

POLICE, OREGON STATE DEPARTMENT of
Annual Performance Progress Report (APPR) for Fiscal Year (2008-2009)
Proposed KPM's for Biennium (2009-2011)

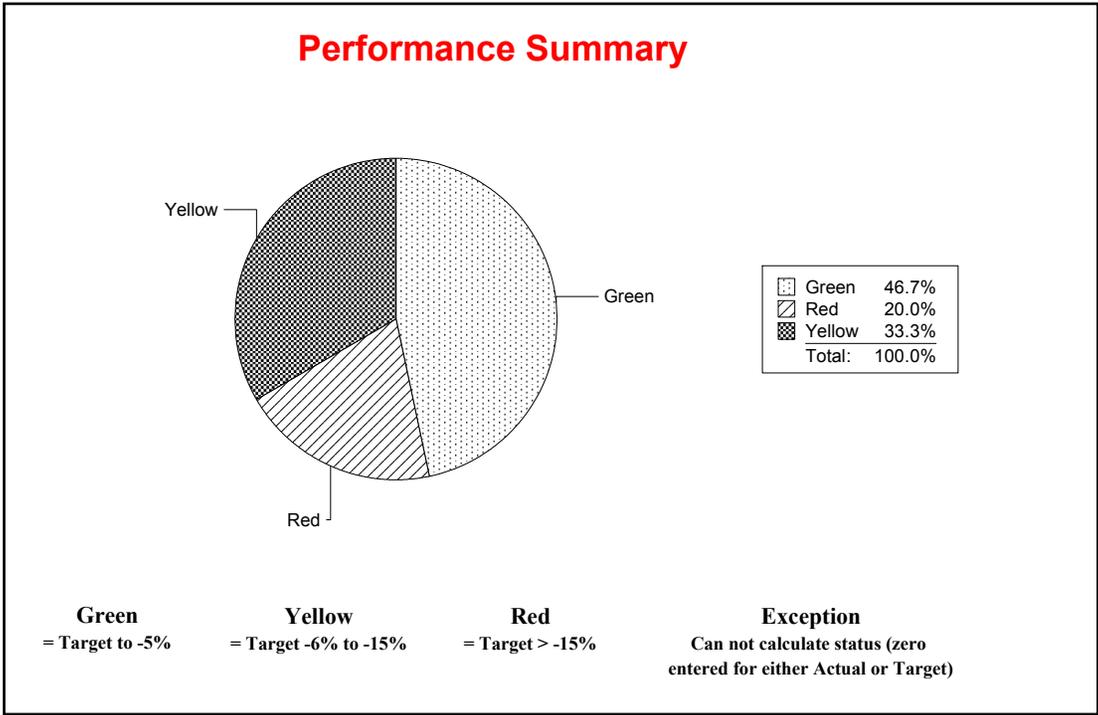
Original Submission Date: 2009

2008-2009 KPM #	2008-2009 Approved Key Performance Measures (KPMs)
1	Crashes - Number of crashes per one million miles traveled on rural state and interstate highways.
2	Fatal Crashes - Number of fatal crashes per one hundred million miles traveled on rural state and interstate highways.
3	Crime Reduction - Percentage of arrests verses total reported crimes on rural state and interstate highways. (Crime = Felony and misdemeanor crimes)
4	Angler Compliance - Percent of anglers contacted who are angling in compliance with rules and laws associated with salmon and steelhead bag limits, licensing/tagging, means of take and species.
5	Angler Compliance - Percent of anglers contacted who are angling in compliance with rules and laws associated with all species.
6	Hunter Compliance – Percent of hunters contacted who are hunting in compliance with rules and laws associated with big game hunting seasons.
7	Crime Reduction - Percent of major crime team call-outs resolved within 12 months from date of call-out.
8	Crime Reduction – Number of agency assists in narcotics investigations (including methamphetamine).
9	Forensic Analysis Turnaround Time - Average number of working days from when a request is received at the Forensics Laboratory, until a completed analytical report is prepared.
10	Identification Services Turn Around Time - Average number of calendar days, from the date of receipt of criminal justice fingerprint cards by the Identification Services Section, until the criminal justice data is posted into the Computerized Criminal History (CCH) Files.
11	Homes with Smoke Alarms - Percent of homes that have a fire in which there is no working smoke alarm.
12	Hazards Materials Safety - Increase the number of regional Hazardous materials team members who meet or exceed competency requirements set by the Oregon State Fire Marshal to 90% by 2011.
13	Fire Safety Training - Number of fire and life safety inspections conducted by local authorities who have been trained by the State Fire Marshal (increases total number of inspections statewide).

2008-2009 KPM #	2008-2009 Approved Key Performance Measures (KPMs)
14	Hazardous Substance Reporting - Percent of required reporting facilities that submit the Hazardous Substance Information Survey on time.
15	Customer Satisfaction – Percent of customers rating their satisfaction with the agency customer service as “good” or “excellent”: overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.

New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2009-2011
DELETE	<p>Title: Crashes - Number of crashes per one million miles traveled on rural state and interstate highways.</p> <p>Rationale:</p>
DELETE	<p>Title: Fatal Crashes - Number of fatal crashes per one hundred million miles traveled on rural state and interstate highways.</p> <p>Rationale:</p>
DELETE	<p>Title: Crime Reduction - Percentage of arrests verses total reported crimes on rural state and interstate highways. (Crime = Felony and misdemeanor crimes)</p> <p>Rationale:</p>
DELETE	<p>Title: Homes with Smoke Alarms - Percent of homes that have a fire in which there is no working smoke alarm.</p> <p>Rationale:</p>

POLICE, OREGON STATE DEPARTMENT of		I. EXECUTIVE SUMMARY	
Agency Mission: The mission of the Department of Oregon State Police to enhance livability and safety by protecting the people, property and natural resources of the state.			
Contact: Kailean Kneeland		Contact Phone: 503-934-0193	
Alternate: Larry West		Alternate Phone: 503-934-0209	



1. SCOPE OF REPORT

The agency has performance measures that address services provided by the Patrol Services Division, Fish and Wildlife Division, Criminal Investigation Division, Forensic Services Division, Identification Services and Oregon State Fire Marshal. The agency has 15 performance measures that are reported in this annual report. The services addressed by the performance measures are: Transportation safety, Protection and preservation of the states natural resources, Criminal investigative services, Forensic services, Identification Services which includes: Criminal History Automated Fingerprint Index System, Fire and hazardous materials safety. The Oregon State Police is a full-service law enforcement agency and also provides other public safety services. Many of the peripheral services that are provided by the State Police do not have formal performance measures. However, they play a critical support role for the entire criminal justice system in Oregon. Some of these services include: State Medical Examiner, Law Enforcement Data System (LEDS), Oregon Uniform Crime Reporting (OUCR), Arson and Explosives Services, Gaming Enforcement Division, Professional Standards, Administrative Services Division.

2. THE OREGON CONTEXT

Key Performance Measures 1 and 2 are directly related to deaths and injuries that occur on Oregon's state and interstate highways due to motor vehicle crashes. This has a direct impact on the livability of the state. These measures link to Oregon Benchmarks; OBM #41 Infant mortality rate per 1,000 and OBM #45 Premature Death: Years of life lost before age 70. Crashes also are a cause of traffic delays and stoppages on Oregon's freight routes, causing a negative economical impact to Oregon's businesses. By making progress on these performance measures, we contribute to the progress of OBM #41 and #45, to the state's livability and to positive economic development by keeping highways clear for the movement of goods, services, and people. Key Performance Measures 3, 7, 8, 9, and 10 are related to the reduction of crime in Oregon. These measures are linked to Oregon Benchmarks #61 and 62 Overall reported crimes per 1,000 Oregonians. By reducing crime in Oregon, we increase the livability of the state by making our communities safer. These measures have a component of reducing methamphetamines and other narcotics in our communities by working with our local law enforcement partners on interagency narcotic drug teams. By making progress on these measures, we can reduce crime in Oregon, detect and interdict narcotic movement and distribution and increase the livability by creating safer communities. Key Performance Measures 4, 5 and 6 are related to the protection of Oregon's fish and wildlife and natural resources. These measures are linked to Oregon Benchmark; OBM #86 and #87 Freshwater Species: Percentage of monitored freshwater species not at risk and Marine Species: Percent of monitored marine species not at risk and #88 - Terrestrial Species: Percent of monitored terrestrial species not at risk: (state, fed listing): a. vertebrates, b. invertebrates, c. plants. The measure gauges how well the agency is in gaining compliance to rules, regulations and laws that protect our environment, wildlife and natural resources. Through progress on this measure we will improve the livability of the state by maintaining the beauty of Oregon's natural resources and the habitat within the state. Key Performance Measures 11, 12, 13 and 14 relate to the reduction in the loss of life and property as a result of fire and hazardous materials. By reducing fires and hazardous materials incidents, we increase the livability of the state by making our communities safer. These measures track the progress of program goals that have a direct impact on saving lives and protecting property and affect all Oregonians. Through progress on this measure we will improve the livability of the state by reducing fires and/or the severity of fires and reducing the incidents involving hazardous materials. Key Performance Measure 15 is related to the customer satisfaction with the Oregon State Police. Customers were defined as the agency's key stakeholders and the general public. This performance measure is a mechanism for the agency to measure how well we are performing and meeting the expectations of our customers. It is the goal of the agency to make progress on all of the performance measures with the expected outcome of increasing the customer satisfaction of our key stakeholders and the general public.

3. PERFORMANCE SUMMARY

The Department of State Police has 15 Key Performance Measures (KPMs) that were adopted by the Oregon Legislature for 2007-2009. The 15 KPMs are linked to five agency goals, the agency's mission statement, and eight Oregon Benchmarks. The Department of State Police had seven KPM that either met target or were within 5% of target, five of the KPM were within (6-15) % of target, and the remaining three KPM were more than 15% from target goal.

4. CHALLENGES

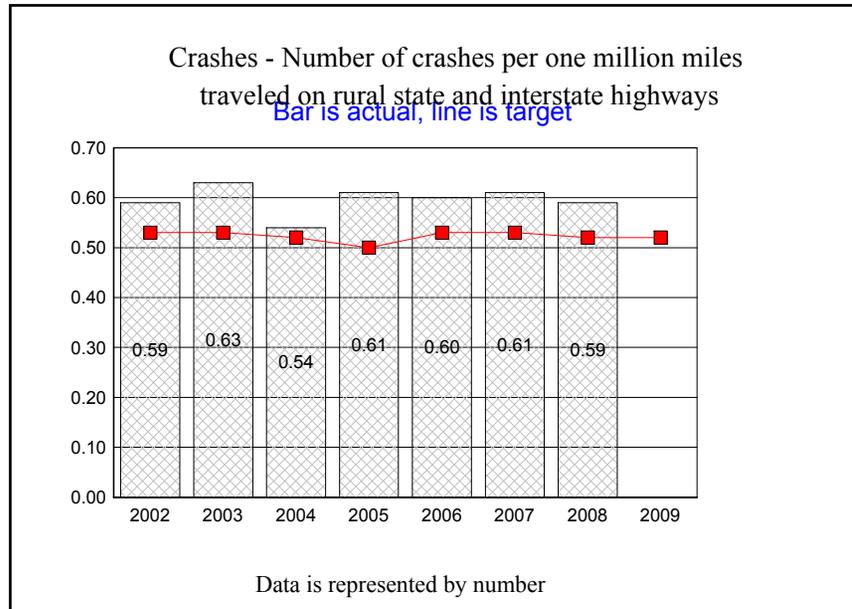
The primary areas of challenge that affect all the agency's Key Performance Measures (KPMs), internal performance measures, and the day-to-day operations of the department. They are: Budget Uncertainty -- The most significant challenge to the Oregon State Police is, and has been, fiscal uncertainty. In the early 1980s, Oregon's Constitution was amended and the State Police patrol operations funding was shifted to the General Fund from the State Highway Fund. Since then, the Department has experienced remarkable instability in funding, which has resulted in significant reductions in service delivery across all programs that are funded from the General Fund. This has had a negative impact on the greater criminal justice system generally. Staffing -- As a result of the historic shortage of staffing, personnel are routinely assigned to cover areas outside of their primary areas of responsibility. One example is officers providing mandated training to meet minimal levels of required law enforcement training. This compounds the challenge to meet the KPM goals as personnel are not available to perform their primary duties. Meeting Expectations for Service Delivery -- Most of the Oregon State Police programs are struggling to meet current demands for services. As the state's population increases and the demand for services from the public and our key stakeholders within the criminal justice system increase, we expect this challenge to become more severe. Responding to Emerging Crime Trends -- There are several areas of emerging crime that are presenting challenges for law enforcement, such as the methamphetamine

epidemic and the significant levels of crimes that are related to methamphetamine use, cyber crime, elderly crime and identity theft. These crimes require significant levels of expertise, equipment costs and time. These changes in criminal behavior has meant that all law enforcement agencies have had to adapt to new crime trends and has created a challenge to an already thin workforce. Advances in Technology -- The Oregon State Police operate a state-wide emergency radio system that is used by all of the operational divisions of the agency. This system is utilizing technology that is outdated and the current system is failing. This is, and will continue to be, a challenge for the general public and this situation is also a serious officer safety issue. This is a Department-wide issue impacting the day-to-day performance and, at times, hamper the operations of the agency and the performance of some of the agencies measures.

