

POLICE, OREGON STATE DEPARTMENT of
Annual Performance Progress Report (APPR) for Fiscal Year (2013-2014)

Original Submission Date: 2014

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2013-2014 KPM #	2013-2014 Approved Key Performance Measures (KPMs)
1	Transportation Safety – Enhance transportation safety by reducing fatal, injury, and property damage crashes on state and interstate highways where the Oregon State Police (OSP) have primary responsibility.
2	Coverage – Reduce the percentage of calls for service where a trooper is unavailable to respond.
3	Criminal Apprehension/Detection - Increase the percentage of traffic stops resulting in an arrest or criminal citation.
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	RESIDENTIAL FIRE DEATH RATE: - Number of Oregonians per capita that die in a residential fire.
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).
14	Hazardous Substance Reporting - Percent of required reporting facilities that submit the Hazardous Substance Information Survey on time.

2013-2014 KPM #	2013-2014 Approved Key Performance Measures (KPMs)
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 2015-2017
NEW	<p>Title: Traffic Incident Management - Percent of lane blocking crashes cleared within 90 minutes.</p> <p>Rationale: *This KPM replaces KPM 2 which had a goal of reducing the percentage of calls for service where a trooper was unavailable to respond. This KPM focuses on one of the outcomes of more troopers being available to respond to calls by tracking the number of crashes cleared within 90 minutes. (*Note - Pending Legislative approval.)</p>
NEW	<p>Title: Transportation Safety – Enhance transportation safety by reducing fatalities on state and interstate highways where the Oregon State Police (OSP) have primary responsibility.</p> <p>Rationale: *This KPM replaces KPM 1 which had a goal of reducing the number of crashes on highways where OSP has primary responsibility. This KPM narrows the focus to reducing the number of fatal crashes on highways where OSP has primary responsibility. The Agency will focus enforcement efforts to reduce driving behavior that is known to contribute to fatal crashes. (*Note - Pending Legislative approval.)</p>
NEW	<p>Title: Angler and Hunter Contacts – Increase interactions with anglers and hunters.</p> <p>Rationale: *This KPM replaces KPM 4, 5 and 6, which had a goal of achieving a 90 percent compliance rate with laws related to angling and hunting. This KPM will provide a better measure of Troopers efforts in educating anglers and hunters while increasing deterrence and detection of those persons involved in unlawful angling and hunting activities through increased contacts. (*Note - Pending Legislative approval.)</p>
NEW	<p>Title: Illegal Harvest – Improve detection of illegally harvested fish and wildlife.</p> <p>Rationale: *This new KPM will give the Division a better and more accurate reflection of the number of illegally harvested fish and wildlife species; and highlight the Division's focus of increased efforts in detecting and apprehending persons illegally harvesting (poaching) fish and wildlife species. (*Note - Pending Legislative approval.)</p>
NEW	<p>Title: Crime Reduction – Number of Dismantled or Disrupted Drug Trafficking Organizations (DTO's).</p> <p>Rationale: *This KPM replaces KPM 8 which had a goal of increasing the number of narcotic investigation assists per detective. This KPM will focus on the overall goal of reducing the importation and distribution of illegal controlled substances by dismantling or disrupting drug trafficking organizations. (*Note - Pending Legislative approval.)</p>
NEW	<p>Title: Forensic Analysis – Percentage of analytical requests completed within 30 days or less.</p> <p>Rationale: *This KPM replaces KPM 9, which had a goal of having an average forensic analysis turnaround time of 30 days. This KPM continues to have a goal of completing analytical requests within 30 days, but reports the data as a percentage of requests completed within 30 days. The outcome of this KPM is to increase the percentage of analytical requests completed within 30 days. (*Note - Pending Legislative approval.)</p>

New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2015-2017
NEW	<p>Title: Hazardous Materials Safety – Percentage of Hazardous Materials Incidents properly identified and mitigated by OSFM Regional Hazardous Materials Emergency Response Teams (RHMERTs)</p> <p>Rationale: *This KPM is replacing KPM 12 which had a goal of hazmat team members meeting competency requirements set by the State Fire Marshal’s Office. This KPM focuses on the percentage of hazardous material incidents where the Hazmat teams properly identify the spill or leak and mitigate the hazard. (*Note - Pending Legislative approval.)</p>
NEW	<p>Title: Property Protection – The percentage of threatened residential and commercial properties saved from destruction by an approaching wildfire after initiation of operations by OSFM mobilized resources.</p> <p>Rationale: *This KPM focuses on the impact OSFM has on protecting life and property after a Governor enacted “Declaration of Conflagration” which allows OSFM to mobilize resources to combat the wildland fire that is threatening structures. (*Note - Pending Legislative approval.)</p>
DELETE	<p>Title: 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.</p> <p>Rationale: *The Agency is replacing this KPM with one that focuses on increasing the number of angler and hunter contacts which is directly impacted by the number of Troopers in the field. (*Note - Pending Legislative approval.)</p>
DELETE	<p>Title: Angler Compliance - Percent of anglers contacted who are angling in compliance with rules and laws associated with all species.</p> <p>Rationale: *The Agency is replacing this KPM with one that focuses on increasing the number of angler and hunter contacts which is directly impacted by the number of Troopers in the field. (*Note - Pending Legislative approval.)</p>
DELETE	<p>Title: Hunter Compliance – Percent of hunters contacted who are hunting in compliance with rules and laws associated with big game hunting seasons.</p> <p>Rationale: *The Agency is replacing this KPM with one that focuses on increasing the number of angler and hunter contacts which is directly impacted by the number of Troopers in the field. (*Note - Pending Legislative approval.)</p>
DELETE	<p>Title: Crime Reduction – Number of agency assists in narcotics investigations (including methamphetamine).</p> <p>Rationale: *The Agency is replacing this KPM with one that focuses on the number of Drug Trafficking Organizations that are dismantled or disrupted per year. (*Note - Pending Legislative approval.)</p>
DELETE	<p>Title: 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.</p> <p>Rationale: *The Agency is replacing this KPM with one that focuses on the percentage of analytical requests completed within 30 days. (*Note - Pending Legislative approval.)</p>

New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2015-2017
DELETE	<p>Title: 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.</p> <p>Rationale: *The Agency is replacing this KPM with one that focuses on the percentage of hazardous material incidents where the Hazmat teams properly identify the spill or leak and mitigate the hazard. (*Note - Pending Legislative approval.)</p>
DELETE	<p>Title: 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).</p> <p>Rationale: *The Agency is deleting this KPM as the State Fire Marshal's Office does not control the number of inspections that are conducted annually by local fire departments. (*Note - Pending Legislative approval.)</p>
DELETE	<p>Title: Hazardous Substance Reporting - Percent of required reporting facilities that submit the Hazardous Substance Information Survey on time.</p> <p>Rationale: *The Agency is deleting this KPM which is specific to a single program within the State Fire Marshal Office, in favor of the more general KPM's that reflect the overall performance of the division as a whole. The Community Right to Know program will continue to track this as an internal performance measure. (*Note - Pending Legislative approval.)</p>
DELETE	<p>Title: Transportation Safety – Enhance transportation safety by reducing fatal, injury, and property damage crashes on state and interstate highways where the Oregon State Police (OSP) have primary responsibility.</p> <p>Rationale: *The Agency is replacing this KPM with one that focuses on reducing fatal crashes. (*Note - Pending Legislative approval.)</p>
DELETE	<p>Title: Coverage – Reduce the percentage of calls for service where a trooper is unavailable to respond.</p> <p>Rationale: *The Agency is replacing this KPM with one that focuses on increasing the percentage of lane blocking crashes that are cleared within 90 minutes. (*Note - Pending Legislative approval.)</p>

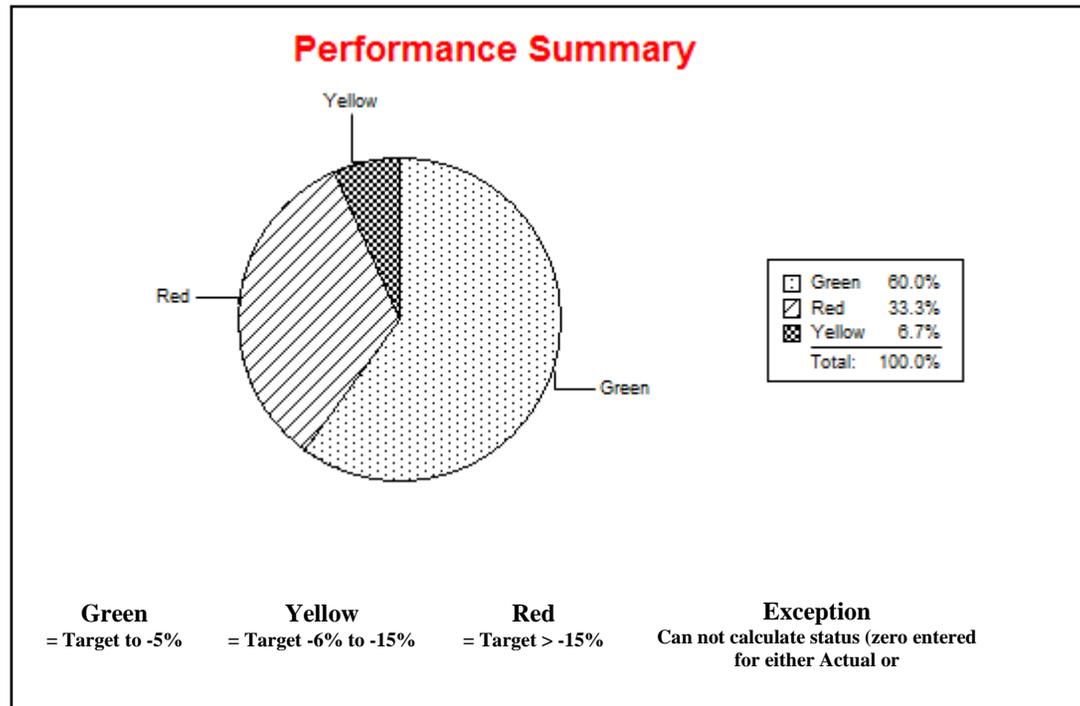
Agency Mission: The mission of the Department of Oregon State Police to enhance livability and safety by protecting the people, property and natural resources of the state.

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1. SCOPE OF REPORT

The 15 Key Performance Measures of the Oregon State Police highlight services provided by the following divisions: Patrol Services Division, Fish and Wildlife Division, Criminal Investigations Division, Forensic Services Division, Criminal Justice Information Services Division, and Oregon State Fire Marshal. Specifically, the Key Performance Measures are designed to gauge the divisions' performance with respect to improving transportation safety, the protection and preservation of Oregon's natural resources, criminal investigative services, forensic services, identification services, and fire and hazardous materials safety.

