random review of body camera video during next contract negotiations.
2. Address the random review of any dash camera video during the next contract negotiations.
3. Continue to grow and develop new leaders in the department. Sergeants into Lieutenant positions and officers into Sergeants.
4. Complete the Accreditation process through OAA.
5. Prepare for re-accreditation, which is more difficult than the initial assessment.
6. Continue the supervisory reviews of high-risk events.
7. Continue the training of all staff.
8. Continue the community engagement.

Summary

The Springfield Police Department has made significant progress in improving the organization through leadership and accountability. I recommend continuing the outstanding work the Springfield Police Department has done since the last assessment and consider the recommendations throughout this report for patrol, corrections, and human resources.

City of Springfield Jail Risk Management Assessment:

On Thursday, June 30th, 2022, I (Sheila Lorange, CIS Law Enforcement Risk Management Consultant) met with Lieutenant Neiwert to conduct a Jail Risk Management Plan/Best Practice Assessment.

The general intent of this assessment is to assist and support the Springfield Police Department to reduce liability for those who are housed in the City of Springfield Jail and those who work in the jail. The goal of the risk management plan is to reduce and eliminate jail deaths and serious injuries in jail/correctional/detention facilities for our member agencies throughout the State of Oregon. It is also my goal to support the Chief of Police, Jail Commander, and staff to mitigate risk in the daily jail operations, as well as the overall health and wellbeing of staff.

In this report I hope to make recommendations to support the above goals and highlight the things the staff at the Springfield City Jail are doing well.

Areas of strength within the Springfield Jail

- Lieutenant Neiwert was promoted to Jail Commander from the Patrol Division and although he had some jail experience in the beginning of his career, this is the first time that he has had operation control of the jail. Since becoming Jail Commander, he has worked hard to understand the jail operations and complex issues that go with running a jail. Lieutenant Neiwert was able to answer all my questions and offer tremendous insight into the daily operations of the jail. He is a natural leader and seems to be the perfect fit in his role as Jail Commander. I met with Lieutenant Neiwert for just over 2 hours, and it was clear how dedicated he is to the Officers, the Community he serves and to the Adults in Custody (AIC) who are housed in the facility.
- Prior to the inspection date, I forwarded a multi-page questionnaire to Lieutenant Neiwert and asked that he complete as much as possible prior to my arrival. Within a few days, he had completed the entire questionnaire and attached supporting documents. It was thorough, well documented and his attention to detail is very much appreciated. I have reached out several times for clarification and follow-up questions and he has been quick to respond.
- Sergeant Halgren joined Lieutenant Neiwert and I on the jail tour. Sergeant Halgren was a wealth of knowledge and his dedication to the jail, staff and AIC is admirable. As a shift Sergeant he has many responsibilities, but he also takes on many additional tasks such as training and determining ways to improve the jail. He created and helped build a mock cell inside the jail to be used for training purposes. It is important to provide dynamic and realistic training for staff and this is an excellent way to provide it.

- As a Risk Management Consultant with CIS, I have the opportunity to travel around the State of Oregon and tour City and County Jails. Springfield Jail is one of the cleanest, well-organized jails I have been to. The Jail is over 12 years old and still looks and smells like a new facility. This says a lot about the staff and leadership team who run the jail. They clearly take pride in maintaining the facility and it shows.
- The last jail risk assessment was completed in June of 2020. Lieutenant Neiwert indicated since that time they have made several changes based on the recommendations made in the report. They include:
 - An updated booking sheet and property sheet to include medical and mental health questions as well as a denial of admission form. Lieutenant Neiwert provided copies of these forms and they are well written and capture important information regarding the AICs who are being booked into the facility.
 - Lieutenant Neiwert indicated in addition to the required hourly security checks, the officers are now doing an additional check during their 12-hour shift for a total of 13 security checks (unless circumstances dictate additional checks). The Oregon Revised Statutes (ORS) requires security checks to be completed at least every 60 minutes. Lieutenant Neiwert said the additional check is done during random times throughout the shift to provide additional observation of the AIC and help reduce risk. The Springfield Jail is the only one I know of who is doing this on a regular basis. Their dedication and commitment to reduce risk is outstanding.
 - Lieutenant Neiwert indicated every month each shift Sergeant conducts at least five audits of facility camera footage and documents the dates and times of the audit. Random reviews of camera footage can help monitor job performance, identify training needs, and highlight the good work done by officers that often goes unseen. The audits also help manage risk and liability by identifying issues/concerns early and they allow the leadership team to look for policy adherence, professionalism, and proper procedure as well as room for improvement or reasons for praise.
- In October of 2021, the Springfield Jail completed their first Oregon State Sheriff's Association (OSSA) Jail Standards Inspection. The OSSA jail standards are a set of completely voluntary best practices that are continuously updated to keep up with the latest trends in corrections and help reduce liability and ensure the AIC are being treated appropriately. The Springfield Jail is the first and only municipal jail in Oregon who has participated in this rigorous and thorough inspection. The OSSA Jail inspectors