5. RESOURCES AND EFFICIENCY

The 2007 legislature authorized 1,333 positions, of which 763 were sworn and 570 were professional staff. The Oregon State Police received 52% of the Departments funding from the state General Fund, 2% from Lottery Funds, 40% from Other Funds, and 6% from Federal Funds. The divisions that were primarily funded from the state General Fund were the Patrol, Criminal, Forensics, Medical Examiner, Administrative, and Law Enforcement Data Systems divisions. The Fish and Wildlife division also received funding from the General Fund, but the majority of the divisions funding was received from Other, Lottery, and Federal Fund sources. Due to the unpredictability associated with the state General Fund, the programs within the Department that rely on the General Fund have struggled to maintain service levels that meet demand. OREGON STATE POLICE BUDGET HIGHLIGHTS: The Patrol Division has made significant progress in hiring the additional 139 Troopers authorized by the 2007 Legislature. The Forensics Division eliminated their DNA backlog and came in under the \$1.1 million that had been budgeted for the project. EFFICIENCY MEASURES: The agency does not have any performance measures that are efficiency measures.

KPM #1	Crashes - Number of crashes per one million miles traveled on rural state and interstate highways.	1994
Goal	Reduce the number of crashes - Make Oregon's rural state and interstate highways safe.	
Oregon Context	Oregon Benchmark #41 - Infant mortality (rate per 1,000) Oregon Benchmark #45 - Preventable death (years of life lost before age 70)	
Data Source	Crash data is collected, compiled and reported by the Oregon Department of Transportation, Crash Analysis Unit on a calendar year reporting cycle. Note: Nationwide comparison data source is the USDOT/NHTSA/National Center for Statistics and Analysis, 2008.	
Owner	Department of State Police - Patrol Service Division Lieutenant Ethan Wilson, Office: 503-934-0266	



1. OUR STRATEGY

Increase voluntary compliance of vehicle laws. Other governmental or non-governmental partners include local law enforcement, Oregon Department of Transportation, transportation safety advocates and the motoring public.

2. ABOUT THE TARGETS

The targets are based on a projected 10 percent reduction from the prior six year average for targets for 2004-2009.

3. HOW WE ARE DOING

In 2008, the Oregon State Police, Patrol Services Division reported that the crash rate was higher (0.59) than the target of 0.52 crashes per one million miles traveled on Oregon's rural state and interstate highways. In 2008, the crash rate decreased slightly to 0.59 from 0.61 in 2007.

4. HOW WE COMPARE

An industry standard or other jurisdiction comparison can be obtained using Oregon's fatal crashes percentile increase/decrease between current year and the previous year as compared to the same timelines based on the nationwide increase/decrease. In 2008, Oregon had 196 total state highway system fatal crashes compared to 209 in 2007, or a 6.63% decrease. During that same time, the nationwide fatal crashes decreased from 37,435 to 34,017, or a 9.13% decrease.

5. FACTORS AFFECTING RESULTS

Transportation safety experts have identified the four Es, Education, Engineering, Enforcement and Emergency Response as the major factors in reducing crashes that cause injuries and death. The Oregon State Police is the primary law enforcement agency that has responsibility for enforcement on the rural state and interstate highway system. Over the last few years, the State Police has sustained a significant reduction in troopers, thus limiting the amount of enforcement on Oregon's rural highways. The State Police has begun to regain some of those Trooper positions, which improves the amount of time available to provide patrol hours and proactive law enforcement efforts on driving behavior that is known to be major causal factors in motor vehicle crashes.

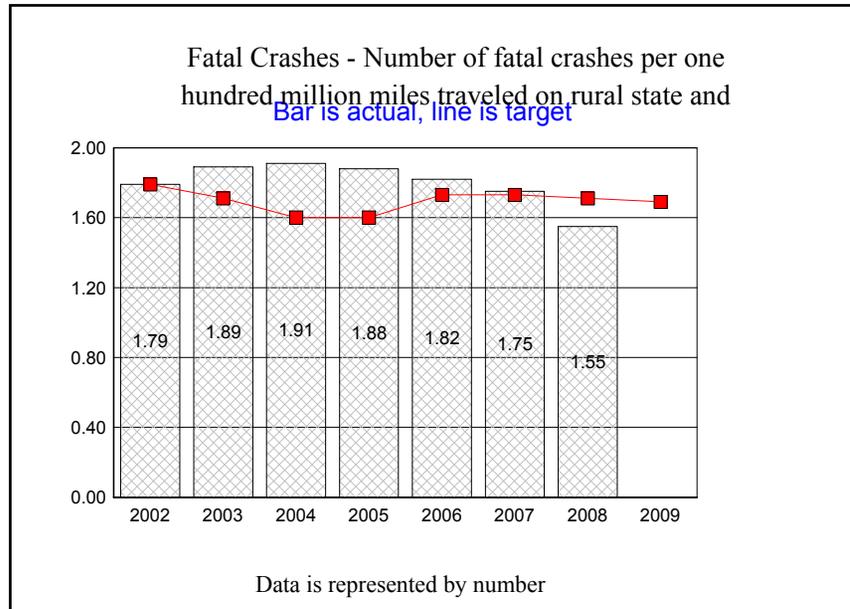
6. WHAT NEEDS TO BE DONE

The Oregon State Police, Patrol Services Division has been significantly reduced over the past 25+ years. In the 1979-1981 biennium, the Patrol Division was authorized 665 patrol positions as compared to 322 positions in 2005-07 biennium. During that same time period, Oregon's population has increased by 33%, licensed drivers increased by 49%, and registered vehicles increased by 60%, while patrol officer positions have decreased by over 50%. The Oregon State Police has identified, through information obtained from local communities and law enforcement from the local, state, and federal levels, that there was a need for additional patrol officers to meet the staffing levels needed to perform the identified responsibilities of the Oregon State Police, Patrol Division (known as OSP community based Resource GAP Analysis conducted in 2000 and updated in 2007). Continued restoration of patrol resources, ultimately strategically deployed to address identified crash problem areas, will generate motorist compliance and reduce crash-causing driver behavior. Success is ultimately measured by the lives we save and injuries we prevent by reducing driving behaviors that are known to cause crashes.

7. ABOUT THE DATA

Crash data is collected, compiled and reported by the Oregon Department of Transportation, Crash Analysis Unit on a calendar year reporting cycle. Note: Nationwide comparison data source is the USDOT/NHTSA/National Center for Statistics and Analysis, 2008.

KPM #2	Fatal Crashes - Number of fatal crashes per one hundred million miles traveled on rural state and interstate highways.	1994
Goal	Reduce the number of fatal crashes - Make Oregon's rural state and interstate highways safe	
Oregon Context	Oregon Benchmark #41 - Infant mortality (rate per 1,000) Oregon Benchmark #45 - Preventable death (years of life lost before age 70)	
Data Source	Crash data is collected, compiled and reported by the Oregon Department of Transportation, Crash Analysis Unit on a calendar year reporting cycle. Note: Nationwide comparison data source is the USDOT/NHTSA/National Center for Statistics and Analysis, 2008.	
Owner	Department of State Police - Patrol Service Division Lieutenant Ethan Wilson, Office: 503-934-0266	



1. OUR STRATEGY

Increase voluntary compliance of vehicle laws. Other governmental or non-governmental partners include local law enforcement, Oregon Department of Transportation, transportation safety advocates and the motoring public.

2. ABOUT THE TARGETS

The targets are based on a projected 10 percent reduction from the prior five year average for targets for 2004-2009.

3. HOW WE ARE DOING

In 2008, the Oregon State Police, Patrol Services Division reported that the fatal crash rate was lower (1.55) than the target of 1.71 fatal crashes per one hundred million miles traveled on Oregon's rural state and interstate highways. In 2008, the crash rate decreased to 1.55 from 1.75 in 2007, lower than the target. The general trend between 2002 through 2008 is showing a slight decrease in the fatal crash rate on rural state and interstate highways.

4. HOW WE COMPARE

An industry standard or other jurisdiction comparison can be obtained using Oregon's fatal crashes percentile increase/decrease between current year and the previous year as compared to the same timelines based on the nationwide increase/decrease. In 2008, Oregon had 196 total state highway system fatal crashes compared to 209 in 2007, or a 6.63% decrease. During that same time, the nationwide fatal crashes decreased from 37,435 to 34,017, or a 9.13% decrease.

5. FACTORS AFFECTING RESULTS

Transportation safety experts have identified the four Es, Education, Engineering, Enforcement, and Emergency Response as the major factors in reducing crashes that cause injuries and deaths. The Oregon State Police is the primary law enforcement agency that has responsibility for enforcement on the rural state and interstate highway system. Over the last few years, the State Police has sustained a significant reduction in troopers, thus limiting the amount of enforcement on Oregon's rural highways. The State Police has begun to regain some of those Trooper positions, which improves the amount of time available to provide patrol hours and proactive law enforcement efforts on driving behavior that is known to be major causal factors in motor vehicle crashes.