Oregon State Police provides public safety services beyond traditional highway enforcement. Many of the other public safety services provided by the agency do not have formal

performance measures; however, they play a critical support role for the entire criminal justice system in Oregon, such as State Medical Examiner, Law Enforcement Data System (LEDS), Oregon Uniform Crime Reporting (OUCR), Arson and Explosives Services, Gaming Enforcement, Professional Standards, and Administrative Services.

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, OBM #45 Premature Death: Years of life lost before age 70, OBM #62 Overall reported crimes per 1,000 Oregonians, OBM #63 Juvenile Arrests per 1,000 Oregonians, and OBM #68 Traffic Congestion: hours of travel delay per capita per year in urbanized areas. Crashes are also a cause of traffic delays and stoppages on Oregon's freight routes, causing a negative economic impact to Oregon's businesses. By improving performance in these areas, we contribute to the progress of OBM #41, #45, #62, #63, and #68, to the states 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 Benchmark #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 narcotics in our communities by working with our local law enforcement partners on interagency narcotic drug teams. By improving performance in these areas, 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 Freshwater Species: Percentage of monitored freshwater species not at risk, OBM #87 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 division is 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 Oregon's natural resources and habitat within the state.

Key Performance Measures 11, 12, 13 and 14 relate to OMB #45 Premature Death: Years of life lost before age 70, and reduction in the loss of property as a result of fire and hazardous materials and OMB #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. 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 incidents involving hazardous materials.

Key Performance Measure 15 is related to customer satisfaction with Oregon State Police. Customers were defined as the agency's key stakeholders (Oregon District Attorneys, Sheriffs, and Police Chiefs). 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 Oregon State Police has 15 Key Performance Measures (KPMs) that were adopted by the Oregon Legislature. The 15 KPMs are linked to five agency goals, the agency's mission statement, and eight Oregon Benchmarks. The Department of Oregon State Police had nine KPMs that either met target or were within 5% of target, one that was within (6-15) % of target, and the remaining five KPMs were more than 15% from target goal.

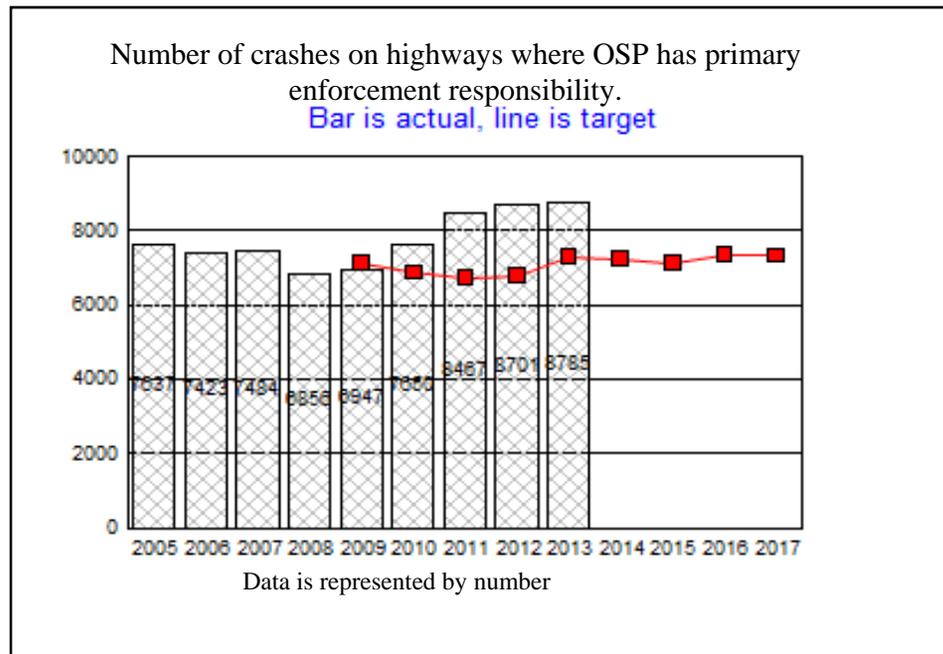
4. CHALLENGES

There are several primary areas of challenge that effect all the agency's Keys 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 instability in funding, which has resulted in 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 overall. Staffing -- As a result of the 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. Responding to Emerging Crime Trends -- Law enforcement must always be ready to adapt and respond to new crime trends. Two areas that are seeing significant increases in criminal activity are prescription drugs and large drug cartel marijuana grows. These large marijuana grows pose a serious threat to the safety of citizens and law enforcement. Many grows are in remote hard to reach areas protected by well-armed individuals. Handling a large grow safely, requires special tactics and well equipped law enforcement officers.

5. RESOURCES AND EFFICIENCY

The 2013 legislature authorized 1,257 positions for the 2013-15 biennium, of which 670 were full-time sworn positions, 50 were temporary sworn positions, and 537 were professional staff. The Oregon State Police received approximately 68% of the Departments funding from the state General Fund, 2% from Lottery Funds, 27% from Other Funds, and 3% from Federal Funds. The divisions that were primarily funded from the state General Fund were the Patrol, Criminal, Forensics, Medical Examiner, Administrative, and Criminal Justice Information Services. 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 agency delayed filling trooper positions (via Recruit Trooper schools) to balance our General Fund budget in 2013-15. Delays in holding Recruit Trooper schools have had a negative impact on the Department's ability to meet some Key Performance Measures. EFFICIENCY MEASURES: The agency does not have any performance measures that are efficiency measures.

KPM #1	Transportation Safety – Enhance transportation safety by reducing fatal, injury, and property damage crashes on state and interstate highways where the Oregon State Police (OSP) have primary responsibility.	2009
Goal	To reduce crashes statewide.	
Oregon Context	OBM #45 PREVENTABLE DEATH Years of life lost before age 70 OBM #41 INFANT MORTALITY RATE Infant mortality rate per 1000 live births OBM #68 TRAFFIC CONGESTION Hours of travel delay per capita per year in urbanized areas	
Data Source	The Oregon Department of Transportation Crash Analysis Unit provides information for crash analysis on state and interstate highway systems. In addition we use a newly established, real time, Problem Oriented Policing database at the Patrol, Region, and Headquarters level.	
Owner	Captain David Anderson, Patrol Services Division, 503-934-0268.	



1. OUR STRATEGY

The mission of the Department of Oregon State Police (OSP) is to enhance livability and safety by protecting the people, property and natural resources of the state. To realize this mission the Department objectives are to (1) Be There; (2) Prevent Harm; and (3) Support Oregon Communities. The Patrol Services Division provides uniform police services throughout the state with primary responsibility for the protection of human life and property through crash reduction, crime reduction, responding to emergency calls for police services, and other transportation safety issues on Oregon's rural state and interstate highways. The goal of this performance measure is to enhance transportation safety by reducing traffic crashes that occur on state and interstate highways where the agency has the primary responsibility of patrolling and responding to calls for service. Efforts include hazardous violation enforcement, impaired driver enforcement, commercial motor vehicle enforcement, and occupant protections. These efforts are closely tied to ODOT Transportation Safety programs and often involve coordination with local law enforcement. This strategy includes implementation of an outcome based, proactive philosophy which focuses on bringing OSP, citizens, and other stakeholders together to work as partners in addressing public safety issues. Local OSP Area Commands evaluate crash data, driving complaints, and stakeholder input to identify both specific areas requiring focused enforcement and the prevalent causes of motor vehicle crashes. A strategic, coordinated plan is then used to address those causes through enhanced enforcement, roadway engineering changes, and education efforts.

2. ABOUT THE TARGETS

The 2012 target goal was based upon a 5% reduction from the three year average of 2008-2010. The 2013 target goal is based upon a 5% reduction from the three year average of 2009-2011. After reporting several years of data, it was learned that reported crashes for calendar years prior to 2011 were not complete. The Oregon State Police learned through the Oregon Department of Transportation Crash Analysis and Reporting Unit that the total number of crashes for each year was under reported for all Oregon highways. It was explained that this was due to the method by which the Department of Motor Vehicles transferred crash reports to the ODOT Crash Analysis Reporting Unit. ODOT has corrected the problem and from 2011 forward, the crash data reflects all reported crashes. ODOT has informed OSP that corrections for the years prior to 2011 will not be made for administrative reasons. In addition to the under-reporting problem corrected by ODOT, another error was discovered during an audit of the *report on highway segments within OSP's area of responsibility. It was discovered that prior years' reports omitted any crashes occurring within the on/off ramps of the OSP highway segments. This error was corrected for 2010 data, but the actual data for the years prior to 2010 will not be corrected to include the on/off ramp crashes. Both of the under-reporting problems have contributed to the crash reduction target for 2010, 2011, 2012, 2013, and 2014 to be calculated lower than they should be; future targets will reflect more realistic goals as they will be based on better data.

*Data Source – ODOT Transportation Development Division Transportation Data Section Crash Analysis and Reporting Unit, Report #CDS160.

3. HOW WE ARE DOING

The 2013 goal was to reduce the total number of crashes by 5% from the 3 year average of 2009-2011. The actual number of crashes in 2013 was 8,785, which missed the crash reduction target of 7,304 by 1,481 crashes or approximately 20%. Due to the under-reporting problems outlined earlier, no clear conclusion can be drawn regarding the increase in the number of crashes until more accurate data has been reported for three consecutive years (2011, 2012, and 2013).

4. HOW WE COMPARE

The total number of fatal crashes on state and interstate highways where the agency has the primary responsibility of patrolling and responding to calls for service decreased from 130 in 2012 to 110 in 2013, a reduction of just over 15%. Total fatal crashes on the entire state highway system also showed a decrease from 171 in 2012 to 156 in 2013, equating to an approximate 9% reduction. The total number of fatal crashes for all Oregon highways (city, county, state) decreased from 306 in 2012 to 292 in 2013, nearly a 5% reduction. The state highway system accounted for 19,583,800,000 vehicle miles traveled during 2013. This is an increase of less than 1% from the 2012 total of 19,414,957,423. Source ODOT 2012 State Highway Crash Rate Tables.

5. FACTORS AFFECTING RESULTS

Each Area Command analyzes crash data provided by ODOT for their areas of responsibility. Driving behaviors are identified that are the leading causes of the crashes for that particular highway segment. Enforcement plans are developed and implemented that focus on changing the driving behaviors in an effort to reduce crashes. The Area Commands also work with ODOT and other partners on engineering and education efforts aimed at reducing crashes in those areas. There are other variables that affect crash rates that are outside the control of our enforcement, engineering, and education efforts. Some of the factors include the economy, adverse weather events, number of licensed drivers, and changes in annual vehicle miles traveled. In 2010 thirteen (13) trooper positions and two (2) sergeant positions were eliminated due to the loss of MCSAP (truck enforcement) funding. Shortfalls to the Oregon's General Fund have resulted in the loss of forty-nine (49) trooper positions. These reductions, coupled with normal attrition, will impact the Department's ability to meet our targets in the future.