indicated they found the facility to be operating well within the guidelines of the Oregon Jail Standards. This is an incredible accomplishment and one the jail staff should be very proud of.

- Most jails across Oregon provide ballistic vests for their staff. They are a vital piece of safety equipment for Deputies/Officers who work in a jail setting as well as those who transport AIC out of the facility. Lieutenant Neiwert indicated the vests they provide for jail staff are not only ballistic resistant they are also stab and shock resistant. This type of vest is specifically designed for a jail/prison environment. They are significantly more expensive than a ballistic vest and most jails are not able to provide them for staff because of the cost. This is a great example of the importance placed on the safety of staff by Chief Shearer, and his Leadership team.
- The Springfield jail is in the same building as the police department and municipal court. The entire complex still looks new and is well maintained. There is secure parking for staff's personal vehicles and department owned vehicles which helps prevent damage/vandalism and avoid threats to employees arriving and leaving work. There is also a secure sallyport for patrol vehicles to enter when entering the jail with a person in custody. Most jails in Oregon do not have secure parking for staff and patrol vehicles and several don't have a secure sallyport. This is another example of the importance Springfield Police Department puts on safety.
- During the jail tour I observed two padded cells in the intake area. Padded cell systems are designed for the safety of AIC who may be suffering from a mental health crisis, suicidal, have a medical issue such as seizures or under the influence of drugs or alcohol. The purpose of this specially designed cell is also to facilitate de-escalation in a safe environment and avoid injury to AIC and jail staff.
- In the intake area, I observed what appeared to be a steel towel rack attached to the sink in the holding cells. My initial concern was the risk this could pose if an AIC was suicidal. When I asked about it, Lieutenant Neiwert indicated it was originally designed to be ADA compliant but said he had the same concern about the suicide risk when he came to the jail. He immediately decided to retrofit the bar to include a metal plate underneath the bar, which would help prevent a suicide attempt. He also indicated all the bunks throughout the jail have been retrofitted to help reduce the risk of suicide. While not all AIC are suicidal, it is important to create suicide resistant housing and develop a physical prevention strategy to help prevent suicide or self-harm. With the increase in mentally ill AICs and jail suicides it is important to do everything possible to mitigate the risk. The work the Springfield jail has done to help mitigate the risk of suicide is something I will recommend to other Oregon jails.