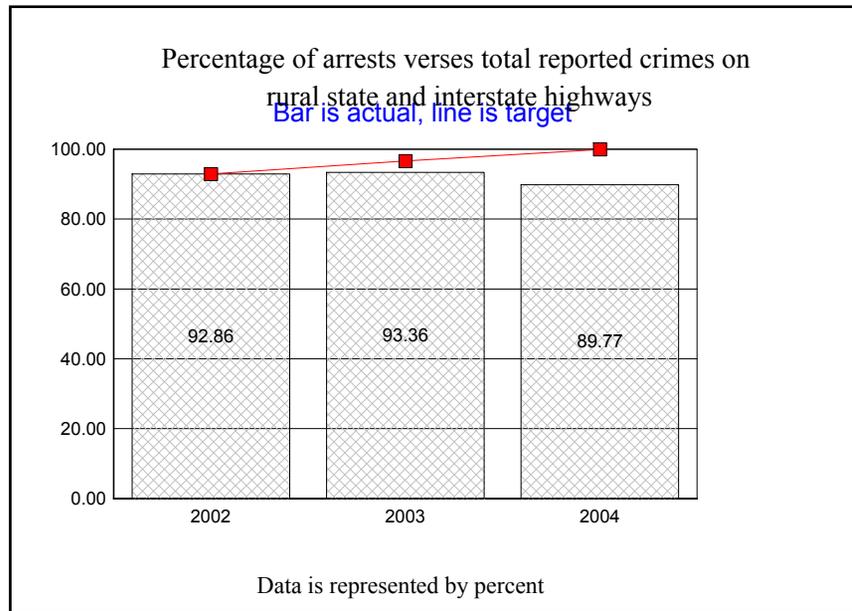
6. WHAT NEEDS TO BE DONE

The Oregon State Police, Patrol Services Division has been significantly reduced over the past 25+ years. In the 1979-1981 biennium, the Patrol Division was authorized 665 patrol positions as compared to 322 positions in 2005-07 biennium. During that same time period, Oregon's population has increased by 33%, licensed drivers increased by 49%, and registered vehicles increased by 60%, while patrol officer positions have decreased by over 50%. The Oregon State Police has identified, through information obtained from local communities and law enforcement from the local, state, and federal levels, that there was a need for additional patrol officers to meet the staffing levels needed to perform the identified responsibilities of the Oregon State Police, Patrol Division (known as OSP community based Resource GAP Analysis conducted in 2000 and updated in 2007). Continued restoration of patrol resources, ultimately strategically deployed to address identified crash problem areas, will generate motorist compliance and reduce crash-causing driver behavior. Success is ultimately measured by the lives we save and injuries we prevent by reducing driving behaviors that are known to cause crashes.

7. ABOUT THE DATA

Crash data is collected, compiled and reported by the Oregon Department of Transportation, Crash Analysis Unit on a calendar year reporting cycle. Note: Nationwide comparison data source is the USDOT/NHTSA/National Center for Statistics and Analysis, 2008.

KPM #3	Crime Reduction - Percentage of arrests verses total reported crimes on rural state and interstate highways. (Crime = Felony and misdemeanor crimes)	1994
Goal	Crime Reduction– Make rural state and interstate highways safe	
Oregon Context	Oregon Benchmark #62 – Overall reported crimes per 1,000 Oregonians	
Data Source	Oregon Uniform Crime Reporting System – Law Enforcement Data System (LEDS)	
Owner	Department of State Police - Patrol Services Division, 503-378-3720	



1. OUR STRATEGY

Reduce the number of crimes committed on Oregon state and interstate highways.

2. ABOUT THE TARGETS

The targets were reportedly set to monitor the reduction of crimes committed on Oregon's rural state and interstate highways.

3. HOW WE ARE DOING

As reported in 2004, the number of arrests made by the Oregon State Police was slightly below the target. However, since that date, data has not been available to track the performance of this measure. It is being proposed that this performance measure be deleted and replaced with a measure that will better reflect the Patrol Services Division's performance toward criminal apprehension on the state's highways.

4. HOW WE COMPARE

No known industry standard or neighboring law enforcement agencies of similar jurisdictions measure this type of performance measure.

5. FACTORS AFFECTING RESULTS

A major factor that may have explained the variance between the targets and the actual data is the significant reduction in sworn officers patrolling Oregon's rural state and interstate highways and their availability to respond to calls of reported crimes. In 2002 (last year target was met) the Oregon State Police had 461 authorized patrol officers and in 2005/2006 there were 322 and 331 respectively.

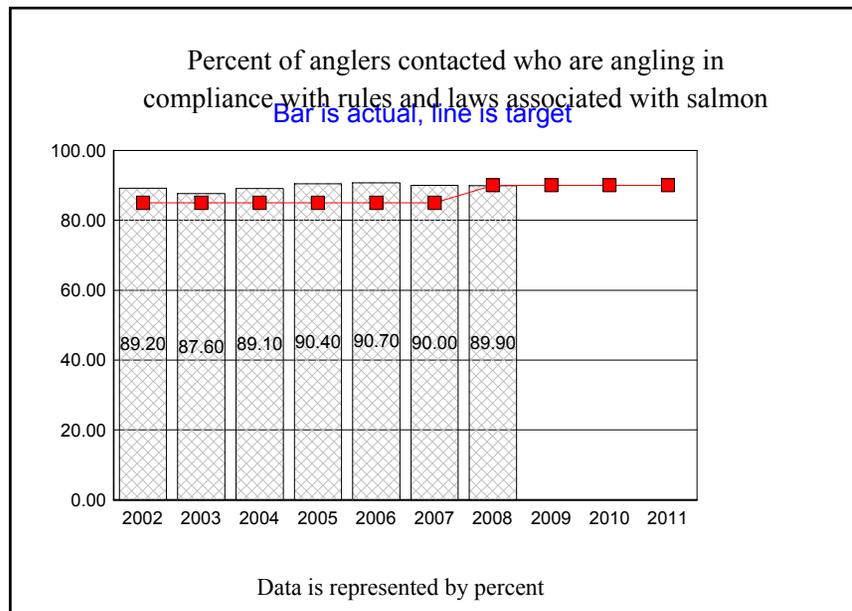
6. WHAT NEEDS TO BE DONE

Additional resources to enable state police patrol troopers the ability to respond to calls for service, reported crime, and be proactive in crime reduction and criminal apprehension through patrol service efforts.

7. ABOUT THE DATA

Data source for criminal statistics is provided by Oregon Uniform Crime Reporting (OUCR) – Law Enforcement Data System (LEDS). Data is reported on a calendar year reporting cycle.

KPM #4	Angler Compliance - Percent of anglers contacted who are angling in compliance with rules and laws associated with salmon and steelhead bag limits, licensing/tagging, means of take and species.	1994
Goal	Angler Compliance Protect Oregons fish and wildlife and natural resources by enforcing existing rules and laws.	
Oregon Context	Oregon Benchmark #86 FRESHWATER SPECIES Percent of monitored freshwater species not at risk: (state, fed listing): a. salmonids, b. other fish, c. other organisms (amphibs, molluscs) Oregon Benchmark # 87 MARINE SPECIES Percent of monitored marine species not at risk: (state, fed listing): a. fish, b. shellfish, c. other (mammals only - plant data n/a).	
Data Source	Monthly anadromous fish compliance data is compiled statewide through the use of the OSP developed BrosLund report.	
Owner	Department of State Police - Fish and Wildlife Division Captain Walt Markee, 503-934-0221	



1. OUR STRATEGY

Increase voluntary compliance of rules and laws through high visibility enforcement. Key partners include both: Oregon Department of Fish and Wildlife Oregon Watershed Enhancement Board

2. ABOUT THE TARGETS

The target was established by working with Oregon Dept. of Fish and Wildlife to set a level of compliance to assure that illegal take would not be a limiting factor of the resource. The higher the compliance, the less impact violations should have on the health of the resource. In addition, higher compliance can show that the angling public has a good understanding of the laws and rules and support them.

3. HOW WE ARE DOING

The Fish and Wildlife Division nearly met the statewide target of 90% voluntary compliance by obtaining a rate of 89.9% in 2008, when the target rate was increased from 85% to 90%.

4. HOW WE COMPARE

On a national level, the Oregon State Police has been asked to provide information to other states on how we measure our performance through documenting voluntary compliance rates. Some states have used Oregon as a model to set their own method of measuring compliance rates. The state of Washington is very similar to Oregon as it relates to wildlife issues and geography. The Washington Department of Fish and Wildlife used to track voluntary compliance rates much like the Oregon State Police; however, they have recently discontinued this practice and decided to just track raw numbers (hours, contacts, number of violations). This was done as Washington Department of Fish and Wildlife was experiencing difficulty in determining true compliance when multiple charges went toward a single violator. The Alaska Wildlife Troopers used to track the voluntary compliance rate of each wildlife species within the state of Alaska, very similar to how the Oregon State Police, Fish and Wildlife Division currently does. Through reorganization within the Alaska State Police, the Wildlife Division has been reduced to measuring their success by tracking the number of citations, warnings and the value of property seized.

5. FACTORS AFFECTING RESULTS

Angler compliance can be impacted by many factors. In evaluating compliance rates, several factors seem to have an effect. Regulation complexity: Can people understand the rules? Opportunity: Are there a lot of fish available? In several cases, we have observed poor compliance when few fish were being caught; conversely we have observed very high compliance when fishing was really good. A huge factor is whether people see the merits of the regulation. In some rules, anglers do not feel the regulation is effective so they tend to ignore or violate the rules. The barbed hook rule in the ocean is a good example. This rule has been in place for over 15 years and still makes up the majority of violations in the ocean fisheries. People do not seem to think this rule accomplishes anything because they are allowed to use barbed hooks in other areas.

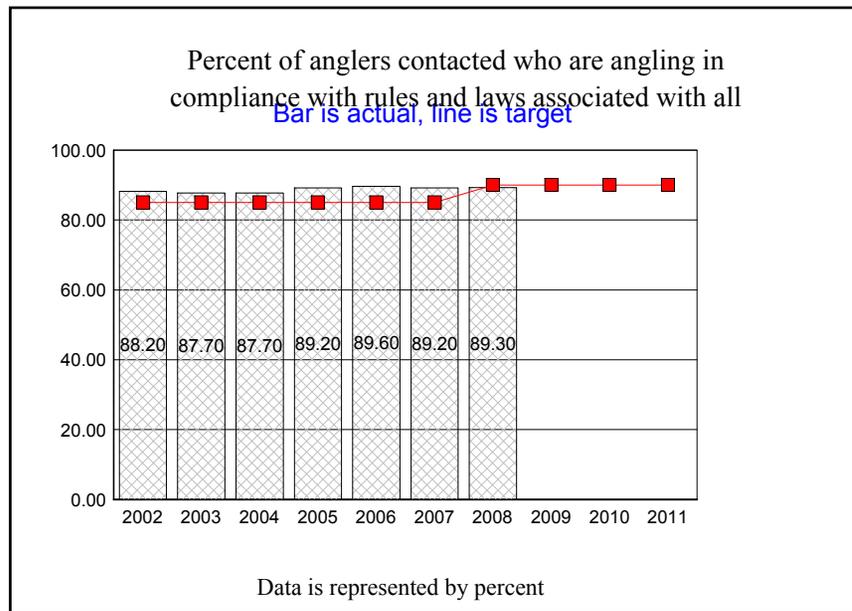
6. WHAT NEEDS TO BE DONE

Regulations need to be clear and simple with a strong biological base. Highly visible patrols need to be conducted in areas where violations occur. Continued collaboration with enforcement and biologists to identify stocks that may be impacted by low compliance rates, and identify areas and times where fish are most vulnerable to human caused or natural dangers.

7. ABOUT THE DATA

The reporting cycle for this measure is on a calendar year. The data is collected daily and reported monthly in a database. The data is then compiled on a monthly or annual basis. For the purposes of consistent tracking for the performance measure, the data is compiled on a calendar year. All data that is submitted by an officer is checked and approved before entry into the data system. The information is only available from an Oregon State Police data system and copies can be obtained upon request.

KPM #5	Angler Compliance - Percent of anglers contacted who are angling in compliance with rules and laws associated with all species.	1994
Goal	Angler Compliance Protect Oregon's fish and wildlife and natural resources by enforcing existing rules and laws.	
Oregon Context	Oregon Benchmark #86 FRESHWATER SPECIES Percent of monitored freshwater species not at risk: (state, fed listing): a. salmonids, b. other fish, c. other organisms (amphibs, molluscs) Oregon Benchmark # 87 MARINE SPECIES Percent of monitored marine species not at risk: (state, fed listing): a. fish, b. shellfish, c. other (mammals only - plant data n/a).	
Data Source	Monthly angler compliance data is compiled statewide through the use of the OSP developed BrosLund report.	
Owner	Oregon State Police - Fish and Wildlife Division Captain Walt Markee, 503-934-0221	



1. OUR STRATEGY

Increase voluntary compliance of rules and laws through high visibility enforcement. Key partners include both: Oregon Department of Fish and Wildlife Oregon Watershed Enhancement Board

2. ABOUT THE TARGETS

The target was established by working with Oregon Dept. of Fish and Wildlife to set a level of compliance to assure that illegal take would not be a limiting factor of the resource. The higher the compliance, the less impact violations should have on the health of the resource. In addition, higher compliance can show that the angling public has a good understanding of the laws and rules and support them.