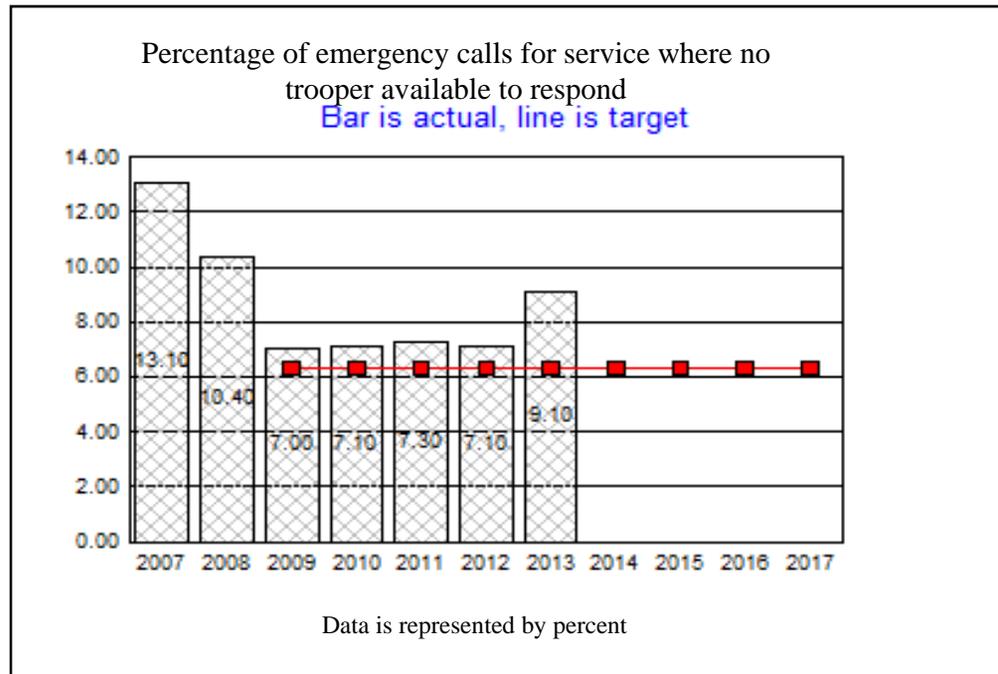
6. WHAT NEEDS TO BE DONE

The identified highway segments the Oregon State Police is responsible for need to be continually evaluated to determine the primary causation factors for crashes. Enforcement, engineering, and education plans will be regularly evaluated and updated with information to help further reduce crashes. The strategy for reducing crashes on these sections of highways will include efforts to increase patrol staffing, continue the partnership with ODOT, and continue the focus on the Patrol Services Division priority enforcement programs that are intended to improve transportation safety.

7. ABOUT THE DATA

All highway segments have been identified where the Oregon State Police has primary responsibility. Crash data is collected, compiled, and reported by the Oregon Department of Transportation Crash Analysis Unit on a calendar year reporting cycle. The statewide crash numbers are summarized from these reports and are the data used in evaluation of this performance measure. The following statement was provided on ODOT's Crash Analysis & Reporting Unit website: "A higher number of crashes are reported for the 2011 data file compared to previous years. This does not reflect an increase in annual crashes. The higher numbers result from a change to an internal departmental process that allows the Crash Analysis and Reporting Unit to add previously unavailable, non-fatal crash reports to the annual data file. Please be aware of this change when comparing pre-2011 crash statistics." Source: http://www.oregon.gov/ODOT/TD/TDATA/pages/car/car_publications.aspx

KPM #2	Coverage – Reduce the percentage of calls for service where a trooper is unavailable to respond.	2009
Goal	Enhance ability to respond to emergency calls and make rural and interstate highways safe.	
Oregon Context	OBM #41 – INFANT MORTALITY – Infant mortality rate per 1,000 live births OBM #45 – PREVENTABLE DEATH – Years of life lost before age 70 (rate per 1,000) OBM #62 – OVERALL CRIME - Overall reported crimes per 1,000 Oregonians; a) Person crimes; b) Property crimes; and c) Behavior crimes. OBM #63 – JUVENILE ARRESTS – Juvenile arrests per 1,000 Oregonians; a) Person crimes; and b) Property crimes.	
Data Source	The Oregon State Police Computer Assisted Dispatch (CAD) system calls for service data files.	
Owner	Captain David Anderson, Patrol Services Division, 503-934-0268	



1. OUR STRATEGY

The mission of the Department of Oregon State Police is to enhance livability and safety by protecting the people, property, and natural resources of the state. To realize this mission, the agency's objectives are to (1) Be There; (2) Prevent Harm; and (3) Support Oregon Communities. The Patrol Services Division provides uniform police services throughout the state with primary responsibility for the protection of human life and property through crash reduction, crime reduction, responding to emergency calls for police services and other transportation safety issues on Oregon's rural state and interstate highways.

This performance measure is in keeping with meeting the agency objectives of Be There, Prevent Harm, and Support Local Communities by measuring how well the agency is doing at reducing the number of calls for service where a trooper is not available to respond.

A "call for service" is defined as calls that require an immediate response that are coded by our dispatch centers as careless/reckless driving, hazardous driving complaints, driving under the influence of intoxicants, crashes, crimes in progress, and officers request for assistance (backup).

The agency will continue to work toward obtaining and allocating the number of sworn personnel necessary to provide the patrol coverage that will have a positive impact on this measure.

2. ABOUT THE TARGETS

During the 2007-2009 biennium, the Department implemented a plan to hire an additional 139 troopers. In anticipation of the additional troopers, the Department set a goal of reducing the 2008 number of "No Trooper Available" calls for service by 40 percent, which equates to a target percentage of 6.3 percent annually. Or more simply stated, the Department's goal is to respond to 93.7 percent of the calls for service, which is an improvement from the 2008 rate of responding to only 89.6 percent of the calls for service. The percentage of calls where no trooper is available is calculated by dividing the number of "No Trooper Available" calls by the total number of calls for service for that year.

3. HOW WE ARE DOING

The actual number of "No Trooper Available" calls increased from 13,298 in 2012 to 15,244 in 2013. The percentage of calls where a trooper was unavailable to respond also increased from 7.1 percent in 2012 to 9.1 percent in 2013. The Department fell short of the performance target of 6.3 percent and has not achieved this target since the performance measure's inception in 2009.

4. HOW WE COMPARE

No comparisons available at time of report.

5. FACTORS AFFECTING RESULTS

During the 2010 Special Session, 15 sworn patrol positions were eliminated due to the loss of MCSAP (truck enforcement) funding. An additional 49 sworn patrol positions were eliminated for the 2011-2013 biennium. These reductions, coupled with normal attrition, impact the Department's ability to meet our targets in the future, and are the primary causes for the agency not meeting the 6.3 percent target for "No Trooper Available" calls. In addition to staffing levels, the performance measure outcomes are impacted by the hours of coverage an office is able to provide, and the location of a trooper in proximity to a call for service. Currently, no office within the agency is able to provide 24/7 patrol coverage.

Another factor affecting our "No Trooper Available" percentage has been the implementation of our new Computer Aided Dispatch (CAD) system. The new CAD system, placed into service on August 13, 2012, has allowed the agency to more accurately define and track our calls for service. For example, under the previous CAD system, if two troopers responded to an incident the previous CAD created two calls for service events even though there was only one incident. Conversely, the new CAD system creates only one call for service even with more than one trooper responding. This improvement provides a truer representation of total calls for service compared to the previous system: in 2011 there were 201,793 calls for service under the previous CAD system; in 2012 the transition to the new CAD took place in August and the yearly total of calls for service was 188,139; and in 2013, the first full year under the new CAD, calls for service was 167,978. The 2013 data will be used to establish a new baseline target for this performance measure.

6. WHAT NEEDS TO BE DONE

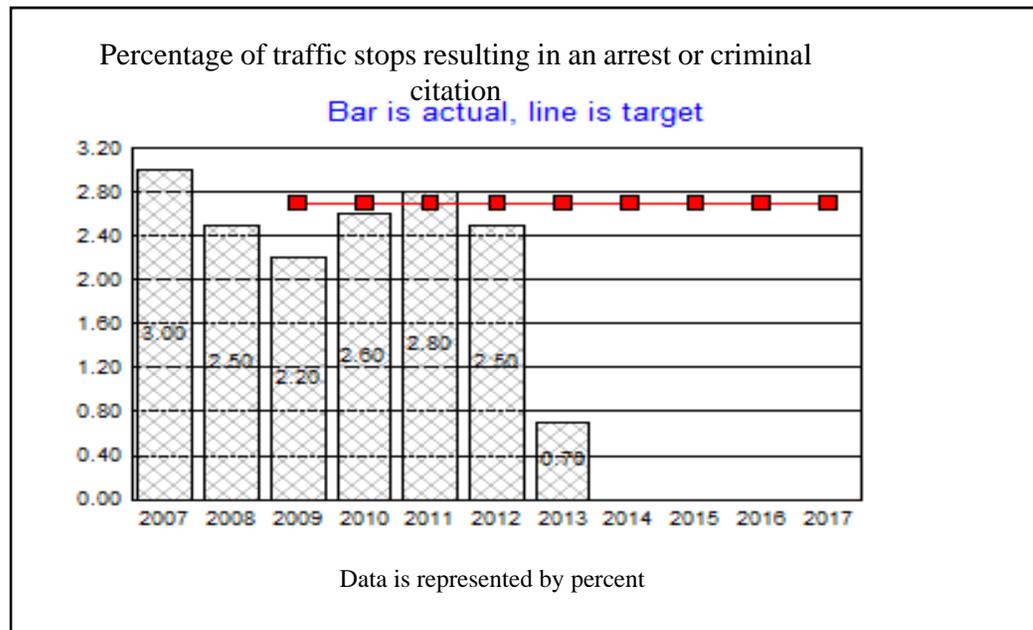
The Oregon State Police will continue to work toward identifying funding mechanisms that will allow the hiring of troopers needed to meet service delivery expectations of the public. Further, as a result of our new CAD system we will use 2013 data to establish a new baseline and target for this performance measure. The target developed in 2008 of reducing the number of "No Trooper Available" calls for service by 40 percent was based upon the premise that the agency would be hiring 139 more troopers; something that did not come to fruition due to macro-economic pressures. Given that our trooper numbers in the field have been steadily declining since 2009, a more realistic target for the agency is to reduce the "No Trooper Available" calls by 20 percent. Instituting this change into the target calculation formula and using the 2013 new CAD data would result in a new target of 7.3 percent.

7. ABOUT THE DATA

The data for this performance measure is collected and reported from the Computer Aided Dispatch Center within the agency Command Centers (dispatch) that meet the definition for "calls for service" and "no patrol available."

Each call for service that is received by the State Police Command Centers is coded by the "dispatcher" to identify the type of call. Each call also receives a code by the "dispatcher" indicating how the call was handled and the result. When a call for service is received and a trooper is unavailable to respond, the dispatcher will clear the call as "No Patrol Available", these are the calls for service that are counted for purposes of this measure.