- Lieutenant Neiwert indicated they have recently dedicated a room in the jail for staff to use as a quiet room. They are working to create the space to create an area for staff to rest between shifts or while on a break. Jail staff work long hours (12-hour shifts) and are often required to work overtime shifts (an additional 6 hours for a total of 18-hour days). This room will give them an opportunity to get some sleep before their next shift. The Springfield Police Department values their employees, recognizes the hard work they do and understands the importance of taking care of the staff.
- The Springfield Police Department has decided for all staff (who want to participate) to complete an in-depth health screening. Law enforcement/corrections is a unique environment which can contribute to alarming health consequences including, diabetes, cardiovascular disease, hypertension, mental health issues, etc. Health screening tests for early detection are especially important in this career, especially if done before an employee starts having symptoms. Intervention programs involving health screening, physical fitness, nutrition, general wellness, stress management, etc. have shown promise with combatting the health concerns common to law enforcement/corrections. This is another great example of the importance the Springfield Police Department puts on employee health and wellness.
- During the jail tour, I had the opportunity to talk with an AIC. He indicated he had been in one other Oregon jail, and the Springfield jail was "much cleaner" and the staff were "much nicer". He said staff treated him with respect and "actually take the time" to talk with him and treat him like "a human". He also said the food was "okay" but being in the Springfield jail was "so much better than the other jail" he had been in.
- The Springfield Jail previously contracted with Correctional Health Partners (CHP). However, on 8/31/22, that contract expired. Lieutenant Neiwert worked diligently to find a replacement, and partnered with Well Path, who provides medical and mental health care to AICs. The Springfield Jail expanded their 12 hour per day, 7 day per week coverage to 24 hour per day, 7 days a week. Medical negligence claims have shown to be the number one risk for jail/correctional facilities and the Springfield Jail has worked hard to provide medical care to minimize that risk. The Springfield Jail is fortunate to have this level of medical coverage. Many jails across the State have had difficulty finding nurses/medical staff willing to work in a correctional facility.

Review of Observations and Recommendations:

The "best practices" standards serve as the baseline for this assessment and report, they primarily follow local, state, and federal law while also considering trends of law enforcement and corrections litigation. Although CIS poses and evaluates 198 questions as a part of its

review, only those performance area(s) where the evaluator determines improvement is needed are noted for the sake of readability, response, and compliance verification.

Goal: The Camera system is on a capitol replacement program.

- *Lieutenant Neiwert indicated the camera system is not on a capitol replacement program.*

Recommendation: Cameras help provide critical information; intelligence gathering and prove extremely valuable for evidence collection if there is a claim or ligation. Because there is ongoing maintenance, repairs and/or replacements for the facility cameras, it is important to have a capitol replacement program in place to ensure the cameras are available and working when needed. It is recommended Lieutenant Neiwert work with the finance department to ensure the cameras are on a capitol replacement program.

- **Goal: Workers Compensation Coverage is required for AIC workers.**

- *The City of Springfield Risk Manager, Tom Mugleston, indicated they do not have Workers Compensation Coverage for the AIC workers.*

Recommendation: It is recommended that every AIC who is doing labor in the facility be covered by Workers Compensation (WC). WC coverage can help an injured AIC obtain medical treatment if they are injured while working in the jail and help protect the jail from litigation from an injured worker. Also, if an AIC is assigned a job, the hours they work should be tracked and documented by someone in the jail. CIS has paid large claims for AIC who were seriously injured while doing labor and weren't covered by WC.

Additional Recommendation: During the jail tour, I observed several upper-level living units with exposed railings and stairwells. We recognize that there is a policy and practice that AIC's that are suicide watch are not housed in upper tier living units, and AIC's that are out of their cells are not allowed to linger near the rail. However, it only takes a moment for an AIC to jump or push another AIC over the railing.

With the increase in mentally ill AIC and jail suicides it is important to do everything possible to mitigate the risk. There is a County jail in Oregon that installed plexiglass in both the stairwells and upper tiers that has proven to be very effective. It is recommended Lieutenant Neiwert research what it would take to install plexiglass (or another option). If needed CIS has grant funding available that could help cover part of the cost.

Summary

Overall, I was thoroughly impressed with the work the Leadership Team and staff are doing at Springfield Jail. The work the staff are doing at the Springfield Jail is impressive and something

Chief Shearer, the Leadership Team and the community should be very proud of. Their focus on the overall safety of the AIC and staff is commendable. It is clear the staff take pride in what they do and are highly motivated to do a good job and represent the Police Department and community they serve.

City of Springfield Police Department Assessment – Human Resources:

As part of the CIS assessment team visiting the Springfield Police Department on June 30, 2022, I reviewed human resource aspects of their settlement agreement and conducted a follow-up review based on the human resources assessment conducted in 2021 by Public Safety Senior Human Resources Consultant Kurt Chapman. During this visit, I met with Sergeant Massey (Professional Standards) and Tom Mugleston (City of Springfield Risk Manager).