3. HOW WE ARE DOING

The Fish and Wildlife Division nearly reached the statewide target of 90% voluntary compliance by obtaining a rate of 89.3% in 2008. This is up slightly from 2007. It should be noted that we increased the target rate from 85% to 90% in 2008. In 2007, we observed that the voluntary compliance rate in Central Oregon was below the statewide average. We contributed this lower compliance rate to the population increase in Deschutes County, which caused an increased demand on the resource. The population in Deschutes County has increased 54% from 1990 to 2000 and has increased an additional 22.5% since the year 2000. This population increase has caused our troopers to respond to individual calls for service rather than being available to dedicate their time to proactive enforcement efforts towards identified high-priority programs to gain voluntary compliance. Troopers responding just to complaints tend to have lower compliance rates. We have recently assigned two additional troopers to the Central Oregon area (Bend and Prineville) in an attempt to address these issues.

4. HOW WE COMPARE

On a national level, the Oregon State Police provides information to other states on how we measure our performance through documenting voluntary compliance rates. Some states use Oregon as a model to set their own method of measuring compliance rates. The state of Washington is very similar to Oregon as it relates to wildlife issues and geography. The Washington Department of Fish and Wildlife used to track voluntary compliance rates much like the Oregon State Police; however, they have recently discontinued this practice and decided to just track raw numbers (hours, contacts, number of violations). The Washington Department of Fish and Wildlife does not have a performance measure identical to Oregon's performance measure relating to a statewide compliance associated with all fisheries. The Alaska Wildlife Troopers used to track the voluntary compliance rate of each wildlife species within the state of Alaska, very similar to how the Oregon State Police, Fish and Wildlife Division currently does. Through reorganization within the Alaska State Police, the Wildlife Division has been reduced to measuring their success by tracking the number of citations, warnings and the value of property seized.

5. FACTORS AFFECTING RESULTS

Angler compliance can be impacted by many factors. In evaluating compliance rates, several factors seem to have an effect. Regulation complexity: Can people understand the rules? Opportunity: Are there a lot of fish available? In several cases, we have observed poor compliance when few fish were being caught; conversely we have observed very high compliance when fishing was really good. A huge factor is whether people see the merits of the regulation. In some rules, anglers do not feel the regulation is effective so they tend to ignore or violate the rules. The barbed hook rule in the ocean is a good example. This rule has been in place for over 15 years and still makes up the majority of violations in the ocean fisheries. People do not seem to think this rule accomplishes anything because they are allowed to use barbed hooks in other areas.

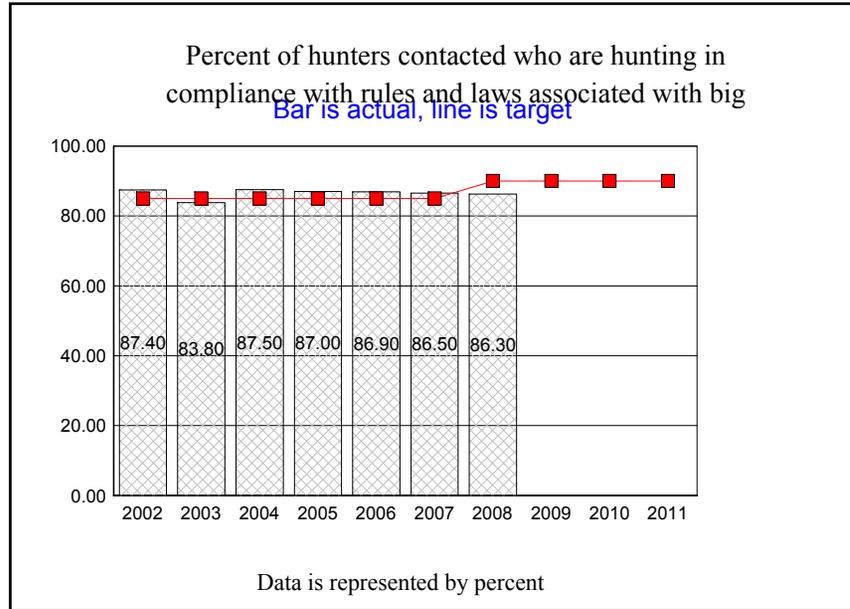
6. WHAT NEEDS TO BE DONE

Regulations need to be clear and simple with a strong biological base. Highly visible patrols need to be conducted in areas where violations occur. Continued collaboration with enforcement and biologists to identify stocks that may be impacted by low compliance rates, and identify areas and times where fish are most vulnerable to human caused or natural dangers.

7. ABOUT THE DATA

The reporting cycle for this measure is on a calendar year. The data is collected daily and reported monthly in a database. The data is then compiled on a monthly or annual basis. For the purposes of consistent tracking for the performance measure, the data is compiled on a calendar year. All data that is submitted by an officer is checked and approved before entry into the data system. The information is only available from an Oregon State Police data system and copies can be obtained upon request.

KPM #6	Hunter Compliance – Percent of hunters contacted who are hunting in compliance with rules and laws associated with big game hunting seasons.	1994
Goal	Hunter Compliance Protect Oregons wildlife and natural resources by enforcing existing rules and laws.	
Oregon Context	Oregon Benchmark # 88 TERRESTRIAL SPECIES Percent of monitored terrestrial species not at risk: (state, fed listing): a. vertebrates, b. invertebrates, c. plants	
Data Source	Monthly hunter compliance data is compiled statewide through the use of the OSP developed BrosLund report.	
Owner	Oregon State Police - Fish and Wildlife Division Captain Walt Markee, 503-934-0221	



1. OUR STRATEGY

Increase voluntary compliance of rules and laws through high visibility enforcement. Key partners include the Oregon Department of Fish and Wildlife.

2. ABOUT THE TARGETS

The target was established by working with Oregon Department of Fish and Wildlife to set a level of compliance to assure that illegal take would not be a limiting factor of the resource. The higher the compliance, the less impact violations should have on the health of the resource. In addition, higher compliance can show that the hunting public has a good understanding of the laws and rules and support them.

3. HOW WE ARE DOING

Compliance rates continue to be near target rates and Fish and Wildlife Division raised the target rate to 90% in 2008.. While the compliance rates seem to be staying near target, there has been a slight decrease observed over the past four years. The Division has not been able to determine any one factor that could be driving the slight downward trend. In 2007, we observed that the voluntary compliance rate in Central Oregon was below the statewide average. We contributed this lower compliance rate to the population increase in Deschutes County, which caused an increased demand on the resource. The population in Deschutes County has increased 54% from 1990 to 2000 and has increased an additional 22.5% since the year 2000. This population increase has caused our troopers to respond to individual calls for service rather than being available to dedicate their time to proactive enforcement efforts towards identified high-priority programs to gain voluntary compliance. Troopers responding just to complaints tend to have lower compliance rates. We have recently assigned two additional troopers to the Central Oregon area (Bend and Prineville) in an attempt to address these issues.

4. HOW WE COMPARE

On a national level, the Oregon State Police provides information to other states on how we measure our performance through documenting voluntary compliance rates. Some states use Oregon as a model to set their own method of measuring compliance rates. The state of Washington is very similar to Oregon as it relates to wildlife issues and geography. The Washington Department of Fish and Wildlife does not have a performance measure identical to Oregon's performance measure relating to a statewide compliance associated with Big Game Hunting. The Alaska Wildlife Troopers used to track the voluntary compliance rate of each wildlife species within the state of Alaska, very similar to how the Oregon State Police, Fish and Wildlife Division currently does. Through reorganization within the Alaska State Police, the Wildlife Division has been reduced to measuring their success by tracking the number of citations, warnings and the value of property seized.

5. FACTORS AFFECTING RESULTS

Hunting compliance can be impacted by many factors. In evaluating compliance rates, several factors seem to have an effect. Regulation complexity: Can people understand the rules? Opportunity: Can people draw or buy the tags they want? Can they hunt the areas they want or are familiar with? A primary factor is whether people see the merits of the regulation. Some hunters may believe that as long as somebody in their party has a tag, it is okay to shoot their animal for them.

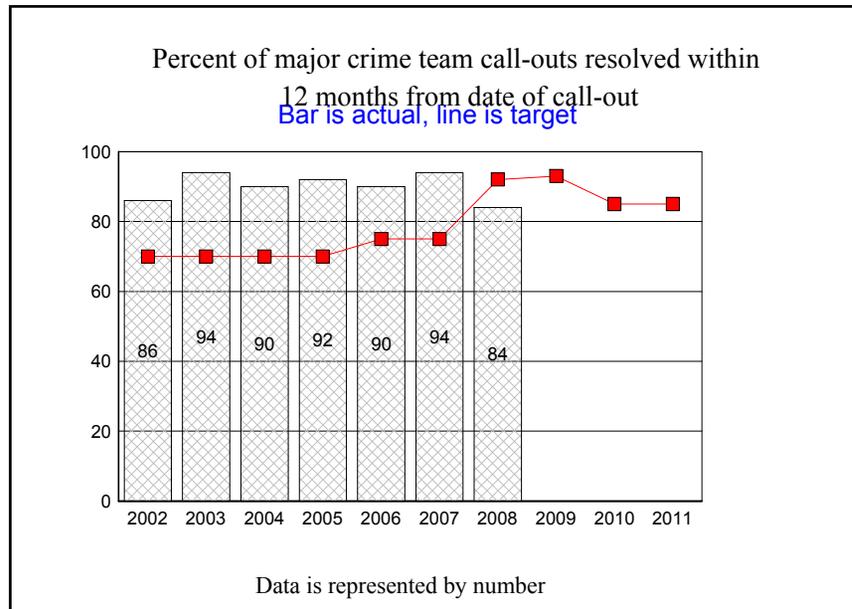
6. WHAT NEEDS TO BE DONE

Regulations need to be clear and simple with a strong biological base. Highly visible patrols need to be conducted in areas where violations occur. Continued collaboration with enforcement and biologists to identify species and areas that may have low compliance rates, and identify areas and times when wildlife is most vulnerable to human caused or natural dangers.

7. ABOUT THE DATA

The reporting cycle for this measure is on a calendar year. The data is collected daily and reported monthly in a data base. The data is then compiled on a monthly or annual basis. For the purposes of consistent tracking for the performance measure, the data is compiled on a calendar year. All data that is submitted by an officer is checked and approved before entry into the data system. The information is only available from the Oregon State Police data system and copies can be obtained upon request.

KPM #7	Crime Reduction - Percent of major crime team call-outs resolved within 12 months from date of call-out.	1995
Goal	Crime Reduction Provide quality, comprehensive, cooperative investigative services.	
Oregon Context	Oregon Benchmark #62 Overall reported crimes per 1,000 Oregonians	
Data Source	Monthly regional reports on Major Crime Team call-outs and closures.	
Owner	Department of State Police - Criminal Investigation Division / Major Crimes Section Lieutenant Jeff Hershman , 503-934-0321	



1. OUR STRATEGY

The 2005 Ways and Means Committee suggested an upward percentage revision of the targets to 75% for 2006-07 and 85% in continuing years. The 2007 Oregon Legislature suggested an upward percentage revision of the targets to 92% in 2008 and 93% in 2009 given that the actual data for the three previous years has exceeded 90%. Actual levels are established by tracking major crime team callouts that OSP detectives participate in across the state on a monthly basis.