KPM #3	Criminal Apprehension/Detection - Increase the percentage of traffic stops resulting in an arrest or criminal citation.	2009
Goal	The 2009 objective is an increase of criminal arrests resulting from a traffic stop by 10 percent.	
Oregon Context	OBM #62 – OVERALL CRIME - Overall reported crimes per 1,000 Oregonians; a) Person crimes; b) Property crimes; and c) Behavior crimes.	
Data Source	Oregon State Police Computer Assisted Dispatch (CAD) data	
Owner	Captain David Anderson, Patrol Services Division, 503-934-0268	



1. OUR STRATEGY

The mission of the Department of Oregon State Police is to enhance livability and safety by protecting the people, property and natural resources of the state. To realize our mission, the Department’s objectives are to (1) Be There; (2) Prevent Harm; and (3) Support Oregon Communities. The Patrol Services Division provides uniform police services throughout the state with primary responsibility for the protection of human life and property through crash reduction, crime reduction, responding to emergency calls

for police services and other transportation safety issues on Oregon's rural state and interstate highways. A primary objective of the Patrol Services Division in support of the agency mission is to promote transportation safety on Oregon's highways. This is accomplished through high-frequency contacts, which include violations of traffic offenses, assisting motorists, and any other law enforcement encounter. Crimes of many types have a transportation component, which may come to the attention of a trooper while on active patrol. The agency has promoted a philosophy within the Patrol Services Division of using patrol enforcement to disrupt and dismantle all forms of criminal activity occurring on Oregon's state and interstate highways. This includes, but is not limited to: the apprehension of fugitives and felons, detection of weapon violations, recovery of stolen vehicles and property, detection of identity theft crimes, the apprehension of narcotics traffickers, acts of terrorism, unlawful possession of explosive devices, counterfeit merchandise, and the identification of proceeds and instrumentalities used to facilitate and/or further criminal activity. State troopers are expected to frustrate criminal endeavors while protecting the civil rights of all citizens. The apprehension of criminal offenders through routine contacts further prevents other crimes from being committed. State Police Criminal Division detectives often respond to these contacts to assist with furthering the investigation and identifying criminal organizations. The goal of this performance measure is to increase the detection and apprehension of persons engaged in criminal activity when utilizing Oregon's transportation system. The Oregon State Police focuses on bringing the agency, citizens, and stakeholders together to solve public safety issues. This process is used to identify those highways and interstates that are most susceptible to use by criminal offenders and/or where repeated incidents are occurring that have related characteristics (behavior, location, people, and time) that concern a community and fall within the mission and jurisdiction of the agency.

2. ABOUT THE TARGETS

The 2013 goal was to reach a percentage of traffic stops resulting in an arrest or criminal citation to 2.7 percent of all traffic stops. The performance measure target reports this increase as a ratio of routine contacts resulting in arrests and criminal citations compared to the total number of routine contacts. The performance measure percentage is calculated by dividing the total number of routine contacts resulting in an arrest or criminal citation for each year by the total number of routine contacts. The target percentage was calculated by increasing the 2008 arrests and criminal citations (5,892) by 10 percent (589) and dividing that result by the total number of routine contacts for 2008 (237,474). The resulting target percentage of traffic stops resulting in an arrest or criminal citation is 2.7 percent. The actual percentage for 2008 was 2.5 percent. The goal of increasing the number of arrests and criminal citations stemming from routine contacts to 2.7 percent was initially based on the anticipated hiring of additional troopers, the efforts the agency has placed on enhanced training to improve skills at detecting criminal activity during routine contacts, and providing supportive resources such as narcotic canines.

3. HOW WE ARE DOING

There were 1,382 routine contacts that resulted in an arrest or criminal citation out of 190,876 total routine contacts in 2013; this calculates to a percentage of routine contacts resulting in an arrest or criminal citation of 0.7 percent. The Department fell short of the 2.7 percent target, in large part due to significant changes in the agency's Computer Aided Dispatch (CAD) system – see "Factors Affecting Results". The Department first reported on this performance measure in 2009 and through 2012 has consistently come very close to achieving the 2.7 percent target; in fact in 2011 the department exceeded the target, reporting a result of 2.8 percent.

4. HOW WE COMPARE

No comparisons available at time of report.

5. FACTORS AFFECTING RESULTS

The major factor that affected the Department's performance related to this measure was the change to OSP's Computer Aided Dispatch (CAD) system in August 2012. The target established for this KPM was determined from baseline data obtained by the previous CAD system used by the agency in 2008. The previous CAD system had limited capabilities to capture multiple outcomes related to an incident. To compensate for this technological constraint, multiple incidents were created in the CAD system to capture the outcomes. Unfortunately, this practice resulted in the agency's routine contact numbers being inflated.

On August 13, 2012, OSP transitioned to a new CAD system. The new CAD system is more capable than the previous system, allowing for multiple outcomes to be captured per incident. Because of this, the process of creating additional records for the same incident is no longer necessary and the subsequent routine contact numbers are no longer inflated. Examining the results of this KPM prior to the transition to the new CAD system demonstrates an increase the outcomes. Specifically, from January 1, 2012, to August 12, 2012 (prior to the transition) the agency reached a rate of 3.0 percent; this was .2 percent higher than 2.8 percent reached in 2011. After the new CAD system was implemented, the rate significantly dropped to 1.5% between August 13, 2012, to December 31, 2012. The 2013 rate of 0.7 percent reflects a full year's worth of enforcement work conducted under the new CAD system. The data obtained from the new CAD in 2013 will be used to establish an adjusted baseline for future goal setting.

6. WHAT NEEDS TO BE DONE

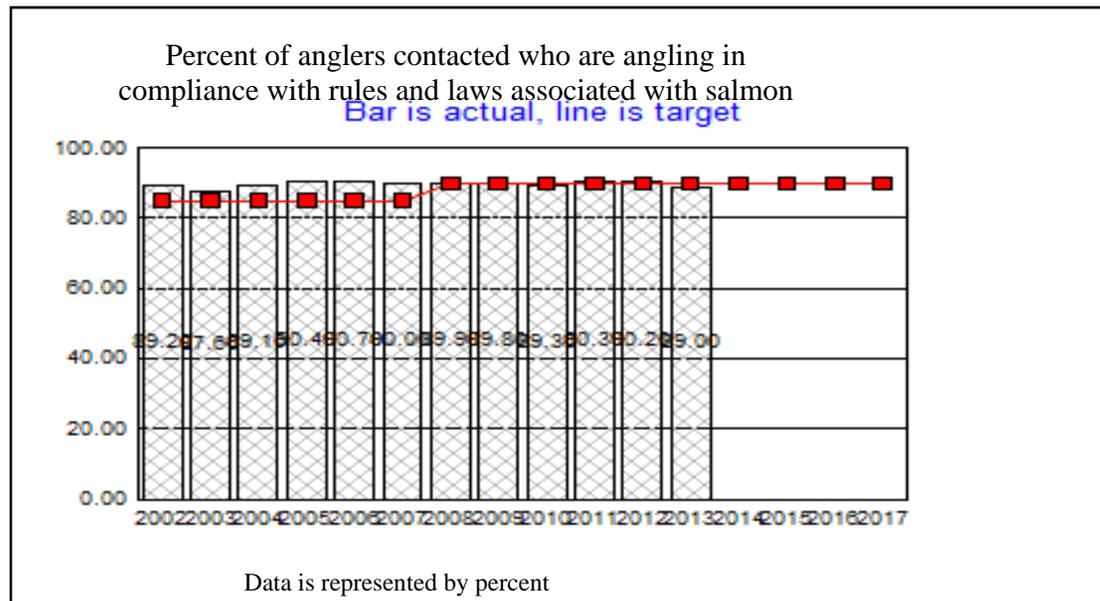
Due to the new CAD system, a new KPM target will need to be established using 2013 data as a baseline. Based upon the method used to calculate the previous target of 2.7 percent – increase by 10 percent the number of 2013 routine contacts that resulted in an arrest or criminal citation and then divide that number by the total number of routine contacts for 2013 – the new target percentage will be 0.8 percent.

The agency will also continue promoting the philosophy that every trooper is vigilant and observant of any characteristics or behaviors that may lead to the detection of criminal conduct on every routine contact. The agency will need to continue providing criminal related training of all types to enhance those skills. Providing this training may be difficult due to current budget constraints.

7. ABOUT THE DATA

The data for this performance measure is collected and reported by the Oregon State Police Command Centers (dispatch). Each time a trooper makes a routine contact (i.e. traffic stop, motorist assist) the incident is cleared with a code in the Computer Aided Dispatch (CAD) system declaring the outcome of the contact (i.e. warning, citation, arrest, cite & release). Any routine contact that is cleared with a "lodged in jail" or "cite & release – crime" code is counted for purposes of this measure (Driving Under the Influence of Intoxicants is not included).

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 Jeff Samuels, 503-934-0221	



1. OUR STRATEGY

Increase voluntary compliance of rules and laws associated with salmon and steelhead through high visibility enforcement. Key partners include the Oregon Department of Fish and Wildlife, Oregon Watershed Enhancement Board and the National Oceanic and Atmospheric Administration.

2. ABOUT THE TARGETS

The target was established by working with Oregon Department of Fish and Wildlife (ODFW) to establish a level of compliance to ensure illegal harvests 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 for this KPM by obtaining a rate of 89% in 2013.

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 have used Oregon as a model to set their own method of measuring compliance rates. The state of Washington is very similar to Oregon with respect 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 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.

5. FACTORS AFFECTING RESULTS

Angler compliance can be influenced by many factors, such as regulation complexity and opportunity (availability of fish). In several cases, Oregon State Police (OSP) Fish and Wildlife Division troopers have observed poor compliance when the opportunities to catch fish were not abundant; conversely, high compliance was observed when fish populations were high. Furthermore, if anglers do not understand or believe a regulation is valid, they tend to ignore or violate the rules. For instance, the barbed hook rule (applicable to the Pacific Ocean and Columbia River) comprises the majority of violations in the ocean fisheries. Many of these violations are the result of anglers not understanding or valuing the rule because the use of barbed hooks is allowed in other fisheries.