Strong human resource policies and practices are part of any effective system delivering public safety services to a community. Engaging in best practices regarding recruiting, hiring, promotions, assignments, retention, and professional standards supports a workforce capable of effectively meeting the unique policing needs of the community and achieving contemporary policing goals.

Human Resources Areas of Strength

- The 2021 report made the following recommendation: The City and Department have a strong Veterans Preference Process. However, most Command Staff interviewed did not have a good understanding of how the process itself worked. Suggest that HR conduct ongoing training to all involved in the process so that they have a working understanding. This was a key finding in BOLI v. Multnomah County Sheriff's Office.
 - Since then, the department has continued to partner with the City of Springfield Human Resources Department to ensure compliance with the requirements of ORS 408.230. Sergeant Massey possesses a strong working knowledge of the requirements of veteran's preference.
 - Required training for supervisors includes the following course: Harassment, Equal Employment and Other Laws That Matter to You. This is good foundational training for supervisors to recognize important issues which have the potential to negatively impact the working environment and extend into negative police/community interactions.
 - Recommend adding specific training regarding veterans' preference for SPD employees involved in hiring processes. Example of CIS training available on the CIS Learning Center are:
 - Oregon Veterans' Preference Law: You ask, we answer!
 - Preference Gets Practical

- Throughout our discussion regarding policies and practices, it is evident the police department has strengthened internal relationships, specifically regarding human resource department consultation on hiring and recruiting practices to ensure compliance with statutes, rules, and best practices.
- During a recent police officer hiring process, the department involved a member of the community to participate in the panel interview. This type of community involvement reflects true engagement when the community is empowered to influence the hiring of police officers. While some challenges may exist to involving the community such as loss of community member employment revenue, childcare costs, or other personal obligations, I highly recommend the department continue to involve the community in hiring processes and consult with human resources and other city leadership to strategize solutions to these challenges.

Human Resources Opportunities and Recommendations

- The 2021 report made recommendations regarding the Chief's Interview. According to Sergeant Massey, revisions to this process are underway and I recommend those recommendations, with specific regard to senior command involvement and interview scoring be developed and adopted. This is anticipated to promote the diversity of perspectives and ensure a defensible scoring process.
- The 2021 report made the following recommendation: Consider adding two behavioral based interview questions that explore the applicant outlook and ability to deal effectively with minority groups (racial, ethnic, religious, LGBTQ, homeless, etc.) within the Springfield Community.
 - The questions for Police Community Information Coordinator includes a question regarding working with a diverse community and engaging in inclusive practices. This type of question should be expanded upon and included in both entry level police officer and promotional processes.
- The 2021 report made the following recommendation: Consider developing a formal characteristic success criterion as identified by successful officers and non-sworn employees within the department.
 - Sergeant Massey provided me with an example of a scoring sheet which now lists success criterion associated with panelist questions of candidates for Police Community Information Coordinator. The current success criterion listed on the police officer interview questions should be expanded to provide more detail

regarding the qualities the department and community are seeking from police officer applicants.

- The department partners with human resources regarding police officer recruiting. The department also uses opportunities for community engagement to concurrently conduct recruiting. Developing a comprehensive written recruiting strategy with community input could help improve the long-term effectiveness of not only department recruiting, but also department retention. This recruiting strategy could help memorialize the intentionality of recruiting and the collective qualities the department and community are seeking in new police department hires.
- In the area of psychological testing, the contractor providing these services is still utilizing virtual or remote systems to complete these examinations. OAR 259-008-0010(10)(d)(B) requires an "in-person interview conducted by the licensed mental health professional." Recommend Springfield PD consult with their contractor and the Oregon Department of Public Safety Standards and Training (DPSST) to see if any waiver of this requirement is currently in effect or if the current system complies with the "in person" provision of this rule.
- 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. The creation of this award appears to be in direct response to the requirement of the settlement agreement. Since the adoption of this policy and award, a department award ceremony was held in February of 2022. During that ceremony one STAR award was presented to 8 members who worked as a team for over two hours to negotiate and deescalate a situation with a barricaded wanted person that resulted in an arrest with no force used. Recommend department promulgation of the creation of this award so appropriate nominations are submitted in time for consideration during the next department awards cycle.