2. ABOUT THE TARGETS

Between January and December of 2008, Major Crime Section detectives responded to 63 major crime team call-outs across the state. Of those, 53 were resolved and 10 (16%) remain open. "Resolved" primarily means a case is closed by an arrest or indictment of the perpetrator. Cases are also closed and considered resolved for other reasons, including: a death is determined to be accidental, natural, justifiable, or suicide; or the reported incident is otherwise determined not to be a crime. Cases not closed within one year from the date of the callout are not considered "resolved" and remain open for the purposes of this measure.

3. HOW WE ARE DOING

There was a 10 point decrease in the actual resolved rate from 2007 to 2008. The 92% target rate established as a goal for the 2008 calendar year fell short by 8% with an actual resolved rate of 84%. The target rate for 2009 will increase to 93%.

4. HOW WE COMPARE

As compared to the National resolution rate and the Pacific Region resolution rate, Oregon's major crime teams are doing very well. The National resolution rate in 2007 was 61.2% for murder and non-negligent manslaughter, and 44.5% for all violent crime*. The Pacific Region resolution rate was only 55% for murder and non-negligent manslaughter, and 43.4% for all violent crime*. The average actual resolved rate for Major Crime Team call-outs during the last five years is 90%. (*Source: FBI Uniform Crime Reporting (UCR) Program 2007; 2008 UCR data is not yet available).

5. FACTORS AFFECTING RESULTS

The Major Crimes Section assists local law enforcement agencies in investigating major crimes of violence. The goal is to quickly and efficiently investigate and resolve crimes against people. This service is primarily provided by participation in major crime teams throughout the state. The Major Crimes Section has 40 major crime detective positions available to participate on 28 major crime teams. The complex nature of these investigations, who the lead agency is at the time, and the geographical location of the team involved could all have a dramatic impact on the success of this Key Performance Measure. Other contributing factors may be due to attrition causing our agency and others to have a less tenured workforce with less experience. Keeping all of that in mind the Major Crimes Section is still exceeding the National and Regional averages considerably.

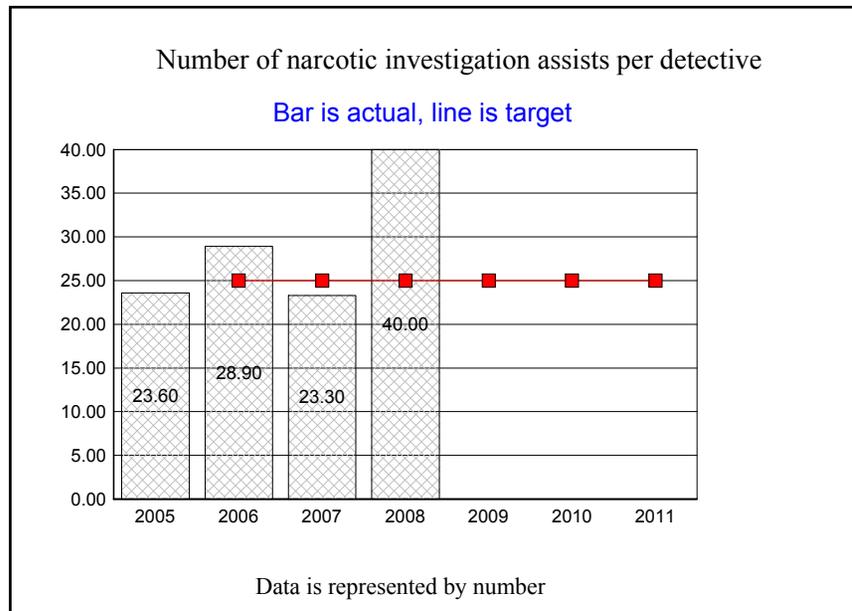
6. WHAT NEEDS TO BE DONE

Continue participation in the major crime teams and maintain availability of other support functions to assist in investigations as needed.

7. ABOUT THE DATA

The data for each calendar year regarding the closure rate of these call-outs demonstrates how effectively and efficiently major crimes are being investigated and resolved throughout the state.

KPM #8	Crime Reduction – Number of agency assists in narcotics investigations (including methamphetamine).	2007
Goal	Crime Reduction Provide quality, comprehensive, cooperative investigative services * Methamphetamine means: All of its various forms and includes labs (operational and non-operational) and all precursor substances used to manufacturer methamphetamine.	
Oregon Context	Oregon Benchmark #62 Overall reported crimes per 1,000 Oregonians	
Data Source	Reports completed by Drug Enforcement detectives (Form DES 100) when participating in qualified narcotics investigations.	
Owner	Oregon State Police - Criminal Investigation Division / Drug Enforcement Section Lieutenant Michael Dingeman (503) 934-0159	



1. OUR STRATEGY

The Oregon State Police Drug Enforcement Section provides services that support and augment the efforts of local agencies and task forces within the state relating to narcotics investigations. Requests are made to the Oregon State Police for the assignment of detectives and/or supervisors to local task forces for the purpose of assisting those task forces with conducting narcotics investigations. The Oregon State Police participation in narcotics task forces enables the task force to conduct investigations that wouldn't otherwise be possible, particularly relating to methamphetamine. All investigations are considered agency assists whether the Oregon State Police detective is the case agent, co-case agent or assisting a detective from another agency or task force.

2. ABOUT THE TARGETS

Historical data has been used to set the average number of investigations per detective at 25 per year. The Actual number of investigations in the chart is based on the average number of cases worked per detective (FTE).

3. HOW WE ARE DOING

The average number of investigations per detective increased in 2008 compared with previous years.

4. HOW WE COMPARE

Washington State Police - Statistics are not comparable. Idaho State Police - Statistics are not comparable.

5. FACTORS AFFECTING RESULTS

Task forces vary in their mission to target street level, mid level or upper level drug trafficking organizations. Mid and upper level narcotic investigations tend to be longer in duration while street level investigations tend to be short term. For example, long term investigations tend to take months while short term investigations may only take one to several days. The types of investigations conducted will affect the length of time and thus the number of investigations an individual detective or group of detectives can accomplish. Changes in narcotics trends also influence the type and length of investigations being conducted.

6. WHAT NEEDS TO BE DONE

Continue participation in multi-agency narcotics task forces in order to disrupt and dismantle drug trafficking organizations.

7. ABOUT THE DATA

An Agency Assist for purposes of this performance measure means all narcotic investigations where an Oregon State Police detective or supervisor assigned to the Drug Enforcement Section is the case agent, co-case agent or is assisting another agency or task force. An investigation qualifies as one agency assist regardless of the number of times a detective(s) participates in the investigation.

Support and investigative assistance to task forces and agencies includes but is not limited to:

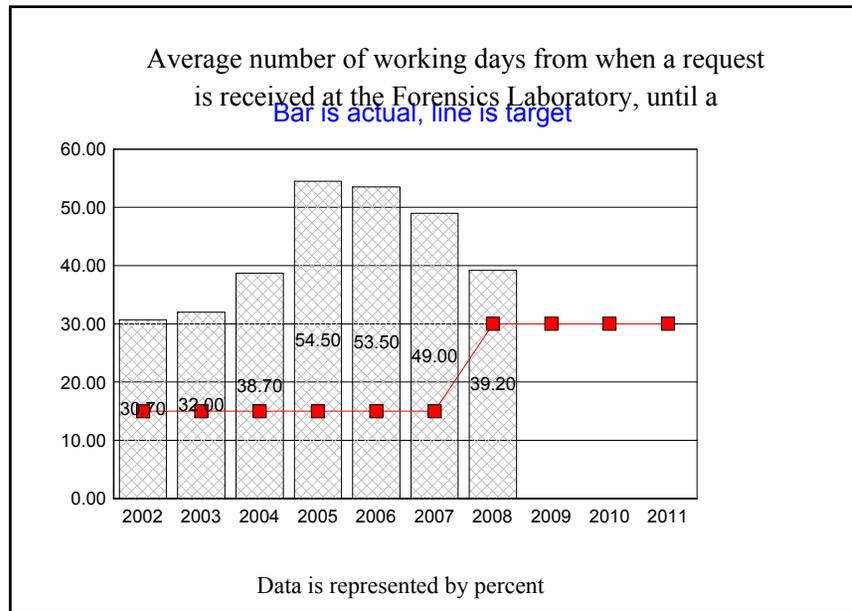
Informant management; Controlled narcotics purchases; Surveillance operations; Suspect interviewing;
Search warrant preparation and execution; Other substantive investigative support.

Number of investigations per year for 2005, 2006, 2007, 2008:

Methamphetamine |-- 203 -- 475 -- 266 -- 307 --|

Marijuana	-- 38 -- 131 -- 185 -- 220 --
Cocaine	-- 13 -- 28 -- 40 -- 55 --
Heroin	-- 8 -- 9 -- 26 -- 29 --
Ecstasy	-- 0 -- 5 -- 12 -- 8 --
Poly-Drug Cases	-- 33 -- 50 -- 66 -- 75 --
Other	-- 4 -- 10 -- 22 -- 33 --
Meth Labs	-- 55 -- 33 -- 7 -- 9 --
Precursor Cases	-- 23 -- 25 -- 7 -- 3 --
Cases involving weapons	-- 11 -- 10 -- 35 -- 56 --
Cases involving children	-- 26 -- 36 -- 46 -- 28 --

KPM #9	Forensic Analysis Turnaround Time - Average number of working days from when a request is received at the Forensics Laboratory, until a completed analytical report is prepared.	1994
Goal	Crime Reduction Provide quality, comprehensive, cooperative investigative services	
Oregon Context	Oregon Benchmark #62 - Overall reported crimes per 1,000 Oregonians	
Data Source	Data is compiled quarterly from the Laboratory Information Management System (LIMS)	
Owner	Department of State Police - Forensic Services Division Director Randy Wampler, 503-378-3720	



1. OUR STRATEGY

The Forensic Services Division is the only full service laboratory system in Oregon. The purpose of the Forensic Services Division is to provide timely and accurate scientific, technical, and investigative support to the criminal justice system through forensic analysis.

2. ABOUT THE TARGETS

The goal had been set, historically, at fifteen days for the Forensics Division KPM of Turnaround Time. This goal was documented as having been set due to conversations with Forensics Division customers (e.g. OACP, OSSA, and ODAA) and their expectations and agency needs. Data over the last eight years suggested that the goal of fifteen days was unrealistic for an overall goal. While specific disciplines, such as drug chemistry or toxicology, might realize a fifteen day turnaround time, other disciplines, like DNA or latent fingerprint analysis, generally will have a substantially higher turnaround time. The number of requests from the longer turnaround time disciplines will continue to keep the Forensics Division from realizing this goal. Based on this information a new goal of thirty days has been established as the turnaround time for the Forensics Division KPM goal. This goal will take into account the high number of requests that the Forensics Division receives in the more time consuming forensics disciplines but also takes in to account the historic data that has been compiled in the last few years.

3. HOW WE ARE DOING

We estimate that in the past, up to 30% of crimes needing evidence examined by the Forensic Services Division was not submitted, due to large backlogs in casework analysis. Backlogs occurred in all areas of analysis to the degree that the turnaround times rose from approximately 30 days in 2002/early 2003 to 53 days in 2006. With the resources added over the 2007-09 biennium, backlogs have started to decrease and we estimate those turnaround times will continue to be reduced somewhat. However, as more resources are added we also expect the requests for services to increase as our customers learn of those additional resources and increased ability to work cases.

4. HOW WE COMPARE

There is no national standard performance measure that compares directly to our measures.

5. FACTORS AFFECTING RESULTS

Fifteen additional staff positions were added over the 07-09 biennium. Projections for future workload indicate the need for an additional fifteen positions to handle caseload over the next couple of years. These projections are based upon trend analysis and performance benchmarks. If the additional resources are not received, backlogs can be expected to grow and turnaround times to rise. This will cause many crimes to go without any forensic analysis.