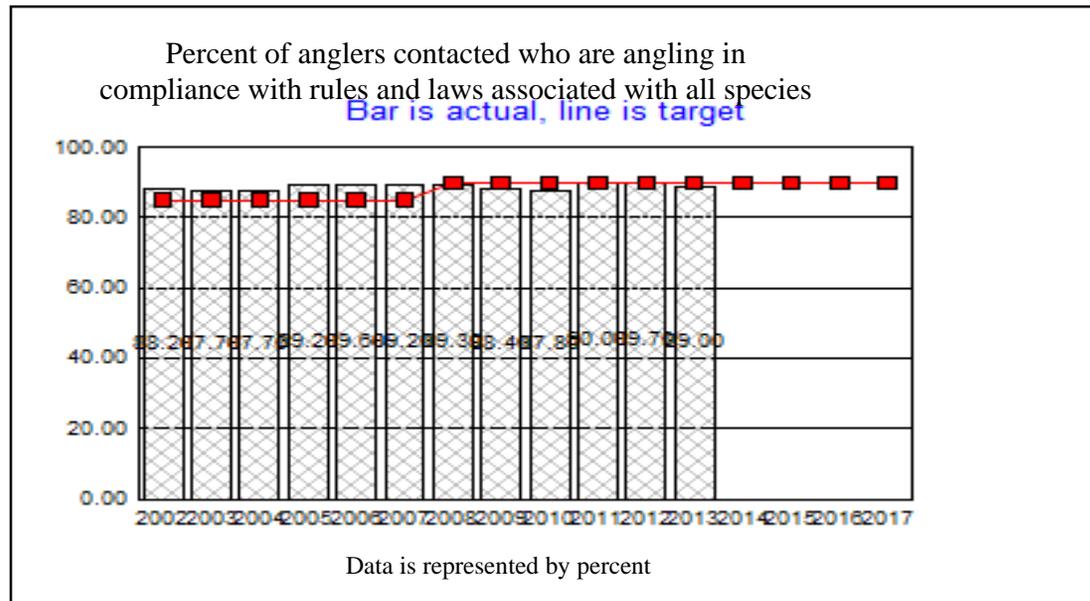
6. WHAT NEEDS TO BE DONE

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 regular basis (monthly and annually). All data submitted by a trooper is validated 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 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 angler compliance data is compiled statewide through the use of the OSP developed BrosLund report.	
Owner	Oregon State Police - Fish and Wildlife Division Captain Jeff Samuels, 503-934-0221	



1. OUR STRATEGY

Increase voluntary compliance of rules and laws associated with all fish species through high visibility enforcement. Key partners include the Oregon Department of Fish and Wildlife, Oregon Watershed Enhancement Board, and the National Oceanic and Atmospheric Administration.

2. ABOUT THE TARGETS

The target was established by working with Oregon Department of Fish and Wildlife (ODFW) to establish a level of compliance to ensure illegal harvests 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% in 2013.

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 have used Oregon as a model to set their own method of measuring compliance rates. The state of Washington is very similar to Oregon with respect 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 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 relating to a statewide compliance associated with all fisheries.

5. FACTORS AFFECTING RESULTS

Angler compliance can be impacted by many factors, such as regulation complexity and opportunity (availability of fish). In several cases, Oregon State Police (OSP) Fish and Wildlife Division troopers have observed poor compliance when the opportunities to catch fish were not abundant; conversely, high compliance was observed when fish populations were high. Furthermore, if anglers do not understand or believe a regulation is valid, they tend to ignore or violate the rules. For instance, the barbed hook rule (applicable to the Pacific Ocean and Columbia River) comprises the majority of violations in the ocean fisheries. Many of these violations are the result of anglers not understanding or valuing the rule because the use of barbed hooks is allowed in other fisheries.

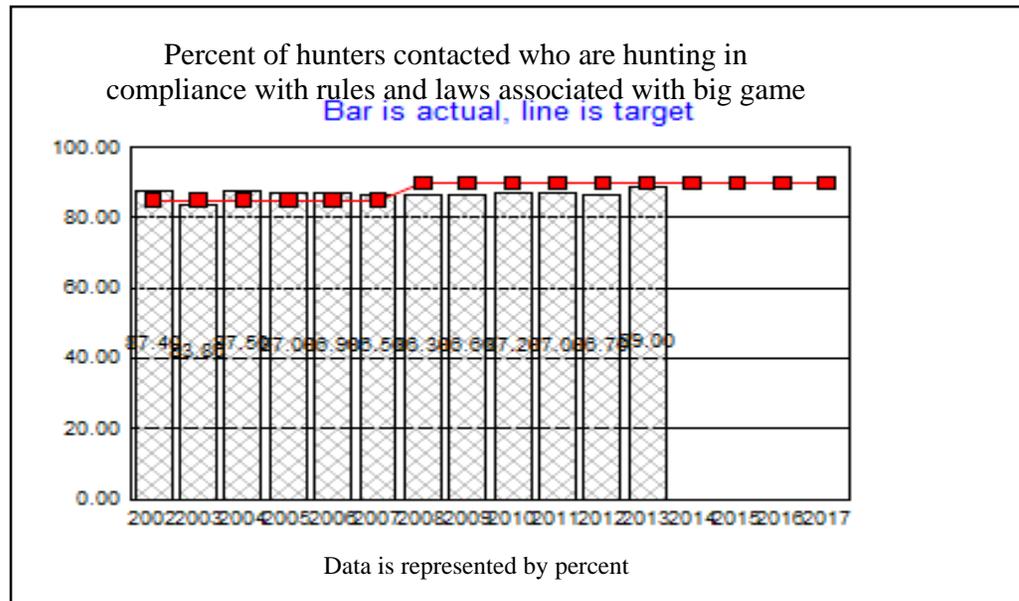
6. WHAT NEEDS TO BE DONE

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 regular basis (monthly and annually). All data submitted by a trooper is validated 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 Jeff Samuels, 503-934-0221	



1. OUR STRATEGY

Increase voluntary compliance of rules and laws associated with all big game species through high visibility enforcement. Key partners include the Oregon Department of Fish and Wildlife and Oregon Watershed Enhancement Board.

2. ABOUT THE TARGETS

The target was established by working with Oregon Department of Fish and Wildlife (ODFW) to establish a level of compliance to ensure illegal harvests 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. The Oregon State Police Fish and Wildlife Division raised the target rate to 90% in 2008.

3. HOW WE ARE DOING

The Fish and Wildlife Division nearly met the statewide target of 90% compliance by obtaining a rate of 89% in 2013.

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 have used Oregon as a model to set their own method of measuring compliance rates. The state of Washington is very similar to Oregon with respect to wildlife issues and geography. However, the Washington Department of Fish and Wildlife does not have a performance measure identical to Oregon's performance measure related to statewide Big Game Hunting compliance.

5. FACTORS AFFECTING RESULTS

Hunting compliance can be impacted by many factors, such as regulation complexity and opportunity (availability of tags in the areas hunters are familiar with and want to hunt). In several cases, Oregon State Police (OSP) Fish and Wildlife Division troopers have observed hunters violate regulations because they don't know an area or don't see the game they expecting to hunt. Furthermore, if hunters do not understand or believe a regulation is valid, they tend to ignore or violate the rules. For instance, some hunters will fill the tag of another hunter in an effort to help, even though it a violation of hunting regulations.

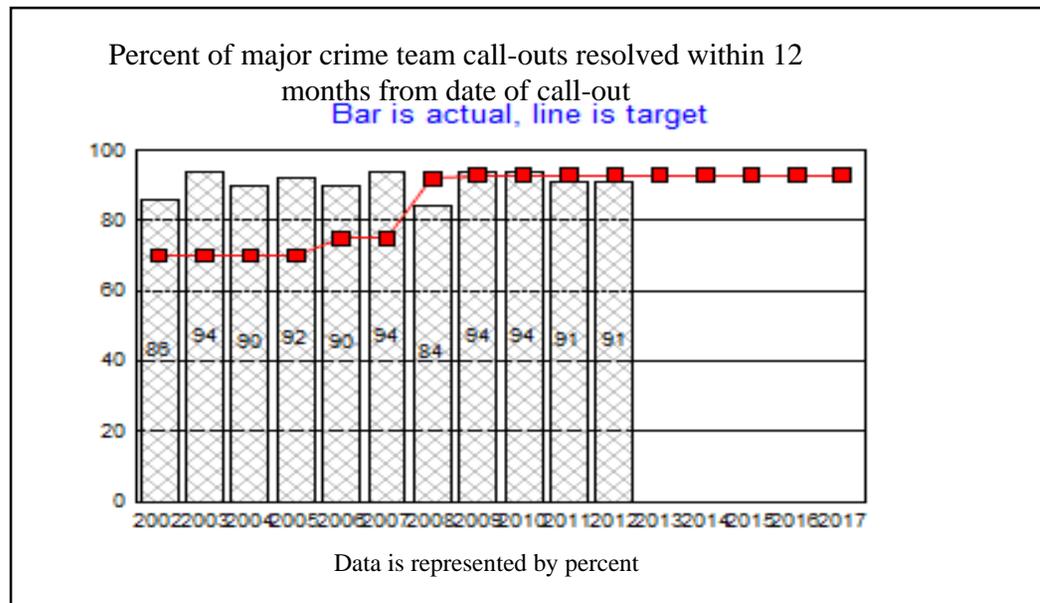
6. WHAT NEEDS TO BE DONE

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 regular basis (monthly and annually). All data submitted by a trooper is validated 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 #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 Captain Terri Davie, 503-934-0230	



1. OUR STRATEGY

In an effort to provide safe communities for Oregon, the Oregon State Police Major Crimes Section supports and augments the efforts of local agencies within the state relating to major crime investigations against people. In addition, the Major Crimes Section is responsible for investigating crimes within state institutions (Department of Corrections,

Oregon Youth Authority, and Oregon State Hospital). Requests are made to the Oregon State Police for the assignment of detectives and/or supervisors to participate in a major crime investigation. The participation of Oregon State Police detectives in major crime investigations provides resources to many local agencies that would otherwise be unavailable to them. Through the use of Oregon State Police detectives and resources, the goal is to resolve a high rate of cases quickly and judiciously.

2. ABOUT THE TARGETS

To measure the effectiveness and impact of Oregon State Police resources and detectives on major crime investigations, the Criminal Division tracks the resolution rate of cases within 12 months. "Resolved" means a case is closed by an arrest or indictment of the perpetrator. Cases are also closed and considered "resolved" if the investigation reveals a death to be accidental, natural, justifiable, by suicide, or if 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.

The current target for resolving major crime investigations within 12 months from the date of callout is 93 percent. The 2005 Ways and Means Committee suggested an upward revision of this performance metric's target to 75 percent for 2006-07 and 85 percent in continuing years. In 2007, the Oregon Legislature suggested another upward revision of the target to 92 percent for 2008 and 93 percent for continuing years given the Criminal Division exceeded a 90 percent resolution rate the three previous years.

3. HOW WE ARE DOING

Between January and December of 2012, Major Crime Section detectives responded to 101 major crime team call-outs across the state. Of those, 92 were resolved within 12 months for a resolution rate of 91 percent, narrowly missing the target of 93 percent.

From 2008 to 2009, there was a 10 point increase in the resolution rate. The 93 percent target established for calendar year 2009 was exceeded with a resolution rate of 94 percent. A resolution rate of 94 percent was achieved again in 2010, slightly exceeding the 93 percent target for a second consecutive year. In 2011, the target was narrowly missed as the resolution rate was 91 percent.