Summary

Based on my interview regarding human resource practices, it is clear there are fundamental and positive organizational and leadership changes afoot within the Springfield Police Department. Chief Shearer is willing to challenge the status quo and adopt practices which reflect best practices in the policing profession. I would expect to see increasing movement toward adopting the 2021 recommendations in their entirety and consideration of the recommendations included in this report.

Conclusion:

Over the last two years the Springfield Police Department has made remarkable improvements in all aspects of their department. The clear and obvious change is the culture of the department. It is becoming a progressive and contemporary department under the leadership of Chief Shearer.

The second clear change is the attitude of the personnel. They believe in the change in culture. They believe in Chief Shearer and Nancy Newton's leadership. It is an honor to be apart of this assessment and see the changes in the last two years. Congratulations!

Appendix



Law Enforcement Risk Management Plan Fiscal Year: 2022-2023

Entity Name: City of Springfield

Developed: 7/5/2022

Mailing Address: 225 Fifth Street

Modified: 7/5/2022

Physical Address: 225 Fifth Street

Next

Review: City / State / Zip:

Springfield, OR 97477

Phone: 541-726-3705

Risk Management Consultant:

Dave Nelson

Website: <http://www.springfield-or.gov/>

Employee Count: 69 Sworn Personnel and 55 Non-Sworn

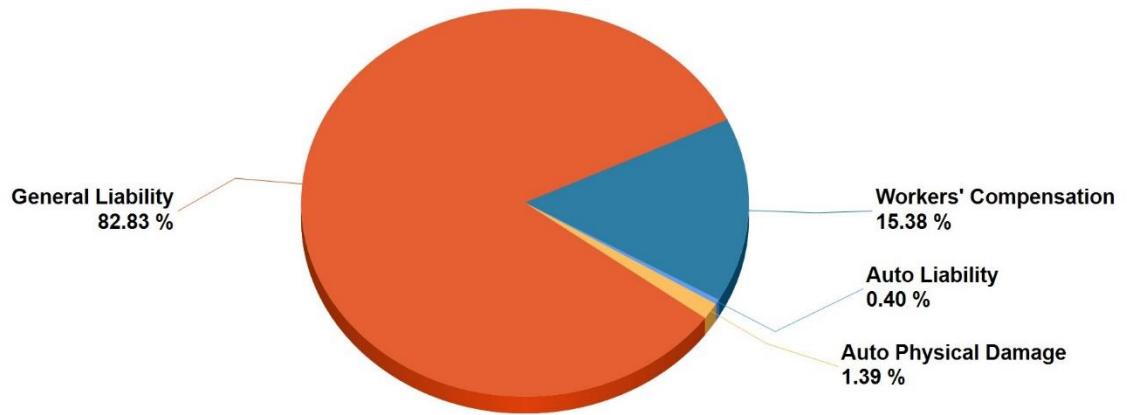
Law Enforcement Claims Data

Claims Information

The following table contains 6 years (5 + current) of Springfield Police claims history and Loss Ratios by line of coverage from 2017-2018 through 2022-2023, as of 10/31/2022. The overall loss ratio of 114% is higher than the target loss ratio of 30%.