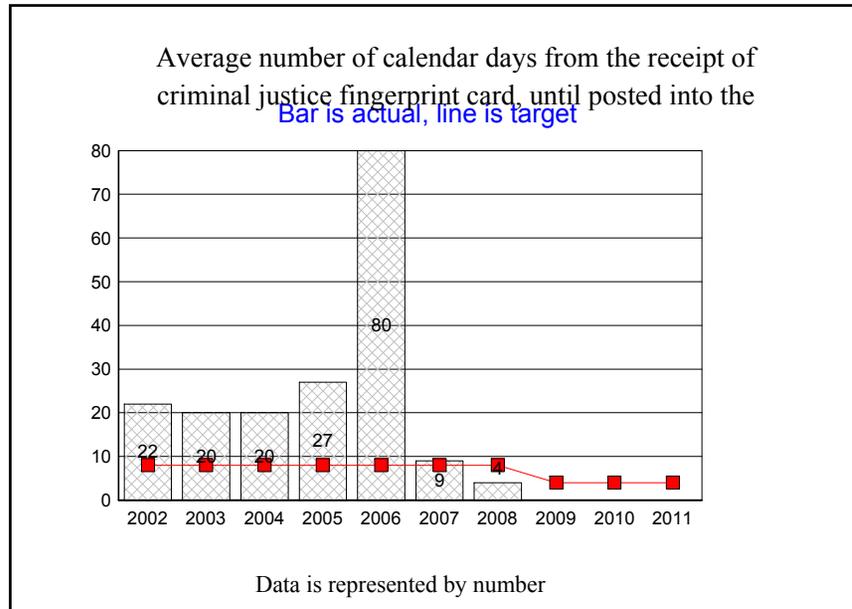
6. WHAT NEEDS TO BE DONE

The primary solution for alleviating backlogs within Forensics is the addition of resources. More forensic scientists would allow for additional and timelier casework completion.

7. ABOUT THE DATA

The reporting cycle for this performance measure is calendar year. Data is compiled quarterly from the Laboratory Information Management System (LIMS) and reported on an annual basis.

KPM #10	Identification Services Turn Around Time - Average number of calendar days, from the date of receipt of criminal justice fingerprint cards by the Identification Services Section, until the criminal justice data is posted into the Computerized Criminal History (CCH) Files.	2007
Goal	Crime Reduction Provide quality, comprehensive, cooperative investigative services through complete and timely criminal offender record information to enhance officer and public safety through positive fingerprint identification of subjects.	
Oregon Context	Oregon Benchmark #62 Overall reported crimes per 1,000 Oregonians	
Data Source	Internal Master CCH Monthly Statistics	
Owner	Department of State Police - Identification Services Section Patricia Whitfield, 503-378-3070 ext. 226	



1. OUR STRATEGY

To provide positive identification of subjects in custody through accurate and complete computerized criminal history record information that is available when criminal justice and non-criminal justice users need it. Timely records enhance officer and public safety as well as provide data for jail release decisions, sentencing, employment and licensing, etc.

2. ABOUT THE TARGETS

Turnaround times include the entire manual process workflow from point of receipt to point of posting for access by all users. Both the CCH and AFIS units and computer systems are necessary to complete this process. Staffing levels must be steady and fully trained in order to effect the most efficient processing. Our target continues to change as we transition into a new way of conducting work through automation. Ultimately we will have two measured targets 1) mailed-in manual card processing turnaround time, and 2) fully automated card processing turnaround time.

3. HOW WE ARE DOING

The way we do business has been changing dramatically over the past two year period and continues to change from how things have been done in previous years. Historically our ability to meet the performance measure objective solely depended on staffing level resources and required that the Identification Services Section maintain its computer infrastructure and systems along with keeping a minimum staffing level of all authorized FTE positions filled each year. Beginning with a budget shortfall in 2003 followed by a combination of further budget and resource related issues, fee increases and hiring freeze through late 2005, these factors contributed to our inability to continue to meet the then stated objective of 8 days. In 2006 we began a recovery process with recruiting and training for 19 vacant positions. By the end of the first quarter of 2007 we began to meet our turnaround goal on a monthly basis. Additionally in 2008 we implemented a new level of supervision through shift supervisors in support of staff and our 24/7 workflow. In 2008 we maintained the KPM goal and began to exceed that goal for most months. We anticipate continued improvement in services through further decrease in turnaround times for all services with the aid of technology advances made in 2008 and 2009.

4. HOW WE COMPARE

There is no current direct comparison due to the differences from state to state regarding processing of arrest fingerprint cards as a result of organizational structure, funding and technical resources available. However some states are providing total automated processing where no human intervention takes place while others are in a mostly manual process status. Oregon has a combination of both automated and manual processing. We continue to shift as much workflow as possible to automated processing in order to gain more efficiency.

5. FACTORS AFFECTING RESULTS

Staffing levels and agency use of livescan technology both have a direct affect on our performance results as do our infrastructure systems availability. Agency submissions through livescan significantly improve our ability to provide real-time results. 86% of Oregon's county jail facilities use livescan technology to submit their arrest fingerprint cards with a growing number of local Police Departments also acquiring livescan technology for contributing fingerprint submissions. Our goal is to have 100% of those agencies submitting data directly into our AFIS/CCH Interface for 2 hour or less turnaround for criminal arrest responses and 24 hour or less for applicant responses. For agencies without livescan, our goal is to also provide same day turnaround; however the difference being same day once the submission is received at our office via US mail, etc.

6. WHAT NEEDS TO BE DONE

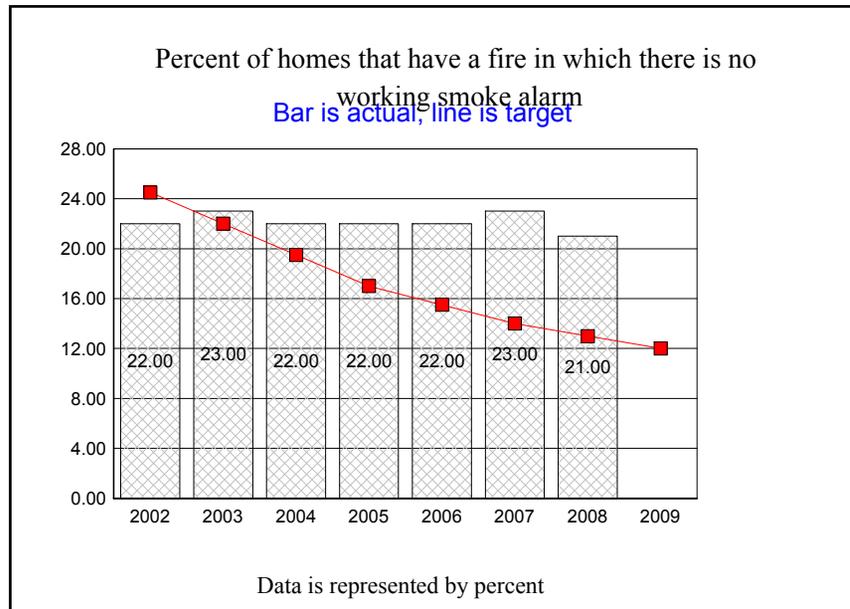
Continue to work on standards based data transmission with agencies and vendors for the ability to connect directly to our interface as well as encourage agencies to

obtain livescan to replace manual inked fingerprinting processes whenever possible. Work with agencies to assist them in making their submissions as they occur via livescan and if mailed through US Mail, ensure they are sent daily for an even workflow.

7. ABOUT THE DATA

The reporting cycle for this performance measure is calendar year. Statistics are compiled weekly from staff daily reports for work processed based on date of receipt and date of completion. Specifically this turnaround time is a random sampling of the average dates captured for work processed by staff within the week, and is not a full accounting of turnaround time for all cards processed. This is primarily due to the volume of work received, the various processes each card could go through as well as the ongoing manual process required for tracking. Weekly statistics are calculated through a summary document that produces an overall monthly turnaround based on the average number of days reported to complete the process. Submissions, completions, turnaround and pended work are all tracked within this performance measure as a means to operationally monitor progress and target bottleneck areas within the process where a shift in resources may be needed. With technology changes being made in late 2009/early 2010, we will capture workflow data and statistics using automation minimizing human error and anomalies sometimes noted within the manual process.

KPM #11	Homes with Smoke Alarms - Percent of homes that have a fire in which there is no working smoke alarm.	2001
Goal	Fire Safety Reduce loss of life and property due to of fire and hazardous materials	
Oregon Context	Oregon Benchmark #45 - Preventable death (years of life lost before age 70- rate per 1000)	
Data Source	Information obtained from Fire Incident Reports indicating no working smoke alarm or no smoke alarm present	
Owner	Department of State Police - Office of State Fire Marshal - Community Education Section Manager Tari Glocar, 503-934-9273	



1. OUR STRATEGY

A working smoke alarm gives occupants notice of the fire while there is still time to escape the rapidly growing smoke and deadly gases. Fire departments are key partners for this measure. Community Education staff train fire personnel across Oregon on how to carry out door-to-door smoke alarm campaigns in their communities higher risk areas. Fire departments receive a tool kit during trainings, a starter supply of smoke alarms, and a small grant to purchase campaign supplies or additional smoke alarms. OSFM proposed a new KPM to measure the residential fire death rate per capita. The new KPM has been proposed as an Oregon Benchmark through the Department of Administrative Services.

2. ABOUT THE TARGETS

The target is to decrease the number of homes in Oregon that have a fire where there is no smoke alarm or the alarm does not work. In 2001 the targets were established using historical trend data from fire incident reports submitted to the OSFM Data unit by fire departments statewide.

3. HOW WE ARE DOING

The actual percentage of homes without a smoke alarm or a working smoke alarm remains at 21 23%. The delivery of workshops and door-to-door campaigns will increase significantly in the 07-09 and 09-11 bienniums. A program coordinator is assigned this program as a primary duty and is working to achieve 56 door to door campaigns in the 07-09 biennium with a distribution of 3000+ smoke alarms. Local communities frequently supplement with additional smoke alarms.

4. HOW WE COMPARE

Oregon compares favorably to the national rate of 39% of homes that have a fire have no working smoke alarm or no smoke alarm present.

5. FACTORS AFFECTING RESULTS

Resources to carry out door-to-door campaigns in local communities affect the numbers of smoke alarms installed statewide including limited resources in local communities to supplement smoke alarms received from the Office of State Fire Marshal. Distribution of smoke alarms is usually limited to 50 alarms per campaign. Older and low-income housing is less likely to have a sufficient number working smoke alarms. Homes built today have alarms in and outside every sleeping area. The alarms in new housing are electric powered, so battery replacement is not as critical as alarms powered solely by battery. Data shows community fire alarm installation and media campaigns are an effective way to ensure working smoke alarms in high-risk neighborhoods.

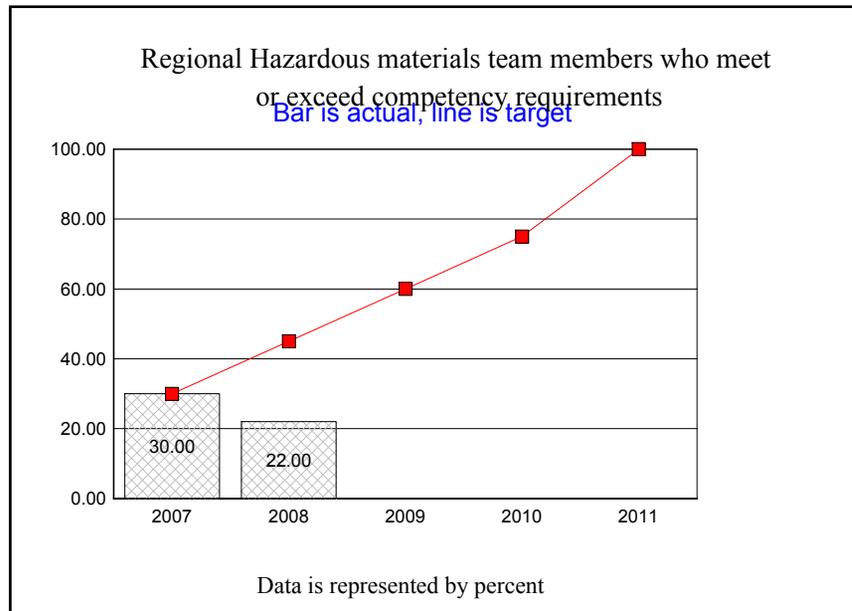
6. WHAT NEEDS TO BE DONE

The Office of State Fire Marshal and the Oregon fire service install smoke alarms in higher-risk housing through door-to-door smoke alarm campaigns and provide information on smoke alarm maintenance as part of the education component.