4. HOW WE COMPARE

Compared to the national resolution rate, Oregon's major crime teams are doing very well. The national resolution rate in 2012 was 62.5 percent for murder and non-negligent manslaughter, and 41.33 percent for all other violent crime (forcible rape, robbery and aggravated assault). The average actual resolution rate for major crime team call-outs during the last five years is 91.4 percent (*Source: FBI Uniform Crime Reporting Program 2012).

5. FACTORS AFFECTING RESULTS

The complex nature of major crime investigations, the availability of resources in relation to the scope of the investigation, and the geographical location of the investigation team may impact the result of this performance measure. Other contributing factors are attrition to our workforce, and an increased role in Oregon's distressed timber counties. For instance, in June 2012, the Josephine County Sheriff's Office began referring a large portion of all their criminal investigations, and OSP's Southwest Region saw an increase of 36% in Major Crime Team callouts from 2011 to 2012.

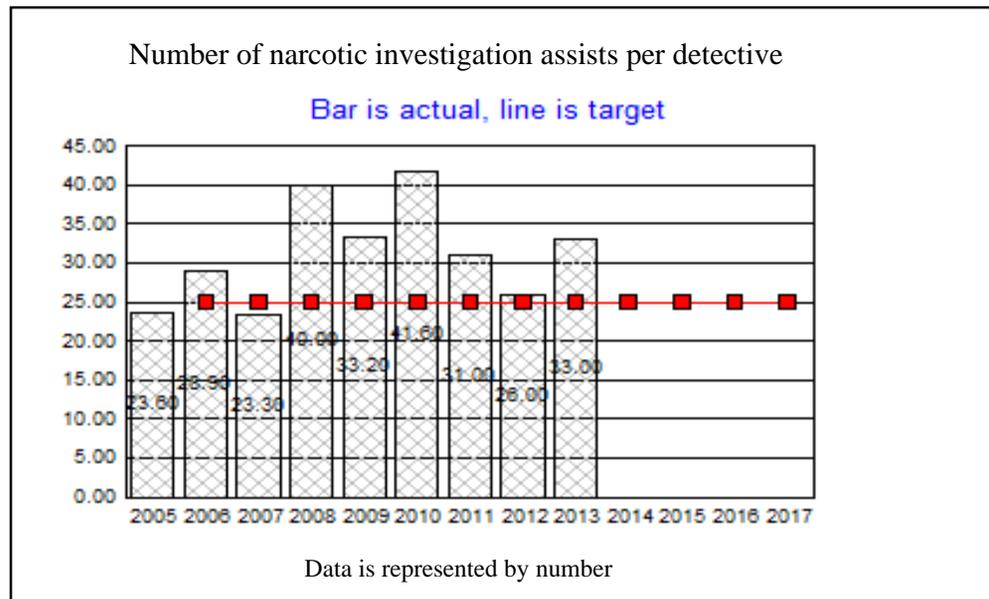
6. WHAT NEEDS TO BE DONE

Continue participation in the major crime team investigations and maintain availability of other support functions to assist in investigations as needed. Continue training and career development of Major Crime Section detectives to maintain a high level of competency due to the attrition of experienced detectives.

7. ABOUT THE DATA

The Criminal Division's performance for this metric is monitored monthly by tracking major crime team callouts Oregon State Police Criminal Division detectives participate on across the state. The data is maintained by the Oregon State Police Criminal Division and is aggregated each year to determine the annual resolution rate. The annual resolution rate of major crime investigations 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 / Captain Terri Davie (503) 934-0230.	



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 related 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 with narcotics investigations. The Oregon State Police's participation in local narcotics task forces enables the task force to conduct investigations that would not otherwise be possible. 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 target (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 to 33 per detective in 2013 compared to 26 per detective in 2012. The average over the last three years is well above the target.

4. HOW WE COMPARE

The Washington State Police does not have any comparable data because they do not track or monitor the equivalent data points used to calculate this KPM. However, the Idaho State Police does track comparable data points and their average investigations per detective in 2010 were 12.9. This is significantly lower than Oregon State Police detectives, but may be attributed to the nature of the investigations focused on by Idaho State Police investigators.

5. FACTORS AFFECTING RESULTS

Task forces target street-level, mid-level, and/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 number of investigations completed because of the variance in time required to investigate, street, mid, and upper-level drug trafficking organizations. Changes in narcotic trends also influence the type and length of investigations being conducted.

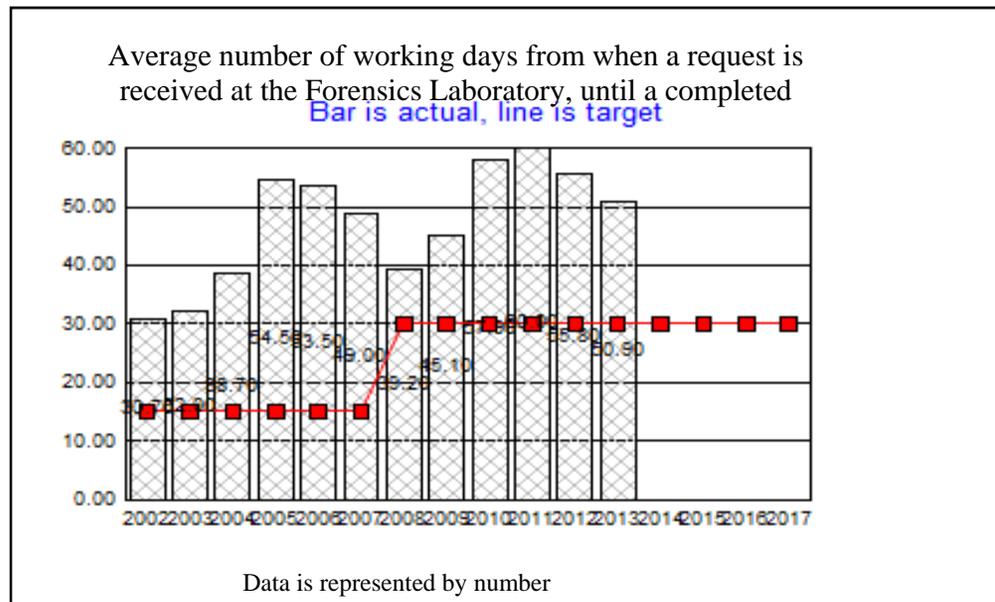
6. WHAT NEEDS TO BE DONE

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 Drug Enforcement Section detective or supervisor 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, and other substantive investigative support.

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 / Interim Captain Susan Hormann, 503-934-0239.	



1. OUR STRATEGY

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. The Division has five laboratories strategically located throughout the state to provide forensic services.

2. ABOUT THE TARGETS

The goal is to achieve an overall average turnaround time of 30 days. Timely forensic analysis is critical to successful criminal investigations and the efficient administration of the criminal justice system. While specific forensic disciplines (i.e. Drug Chemistry and Toxicology) might realize turnaround times of less than 30 days, other forensic disciplines (i.e. DNA and Latent Fingerprints) will have substantially higher turnaround times due to the nature of the work. The 10 year goal is to complete 80% of all requests for analysis within 30 days of receipt on average.

3. HOW WE ARE DOING

The Division received 27,866 requests for analysis in 2013, which is an increase of 2,307 requests over 2012. The Division completed 25,628 analyses in 2013, which is a decrease of 612 from 2012. The average turnaround time for completing analytical requests dropped from 60.0 days in 2011 to 55.8 days in 2012. This average dropped again in 2013 to 50.9 days. Of the cases completed in 2013, 50% of them were completed in 30 days or less. This is a slight improvement over 2012 where only 47% of the cases completed were done in 30 days or less.

4. HOW WE COMPARE

There is no known national standard performance measure that measures the average turnaround time to complete an analysis. However, a national standard does exist that defines "casework backlogs" as any submission that has not been completed within 30 days.

5. FACTORS AFFECTING RESULTS

The Division is being impacted by an increasing number of submissions each year. The ability to have reduce backlogs and turnaround times is dependent on the ability to process more requested analysis than is received. The Division continues to be impacted by changes in forensic science disciplines, new emerging drugs, and the ability to keep pace with new technology. All instrumentation and methodologies must go through a rigorous validation process to meet accreditation requirements. Additionally, the filling of vacancies with new hires and the subsequent training all impact the amount of time devoted to casework. Training a new scientist can range from six months to 2 years depending on the forensic discipline.

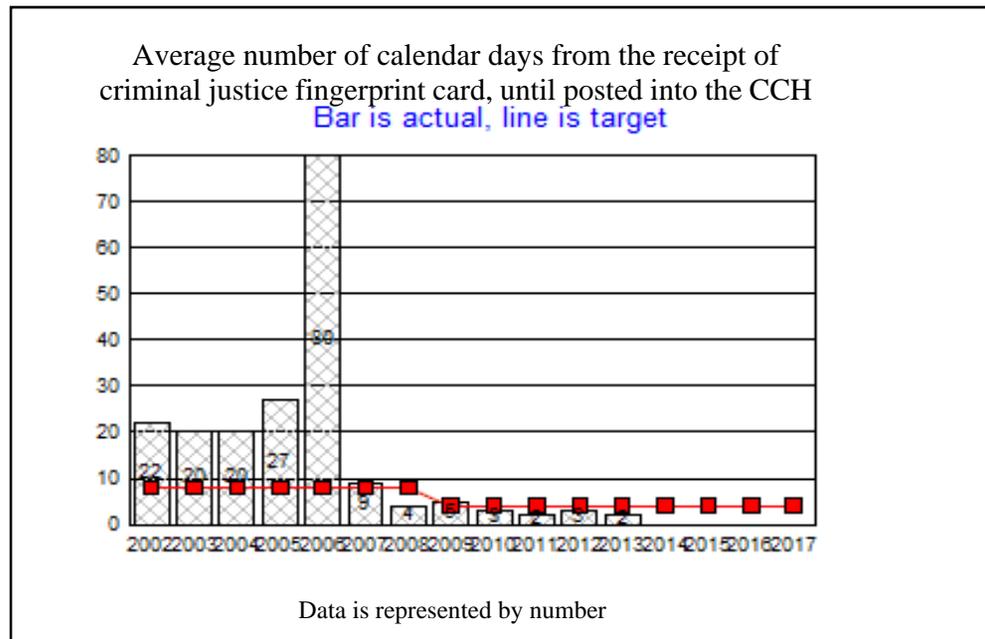
6. WHAT NEEDS TO BE DONE

The Division must continue to assess workload demands and the number of forensic scientists needed to complete the work. Additionally, as new technologies, equipment, scientific processes and procedures emerge the Division must continually evaluate them and implement changes when possible to increase efficiency.

7. ABOUT THE DATA

Data is compiled on a regular basis from the Laboratory Information Management System 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, accurate, 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, 503-934-2305	



1. OUR STRATEGY

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

2. ABOUT THE TARGETS

Turnaround times include the entire manual process workflow from point-of-receipt to point-of-posting for access by all stakeholders. We maintain two measured targets 1) mailed-in manual card processing turnaround time, and 2) fully automated card processing turnaround time.