Line of Coverage (Years w/ Coverage)	Number of Claims	Losses	Average Cost per Claim	Percentage of Losses	Loss Ratio
Auto Liability (6 years)	18	\$36,932	\$2,052	0%	9%
Auto Physical Damage (6 years)	34	\$127,432	\$3,748	1%	28%
General Liability (6 years)	145	\$7,595,840	\$52,385	83%	208%
Workers' Compensation (4 years)	197	\$1,410,561	\$7,160	15%	40%
Overall	394	\$9,170,766	\$23,276	100%	114%

Percentage of Losses



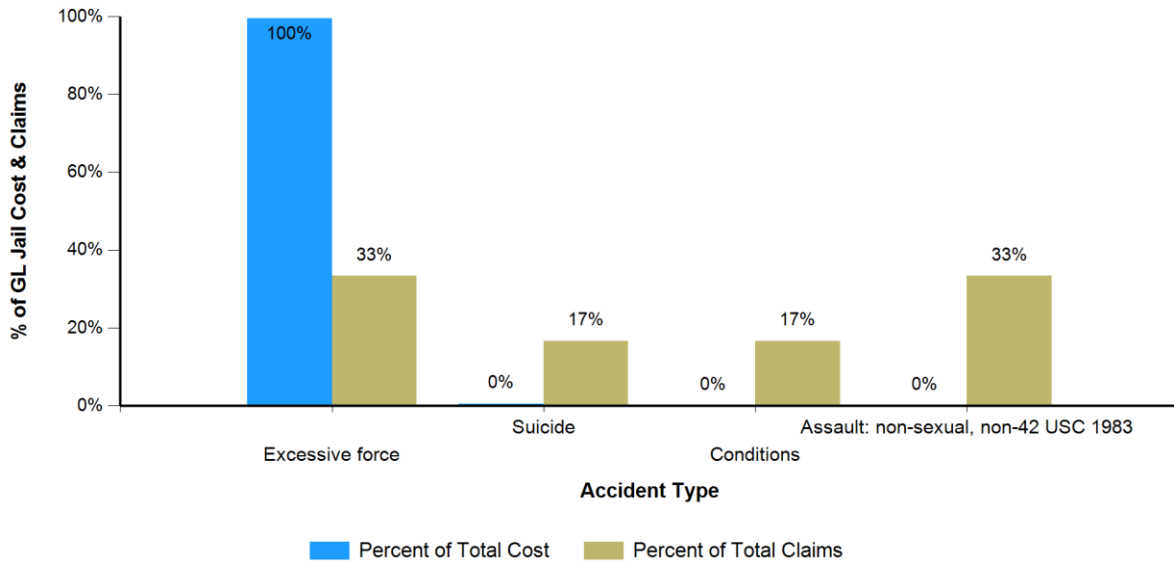
Jail Claim Data

Jail Claims Information

The following table contains 6 years (5 + current) of Jail claims history by coverage year from 2017-2018 through 2021-2022, as of 6/30/2022.

Coverage Year	Jail Claims	Non-Jail Claims	% Jail Claims	Jail Claim Costs	Non-Jail Claim Costs	% Jail Claim Costs	Avg. Jail Claim Cost
2017-2018	3	89	3%	\$0	\$579,027	0%	\$0
2018-2019	2	92	2%	\$20,700	\$5,256,361	0%	\$10,350
2019-2020	1	86	1%	\$87	\$861,130	0%	\$87
2020-2021	0	89	0%	\$0	\$1,957,699	0%	\$0
2021-2022	0	20	0%	\$0	\$36,532	0%	\$0
2022-2023	0	0	0%	\$0	\$0	0%	\$0
Totals:	6	376	2%	\$20,787	\$8,690,748	0%	\$3,465

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



Policy Information			
Line of Coverage	Premium	Agency	Agent
Property/Liability			
Auto Liability	\$57,024.81	Brown & Brown Northwest Insurance- Portland	Ron
Auto Physical	\$80,532.93	Brown & Brown Northwest Insurance- Portland	Cutter
Damage		Brown & Brown Northwest Insurance- Portland	Ron
General Liability	\$598,754.65	Brown & Brown Northwest Insurance- Portland	Cutter
Property	\$150,120.92		Ron
Workers' Compensation	SAIF/CIS Servicing Group		Cutter
Excess Crime	\$2,356.20		Ron
Excess	\$13,500.00		Cutter
Earthquake			
Excess Flood	\$2,250.00		Ron
Excess Cyber Liability	Not Purchased		Cutter

End of Report: SL, JW and DN