7. ABOUT THE DATA

The fire incident reporting cycle is annual. Oregon fire departments are required to report all fire incidents to the Office of State Fire Marshal. Over 90% of all departments report, which includes 99% of the Oregon population. Not all fire departments include smoke alarm information in their incident reports. The validity of the smoke alarm data that is submitted depends upon the accuracy of fire fighter or resident observations where the fire occurs. Fire death data shows the largest percentage of fire deaths occur in a home that does not have a working smoke alarm. Detailed data is available from the Office of State Fire Marshal.

KPM #12	Hazards Materials Safety - Increase the number of regional Hazardous materials team members who meet or exceed competency requirements set by the Oregon State Fire Marshal to 90% by 2011.	2007
Goal	FIRE SAFETY - Reduce loss of life and property due to of fire and hazardous materials	
Oregon Context	Oregon Benchmark #45 - Preventable death (years of life lost before age 70- rate per 1000)	
Data Source	Hazmat Teams Task Book Annual Completion Report	
Owner	Department of State Police - Office of State Fire Marshal - Emergency Response Unit Manager Mariana Ruiz-Temple, 503-934-8238	



1. OUR STRATEGY

Ensure State Hazardous Materials Emergency Response Team (HMERT) members are competent and trained to provide the best possible hazardous materials response to the people and environment of Oregon. Each member of the 14 HMERTs uses the task book to certify they meet the standards created and approved by the Teams Training Advisory Group and Office of State Fire Marshal (OSFM). The OSFM assists the HMERTs by providing an electronic reporting process showing percentages completed for each HMERT. The teams provide this information once a year to the OSFM. It is on file so teams training needs may be evaluated and training resources delivered. The 14 Oregon State Hazmat Teams are the key partners for this measure, while the people of Oregon are the primary customers.

2. ABOUT THE TARGETS

The OSFM and the Teams Training Advisory Group established competency standards to ensure consistent training and response capabilities by all HMERT members throughout the state of Oregon. To personnel and public safety as well as appropriate response, OSFM established the 90% completion target for HMERT members to meet or exceed competency requirements by 2011. The data helps identify statewide HMERT training needs.

3. HOW WE ARE DOING

This current actual data is not representative of all the hazmat team members. During 2007, eight of fourteen Hazmat Teams returned their Hazmat Teams Task Book Annual Completion Report. This represents 163 members of the 338 HMERT members statewide. Of the eight responding teams, 103 members, or 63%, completed their task book. With only eight of fourteen teams responding, current data only reflects 30% of the states total HMERT members as reaching competency levels. Anecdotally, OSFM knows the number is higher due to close and constant work with the HMERT. During 2008, the OSFM and the Teams Training Committee will evaluate the task book criteria and the reporting process to the OSFM. The implementation of a revised task book and reporting process will take effect in October of 2008. More complete and accurate reporting will be available in January of 2009.

4. HOW WE COMPARE

Currently there is no federal standard to compare with the Teams Task Book Annual Completion Report. Most hazmat teams and emergency responders throughout the United States complete task books one time to demonstrate competency. Because the OSFM program requires technicians to complete these on a biannual basis we will be identifying better ways to compare our task book to other groups who report similar data. The Hazmat Teams program is within the Emergency Response Unit at the OSFM. When compared to the Incident Management Teams (IMT) program, the Hazmat Teams Program is comparable with their 30% task book completion to the 28% of the IMT task book completion

5. FACTORS AFFECTING RESULTS

Each Hazmat team contracts with the OSFM. The contract period is a biennium, for example, July 2005 to July 2007. The task book completion period follows the same timeline. This results in lower numbers the first year of a biennium then the second year. OSFM is working with the teams to change the reporting period to an annual basis to provide better data.

6. WHAT NEEDS TO BE DONE

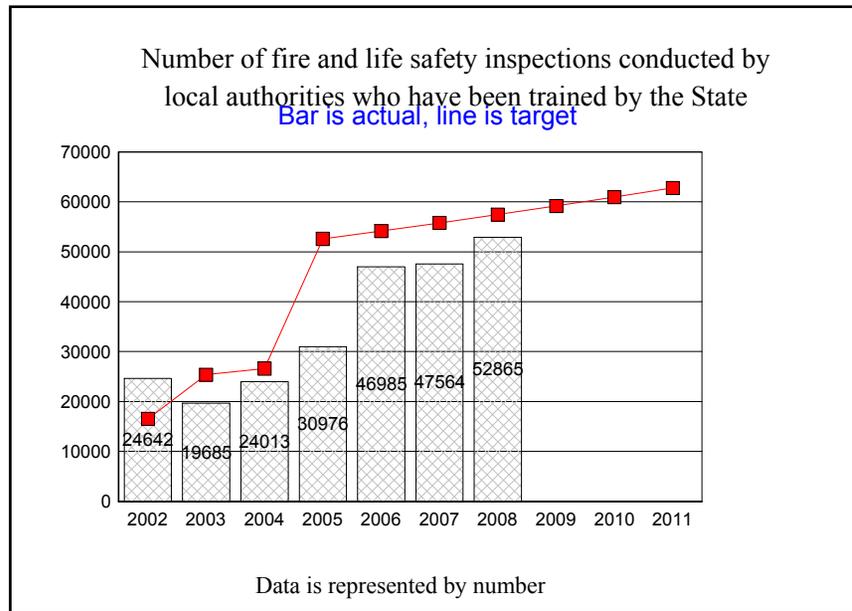
The OSFM will assist our Hazmat Teams by providing an electronic reporting process for percentages of each Hazmat Team. Once a year Hazmat teams will provide this information to the OSFM. This information will contribute to training needs assessments.

7. ABOUT THE DATA

The reporting cycle for this performance measure is calendar year. The Teams Advisory Group and OSFM approved the task book created by the Teams Training

Advisory Group. The tasks in the book comply with NFPA 472 and follow the curriculum provided by the International Association of Fire Fighters.

KPM #13	Fire Safety Training - Number of fire and life safety inspections conducted by local authorities who have been trained by the State Fire Marshal (increases total number of inspections statewide).	2002
Goal	Fire Safety Reduce loss of life and property as a result of fire and hazardous materials	
Oregon Context	Oregon Benchmark #45 - Preventable death (years of life lost before age 70).	
Data Source	Oregon State Fire Marshals Annual Resource Directory Report	
Owner	Department of State Police - Office of State Fire Marshal - Assistant Chief Deputy, Stacy Warner, 503-934-8252	



1. OUR STRATEGY

Increasing fire code compliance statewide reduces fire risk. Regularly inspected occupancies have a reduced incidence of fire because common fire hazards are identified and corrected. Fire departments and districts are our key partners for this measure.

2. ABOUT THE TARGETS

Oregon fire safety inspections generally target places with vulnerable populations. These include places with significant populations of the very old, the very young, and those not capable of saving themselves. Examples include hospitals, nursing homes, schools, daycare centers, and prisons. Private dwellings are outside the inspection authority of the fire service.

3. HOW WE ARE DOING

Oregon established a competency standard to increase code enforcement application and consistency beginning in 2008. To do this, OSFM launched the Fire and Life Safety Competency Recognition Program in 2004. This triggered a significant expected increase in target data beginning in 2005. With the new program, the number of inspectors trained by the OSFM was expected to increase; for this reason, the 2005 target was raised to account for the expected jump in inspections by local inspectors completing the Recognition Program. After 2005, 3% more than the prior years target is a realistic target. To date the target has not been met. Still, the number of inspections conducted has steadily increased as local fire service personnel enforcing the code receive training. As more fire service personnel are trained to perform inspection in their communities, the numbers of hazards identified and corrected are expected to increase. The expectation then, is to reduce the risk of death, injury, and property loss from fire.

4. HOW WE COMPARE

The number of hazards abated through fire safety inspection results in a reduced risk of fire for facilities in those occupancy classes inspected. Frequently inspected facilities experience reduced incidence of fires than facilities inspected infrequently. Fewer fires mean increased safety for the occupants and visitors to these facilities. In 2008, the fire service reported 52,865 inspections to the OSFM with 45,405 hazards identified and 77,660 hazards abated. This is a significant improvement compared to the 2007 figures when the fire service reported 47,564 inspections with 22,488 hazards identified and 19,886 hazards abated.

5. FACTORS AFFECTING RESULTS

Some hazards identified are easily corrected, such as clearing obstructions from an exit. These may be corrected while the inspector is on site. Other hazards are more challenging and may require construction or assistance from skilled trades to correct. Limited fire service staffing at the community level; increased competency expectations for those conducting inspections and giving plan review input to building officials limit the number of inspections and the number of hazards abated. This means facilities potentially benefitting from inspections may not receive this service.

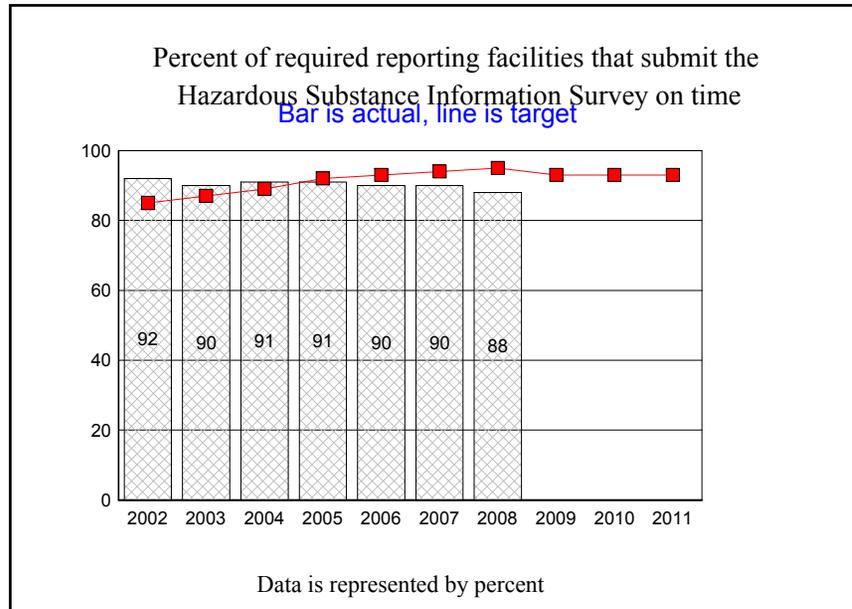
6. WHAT NEEDS TO BE DONE

Provide low cost or free local fire official training at the regional or local level to increase local fire code enforcement capacity. Work with fire departments to improve the quality of the inspection data they submit. In order to address the training needs of the fire service, the OSFM requested a limited duration Training and Development Specialist One position in the proposed 2009-11 budget. The position was to work with current staff to create training for fire service personnel conducting fire code enforcement activities. Completion of these curricula is critical to meeting the OAR 837-039 compliance deadlines. The position was subsequently eliminated from the 2009-11 budget. This will result in delays to creating and fielding advanced enforcement curricula, due to the potential Fire Insurance Premium Tax revenue shortfall.