3. HOW WE ARE DOING

Historically, the Oregon State Police's ability to meet this performance measure's target solely depended on staffing resources in the CJIS Division. In 2005 the turnaround target was 8 days, but the implementation of automated transmissions in 2008 and 2009 resulted in the turnaround target being reduced to 4 days (beginning with calendar year 2009). For calendar year 2013, the turnaround target of 4 days was met and exceeded as the CJIS Division achieved an average turnaround time of 2 days.

4. HOW WE COMPARE

There is no current direct comparison due to differences between state programs regarding the processing of arrest fingerprint cards. Some states are providing total automated processing where no human intervention takes place, while others still utilize a manual process. Oregon has a combination of both automated and manual processing due to customer agency limitations. We continue to shift as much workflow as possible to automated processing in order to gain more efficiencies.

5. FACTORS AFFECTING RESULTS

Staffing levels and agencies use of livescan technology have a direct effect on our performance results, as does our infrastructure systems availability. Agency submissions through livescan significantly improve the Department's ability to provide real-time results. One-hundred percent 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. All agencies using livescan devices submit fingerprints using the automated process; however, there continue to be instances where manually captured prints are necessary. There were a total of 5,977 manually submitted arrest fingerprint cards for 2013, which is approximately 4 percent of the total arrest card submissions.

6. WHAT NEEDS TO BE DONE

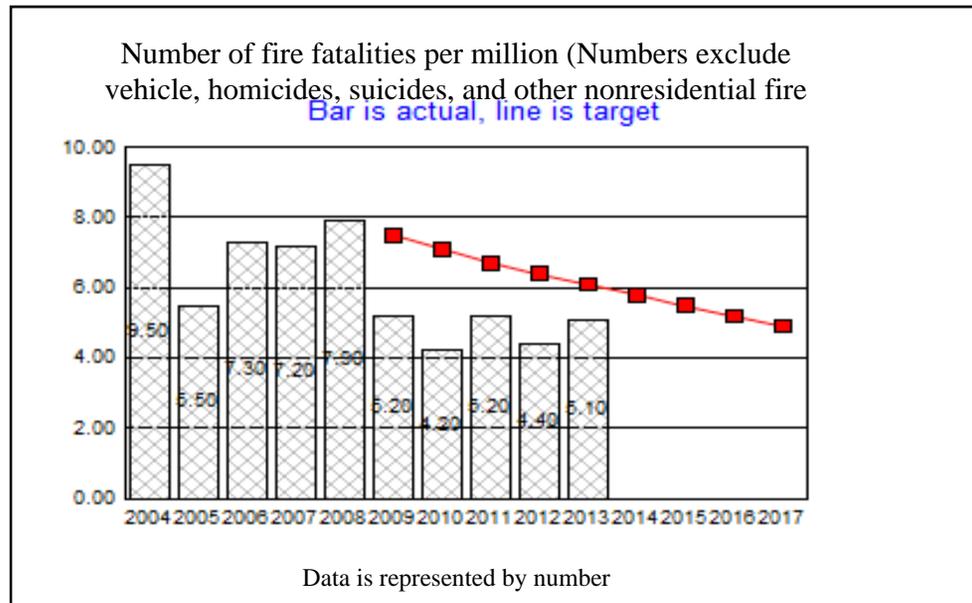
The use of technology has heightened our dependence on infrastructure. The Department must maintain and enhance IT systems current to meet the demands for record keeping in general. Continue to work on standard based data transmissions with agencies and vendors to achieve direct connection with the Department's

interface. Encourage agencies to obtain livescan or livescan services to replace manual inked fingerprinting processes whenever possible. In addition, assist agencies with ensuring their fingerprint submission workflow is consistent and occurs daily.

7. ABOUT THE DATA

The reporting cycle for this performance measure is the calendar year. Statistics are compiled monthly from reports generated by our CCH interface system "FOCUS," based on date of receipt and date of completion. Specifically, the turnaround time is an average of all work processed during the year. Submissions, completions, turnaround, and pending work are all tracked within this performance measure as a means to monitor progress and target bottleneck areas within the process and shift resources where they may be needed.

KPM #11	RESIDENTIAL FIRE DEATH RATE: - Number of Oregonians per capita that die in a residential fire.	2008
Goal	Fire Safety - Reduce loss of life and property as a result of fire and hazardous materials. Residential Fire Death Rate. Annually reduce residential fire deaths by 5%.	
Oregon Context	OBM # 45 PREVENTABLE DEATH Years of life lost before age 70 (rate per 1000)	
Data Source	Information obtained from Fire Fatality Reports submitted to the Data Unit of the Office of State Fire Marshal.	
Owner	State Fire Marshal Jim Walker - 503-934-8209	



1. OUR STRATEGY

Residential structure fires account for the majority (93%) of Oregon fire deaths (please note, “death” and “fatality” are used interchangeably). The Oregon State Fire Marshal (OSFM) strives to deliver comprehensive fire prevention and life safety programs and services including Community Education, Youth Fire Prevention & Intervention, Technical

Fire Code Development, licensing programs for liquefied petroleum gas and fireworks, and regulation of toylike lighters and self-extinguishing cigarettes. Education empowers all Oregonians to play their role in fire prevention, and increase the likelihood of surviving a fire by reducing the risks and teaching behaviors and better safety choices. Advancing compliance with fire codes reduce risk and increase the ability to survive a fire. Plan reviews and inspections identify and mitigate potential fire hazards. Combined, these programs reduce the number of residential fires and fire casualties in Oregon by improving public awareness and knowledge about fire danger. The OSFM actively collaborates with Oregon's fire service to ensure a full spectrum of networks and resources reach and benefit Oregonians. The Oregon Fire Fatality Review Committee (OFFRC), comprised of fire service and OSFM personnel, collectively reviews fire fatality data and makes strategic recommendations to reduce residential fire fatalities in Oregon. The OFFRC meets quarterly to review Oregon fire fatalities and monitor follow-through of its recommendations in support of this performance measure.

2. ABOUT THE TARGETS

The "Residential Fire Death Rate" is calculated by dividing the number of unintentional residential fire deaths by the Oregon population in millions. During 2004-2008, Oregon's residential fire death rate averaged 8.0 and, in 2008, the residential fire death rate was 7.9. The targets set for 2009, 2010, 2011, 2012, and 2013 are a 5% reduction per year from Oregon's 2008 residential fire death rate. This translates to a target rate of 7.5 in 2009, 7.1 in 2010, 6.7 in 2011, 6.4 in 2012, and 6.1 in 2013.

3. HOW WE ARE DOING

In 2013, Oregon's residential fire death rate was 5.1, exceeding the target of 6.1 by approximately 16%.

4. HOW WE COMPARE

The most recent national data available for comparison is 2010. Oregon's 2010 residential fire death rate was the fifth lowest in the nation. Oregon's 2013 rate (compared with 2010 national data) places the state as the eighth lowest in the nation. National data may lag a few years behind the current year.

5. FACTORS AFFECTING RESULTS

A complex set of variables influence whether a fire incident results in a fatality. The fatality data is contributed by responding fire departments from across the state, all of which have varying protection capacities. The Oregon State Fire Marshal provides resources to increase prevention capabilities of local responders. The OFCRC's analysis of fatal fires considered fire cause, location, time, property characteristics, victim demographics and socioeconomics, human factors, smoke alarm presence, and sprinkler presence. Fire prevention and life safety education are critical to reducing the number of fire deaths. Socioeconomic, cultural, cognitive, and educational influences affect an individual's ability to understand how to prevent fires in their residences. Cultural differences prevent understanding of the life-saving capacity of smoke alarms and in-home fire prevention habits. Older and low-income housing is less likely to have a sufficient number of working smoke alarms. The OSFM works to address these issues in its fire prevention and life safety education programs. In addition, key regulations regarding smoke alarms (OAR 837.045), fire standard compliant cigarettes (OAR 837.035), and novelty / toylike lighters (OAR 837.046) were put in place with the intent of reducing fires, injuries, and fatalities. Still, the biggest factor affecting the results in this area is the awareness and behavior of the individuals in and around a residence that catches on fire.

6. WHAT NEEDS TO BE DONE

The OFFRC's eight recommendations, presented in an April 2010 report, are the basis of the OSFM's strategy to meet this performance measure: (1) Expand Older Adult Fire Prevention Program, (2) Improve Smoke Alarm Program, (3) Increase Home Fire Escape Planning Effort, (4) Promote Installation of Home Fire Sprinklers, (5) Target Fire Prevention and Life Safety Education to At-Risk Population, (6) Increase Cigarette-Caused Fire Education, (7) Monitor Legislative and Regulatory Processes, and (8) Improve Data Collection and Review. These recommendations are presented in detail in the committee's report. The tactics supporting these recommendations involve collaboration with Oregon's entire fire service. The OFFRC and the OSFM's Community Education Section will monitor the success of the tactics. Where possible, the progress will be quantified. For example, progress in Recommendation #1 could be evidenced by a decline in older adult fatalities, as a percentage of all fatalities. Progress in Recommendation #2 could be evidenced by an increase in the number of working smoke alarms in fires that did not have fatalities. Success in each of the eight strategic recommendations will impact the ability of OSFM to meet and exceed the overall target of this performance measure.

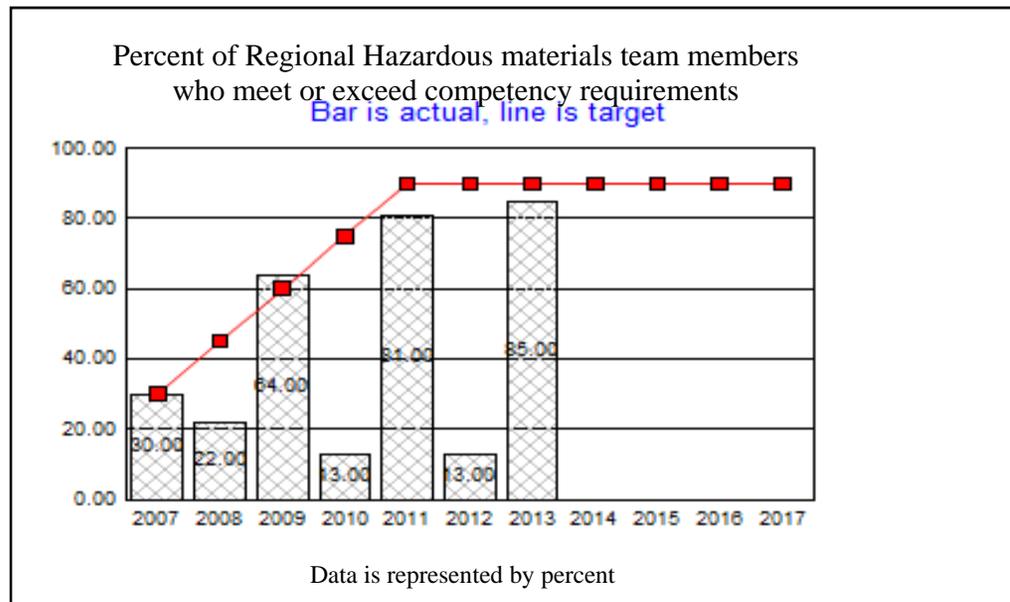
7. ABOUT THE DATA

Fatality incident data is obtained from Oregon's fire incident database and medical examiner reports. The fire incident database includes incident and casualty data reported to the OSFM by Oregon fire agencies. Every fire chief is required to provide OSFM with a full report of every fire occurring within his or her jurisdiction (ORS 476.210). When a fire is of undetermined or suspicious origin, or involved a death or serious injury, the investigator must report to OSFM within seven days of the incident (ORS 476.220). When a civilian fatality is reported by a fire agency, OSFM obtains a copy of the medical examiner report to confirm the cause of death as fire related. This performance measure counts only fatalities from unintentional residential property fires. The definition of 'residential' conforms to the residential property category in the National Fire Incident Reporting System, which includes houses, multi-family housing, dormitories, mobile homes or travel trailers used as a fixed residence, nursing homes, assisted living facilities, and hotel/motels. Excluded from this performance measure are fatalities from intentional residential fires (i.e. suicides or homicides), non-residential property fires, vehicle fires, aircraft fires, and outdoor property fires. Population counts are obtained from the "Annual Oregon Population Report", produced by the Population Research Center at Portland State University. Comparisons use national unintentional residential fire fatality data obtained from the Web-based Injury Statistics Query and Reporting System (WISQARS™) http://www.cdc.gov/injury/wisqars/fatal_injury_reports.html.