7. ABOUT THE DATA

Oregon fire departments are required to report all fire incidents to the Office of State Fire Marshal. Staff turnover and inspection activities vary within departments and from year to year and not all fire departments report updated inspection data. OSFM is working with the Oregon fire service to document prevention activities in order to accurately evaluate successful programs and identify needed strategies.

KPM #14	Hazardous Substance Reporting - Percent of required reporting facilities that submit the Hazardous Substance Information Survey on time.	2002
Goal	Fire Safety Reduce loss of life and property as a result of fire and hazardous materials	
Oregon Context	Oregon Benchmark # 67 - Emergency Preparedness:a. percent of Oregon communities with geologic hazard data and prevention activities in place b. percent of Oregon counties with emergency operations plans meeting minimum criteria.	
Data Source	Oregon State Fire Marshals Annual Hazardous Substance Information Survey	
Owner	Department of State Police - Office of State Fire Marshal - Community Right to Know Operations & Data Manager Chris Kuenzi, 503-934-8209	



1. OUR STRATEGY

Increase the timely submittal of hazardous material survey information by facilities in order to provide emergency responders, planners and the public with accurate information about hazardous materials. Facility operators are a key partner for this measure. Fire departments/districts are the primary customer.

2. ABOUT THE TARGETS

The target trend was lowered to 93% beginning in 2009. This target is more realistic and within our means to attain based on controllable factors. By increasing the number of facilities submitting the Hazardous Substance Information Survey on time, emergency responders and planners will have the most current hazardous substance information available to them. This information is used to plan, prepare, and respond to fires and incidents involving hazardous materials.

3. HOW WE ARE DOING

For 2008, our target goal of 95% was not met.

4. HOW WE COMPARE

Our 2008 on-time submission rate of 88% is more than DEQs 2008 hazardous waste generators overall on-time submission rate of 73% and less than EPAs 2008 Toxic Release Inventory on-time submission rate of 96%.

5. FACTORS AFFECTING RESULTS

No action has been taken against facilities failing to submit the survey by the due date since 2004. This may result in a lack of attention to the due date by some facilities. Many facilities required to submit the survey are receiving it for the first time and are not familiar with the requirements. In 2009, the program no longer surveyed facilities reporting no hazardous substances. This reduced the number of facilities actively being surveyed from about 55,000 to about 23,000.

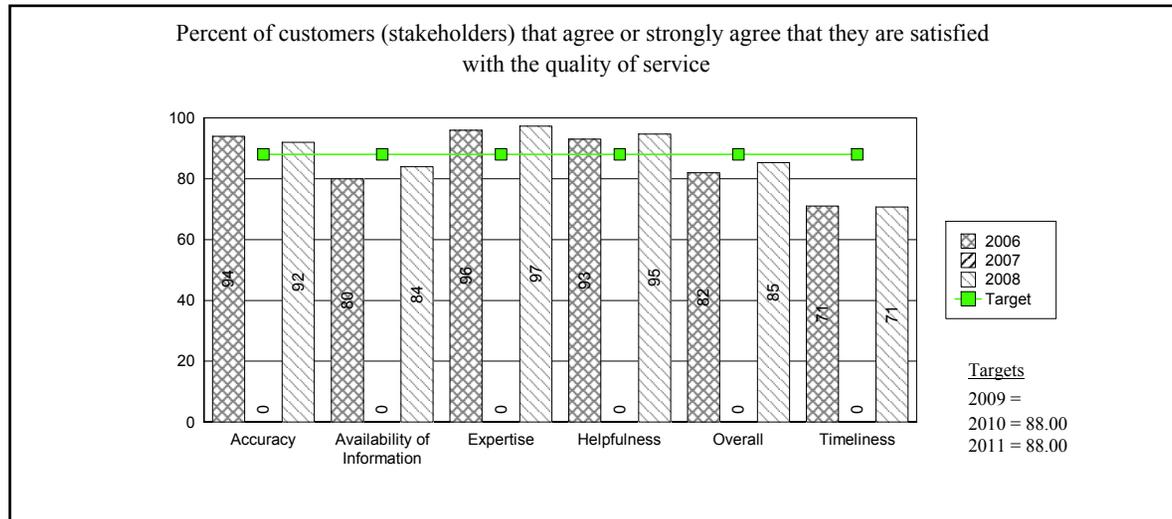
6. WHAT NEEDS TO BE DONE

Implement an automated notice of non-compliance program is planned in 2010 for facilities that fail to submit surveys on time. Assist facilities to achieve compliance through established resources such as the Hazardous Substance Information Hotline and the Community Right to Know compliance staff. Conduct more onsite compliance audits, and hold regional reporting assistance workshops.

7. ABOUT THE DATA

The reporting cycle is annual. ORS 453.317 requires facilities possessing hazardous substances to report quantities of those substances to the Office of State Fire Marshal. They are required to complete and submit the survey within 60 days.

KPM #15	Customer Satisfaction – Percent of customers rating their satisfaction with the agency customer service as “good” or “excellent”: overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.	2006
Goal	Customer Service - Percent of customers (stakeholders) that agree or strongly agree that they are satisfied with the quality of services provided by the Oregon State Police.	
Oregon Context	Not linked to Oregon Benchmark(s)	
Data Source	State Police Customer Service Survey conducted during the summer of 2006 and updated in 2008.	
Owner	Department of State Police - Office of the Superintendent, 503-378-3720	



1. OUR STRATEGY

In the summer of 2006 the State Police conducted its initial customer satisfaction survey, sampling State Police key stakeholders (Oregon District Attorneys, Sheriffs, Police Chiefs and legislators) and the general public (Oregon registered voters)***. The 2006 survey was conducted in consultation with Portland State University and a private contractor to ensure that survey design and methods were sound. During the summer of 2008, the survey** was again sent out to the agency's key stakeholders* to compare the agency's performance to the data obtained from the 2006 survey. The survey's customer/key stakeholder base was slightly modified to better reflect the key stakeholders that use State Police services on a regular basis. * In the 2008 survey the Key Stakeholders were slightly redefined - See #3 below. **The 2008 survey was conducted using "Survey Monkey" vs. US mail. *** The General Public was not surveyed in the 2008 survey. (In 2006, 4,500 surveys were sent via US mail with 536 surveys returned for a 12% return rate).

2. ABOUT THE TARGETS

The 2006 survey results established a preliminary baseline of customer satisfaction that set the initial target goal for overall satisfaction rating of 88%. The target of 88% remained as the goal for the 2008 survey.

3. HOW WE ARE DOING

The agency is meeting its goals for customer satisfaction, but continues to engage performance management to achieve greater satisfaction in the future.

4. HOW WE COMPARE

No known comparison information from neighboring jurisdictions and no industry standard available on a state police level.

5. FACTORS AFFECTING RESULTS

The 2006 survey results established a baseline of customer satisfaction goals and will be used to measure the agency's accomplishments toward the targets in the 2008 survey. A slightly different customer base may have affected the results. We will look at the trend after three years of consistent survey results. We believe we have defined a more accurate customer base.

6. WHAT NEEDS TO BE DONE

The agency reviewed the response data and recognized that there are categories of service we can improve upon; specifically, timeliness. For instance, we believe that as positions are filled and trained, response time, and evidence turnaround time will improve. Survey results and narrative comments from the survey are forwarded to those divisions affected, so that business needs may be adjusted.

7. ABOUT THE DATA

The 2006 survey targeted the finite population of key stakeholders that utilize State Police services. This population consists of clients, consumers, and constituents of State Police services. The sampling frame consisted of every District Attorney, Sheriff, Police Chief, and Legislator. The sampling was also defined by metropolitan and non-metropolitan geographic area. A census sampling method was utilized by sending a survey instrument via U.S. mail to each person in this population. A total of 199 stakeholders responded which resulted in a response rate of 66%. The survey was scheduled to be conducted once each biennium and was to be conducted using the same clients, consumers, and constituents. The required questions covered the below listed topics: A: Timeliness B: Accuracy C: Helpfulness D: Expertise E: Availability of Information For the 2008 update of the customer satisfaction survey, the stakeholders were modified slightly to include Oregon District Attorneys, Oregon Sheriffs, Police Chiefs and Natural Resource agency directors. The survey was conducted using the on-line survey service, Survey Monkey. The same required questions were covered in the 2008 survey as were covered in the 2006 survey. The 2008 survey is based on 2007 calendar year customer satisfaction. The target remains at 88%. A copy of the the, "Oregon State Police 2006 Customer Service Survey" report can be obtained through a request to the Oregon State Police, Superintendent's Office. A copy of the initial 2008 survey data can also be obtained by making a request through the Superintendent's Office.

POLICE, OREGON STATE DEPARTMENT of	III. USING PERFORMANCE DATA
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Agency Mission: The mission of the Department of Oregon State Police to enhance livability and safety by protecting the people, property and natural resources of the state.

Contact: Kailean Kneeland	Contact Phone: 503-934-0193
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Alternate: Larry West	Alternate Phone: 503-934-0209
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The following questions indicate how performance measures and data are used for management and accountability purposes.

<p>1. INCLUSIVITY</p>	<p>* Staff : Performance measures were developed with the assistance of the Division Directors within the agency. Division Directors worked with staff to develop the measures. The agencies performance measures are based on the core mission of each division and the agencies mission statement.</p> <p>* Elected Officials: The Oregon Legislature has reviewed the agencies performance measures and has made recommendations that the agency has adopted. The Agency has also amended, added and/or deleted performance measures as directed by Legislature. The Oregon State Police has worked with local elected officials in the production and implementation of local cooperative policing agreements which directly effect the State Police's ability to assist local communities and to meet the objectives identified in the agencies performance measures.</p> <p>* Stakeholders: The Oregon State Police stakeholders were surveyed in 2006, and an updated survey in 2008, on the Oregon State Police performance. Stakeholders were defined as every District Attorney, Sheriff, Police Chief and legislator. The survey included the below listed topics:A: TimelinessB: AccuracyC: HelpfulnessD: ExpertiseE: Availability of InformationSee results in KPM #15</p> <p>* Citizens: The Oregon State Police Annual Performance Progress Report is posted on the agencies website for citizen review and comment/suggestions. Oregon citizens were included in the 2006 customer satisfaction survey which included the below listed topics: A: TimelinessB: AccuracyC: HelpfulnessD: ExpertiseE: Availability of InformationSee results in KPM #15</p>
<p>2 MANAGING FOR RESULTS</p>	<p>Each performance measure was developed to assist divisions in meeting their primary mission. The activities that are being measured within each performance measure are not new activities to the agency. The performance measures now give each division manager a tool to measure the successes or shortfalls of their activities in meeting the desired outcome listed in each measure. The agency monitors the progress of its divisions in meeting the agency goals set in each performance measure.</p>
<p>3 STAFF TRAINING</p>	<p>Division staff received training on the development of the performance measures, the performance measurement and maintaining the data needed to monitor the progress of the performance measures shortly after agencies received the 2003-05 Budget and Legislative Concept Instructions. A review of the performance measure process, the new components of the process and annual report were discussed with each Division Director that is measuring performance measures to ensure a clear understanding of the performance measure process and its components.</p>
<p>4 COMMUNICATING RESULTS</p>	<p>* Staff : Division Command Staff are given a copy of each annual report and may provide input for future changes, additions</p>

and deletions.

* **Elected Officials:** Communication on agency performance results was and will be done through the legislative process during Ways and Means budget testimony.

* **Stakeholders:** All State Police stakeholders can view the agency's Annual Performance Progress Report online or they can request a copy of the report and one will be provided for their review.

* **Citizens:** Public communication will take place when the measures and the Annual Performance Progress Report is posted on the web site as instructed in section 1 of a memorandum by Director Gary Weeks, dated October 6, 2003. The agency will once again post the 2008 Annual Performance Progress Report on the agency's web page for public review. Agency URL is: <http://www.oregon.gov/OSP/index.shtml>