The mortality data reported in WISQARS™ comes from death certificate data reported to the National Center for Health Statistics (NCHS), part of the Centers for Disease Control and Prevention. NCHS collects, compiles, verifies and prepares these data for release to the public. The process takes approximately 18 months after the end of a given year. This KPM uses the 'Fatal Injury Reports 1999-2010, for National, Regional, and States (RESTRICTED)*' report, and use the following criteria: Unintentional - Fire/flame - United States - All races - Both sexes - Years 2006 to 2010 - All origins - All age groups - 2000 Standardized year - by State as selected output group.

Oregon's Residential Fire Death Rates are calculated by the Office of State Fire Marshal (OSFM); rates do not always match the Oregon rates calculated by WISQARS™. Discrepancies are generally small and attributed to differences in methodology and sources. The OSFM rates are considered the true rates and are the rates used by this performance measure to compare to the target and national data.

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 / Mariana Ruiz-Temple, 503-934-8238	



1. OUR STRATEGY

The Office of State Fire Marshal (OSFM) sponsored Regional Hazardous Materials Emergency Response Teams (RHMERTs) protect life and the environment by responding to chemical emergencies and minimizing the dangers associated with them. There are 13 teams strategically located statewide to provide response to hazardous materials

incidents, one fewer than previous reports. The teams consist primarily of career and volunteer firefighters, with some law enforcement and public works employees. Team members attend a minimum of 160 hours of specialized training to become hazardous material technicians.

RHMERTs develop and monitor local contracts with the OSFM to ensure public safety through the mitigation of hazardous materials incidents occurring throughout Oregon. OSFM collaborates with the Regional RHMERTs to ensure proper training, equipment and medical exams to meet national standards. The goal is to ensure RHMERT members are trained to provide an optimal hazardous materials response. Each RHMERT is expected to provide an adequate number of trained personnel to operate within the safety levels specified in OR-OSHA OAR 437, Division 2. Each team limits activities to those specified safety and training levels. Each member of the 13 RHMERTs uses a "task book" to certify they meet the standards created and approved by the Teams Training Advisory Group and OSFM. Task books must be completed on a two-year cycle to demonstrate they meet or exceed the competency standards.

2. ABOUT THE TARGETS

Because of the two-year task book completion standards, the statistical target will only be valid every other year and the lower-than-target statistics (13 percent for 2012, for example) are simply a status report. The OSFM and the Teams Training Advisory Group established competency standards to ensure consistent training and response capabilities by all RHMERT members throughout the state. OSFM established the 90 percent completion target for the RHMERT members to meet or exceed competency requirements by 2011.

3. HOW WE ARE DOING

In 2013, 13 RHMERTs submitted their annual training reports documenting their progress; 85 percent of the team members have already completed their task books within the current two year reporting time frame of January 2012 to December 2013. The 2013, percentage is simply a status report for the current two year task book completion periods which started January 2012 and ends December 31, 2013. Those who did not complete the task book in the two-year cycle may continue to respond with a limited response capacity, since team members may take actions that fall within their level of training.

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.

5. FACTORS AFFECTING RESULTS

The current two year task book completion period started January 2012 and ended on December 2013. The completion target was missed by 5 percent. Currently, the task book is not evaluated as a scalability model. In 2015, the OSFM hazmat training committee will be reviewing the task book to reevaluate the level of tasks needed in the task book for a Chief Officer assigned to a RHMERT.

6. WHAT NEEDS TO BE DONE

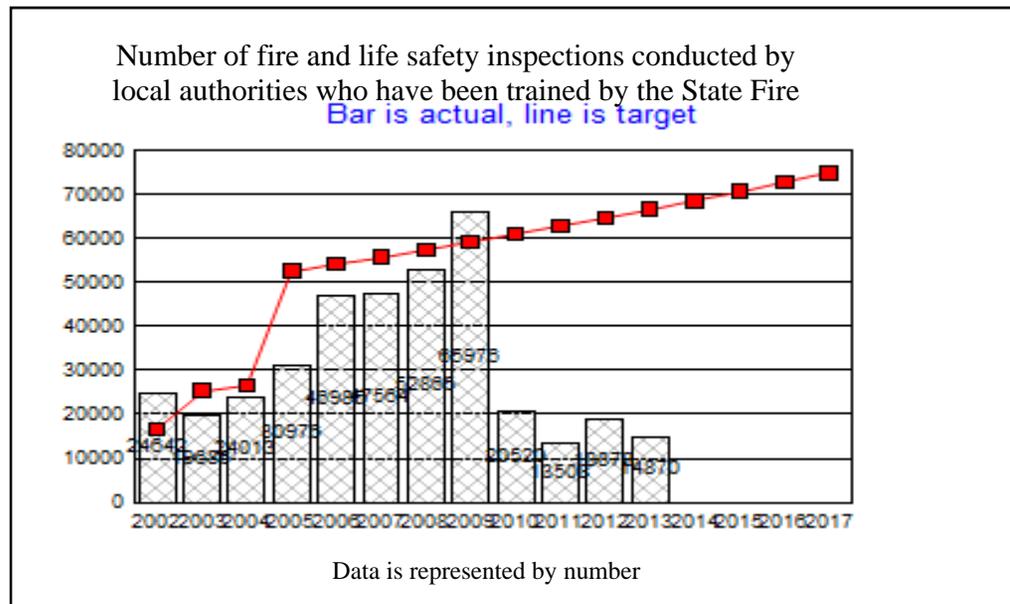
Maintain the ability for team members to attend seminars, conferences and courses nationwide for advanced training. Continue to assist teams in bringing advanced training to their locations so the entire team can attend.

Commodity flow studies need to be replicated periodically and facilities storing hazardous materials must be inspected regularly to ensure that we know the extent of the hazardous and vulnerabilities to hazardous materials spills and leaks in Oregon. Based on this information, RHMERT members must be fully trained and equipped to deal with the know hazards and have the analytical capabilities required to positively identify spills or leaks of hazardous substances.

7. ABOUT THE DATA

The Teams Advisory Group and OSFM approved the task book created by the Teams Training Advisory Group. The tasks in the book are in compliance with NFPA 472 and follow the curriculum provided by the International Association of Fire Fighters. The target of 90 percent for 2013 is the goal for the two-year cycle from January 2012 to December 2013.

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	Oregon State Fire Marshal, Jim Walker, 503-934-8209	



1. OUR STRATEGY

KPM #13 targets increasing fire code compliance statewide to reduce fire risk. Regularly inspected occupancies have a reduced incidence of fire because common fire hazards are identified and eliminated. Fire departments and districts are our key partners for this measure and conduct the vast majority of inspections statewide. Oregon

State Fire Marshal (OSFM) 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. Fire and life safety risks may include (but are not limited to) blocked exits, combustibles too close to ignition sources, and clearly marked signage for exits and fire suppression equipment. Prevention measures are intended to identify violations of the State's Fire Code and work with the owner/occupant to obtain compliance. Hazards and risks vary in differing occupancies, as well as by the actions or practices of the occupants. The number of hazards abated through fire safety inspection results in a reduced risk of fire in those occupancies inspected. Fewer fires results in increased safety for the occupants and visitors to these facilities throughout Oregon.

2. ABOUT THE TARGETS

OSFM launched the Fire and Life Safety Competency Recognition Program in 2004 and established the goal for a competency standard for code enforcement and application consistency beginning in 2008. This triggered a significant increase in target data beginning in 2005 as expected. 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 percent more than the prior year's target is a realistic target based on the number of certification classes held annually. The actual number of fire and life safety inspections conducted and reported is determined by the number of local fire departments providing the information and the priorities established within each department.

3. HOW WE ARE DOING

While the fire service exceeded the target by over 11 percent during 2009, the trend since then has been negative. In 2013, only 30 local fire departments reported inspection data to OSFM compared to 112 in 2009. Consequently, only 14,870 total inspections were reported while the target was 66,591 for 2013. Why fewer departments reported during this timeframe is unknown at this time, but there are many outside factors that influence a fire departments ability to provide these important services. Although reporting of fires is mandated, there are no similar requirements for reporting fire and life safety inspections. The basic premise of the measure has not changed. As more fire service personnel are trained to consistently perform inspections in their communities, the numbers of hazards identified and corrected are expected to increase and the risks of death, injury, and property loss from fire are reduced.

4. HOW WE COMPARE

There is no known national benchmark for this performance measure.

5. FACTORS AFFECTING RESULTS

In order to achieve the desired outcomes, local fire departments should continue sending their personnel to available certification classes in order to increase the number of trained fire and life safety inspections across the state. The number of fire and life safety inspections conducted is determined by the priorities of the local fire departments, except for those inspections conducted by OSFM personnel. OSFM has provided a relatively simple inspection reporting system to collect state-wide information but it is up to the local fire departments to actually submit their reports in the system. If departments stop reporting or conduct fewer fire and life safety inspections, the numbers will continue to go down.

Limited fire service staffing at the community level; departments closing their prevention sections due to budget reductions; 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 and this reduced level of service is reflected in the statistics of this KPM.

Reports filed with OSFM on the results of fire safety inspections and surveys have been inconsistent. Anecdotal information and survey data indicate that as the economy weakened over the last few years and local fire departments struggled to maintain staffing levels, personnel conducting fire safety inspections and surveys on a full-time basis were significantly reduced. At the same time, the OSFM reporting system component that allows for the reporting of these inspections to OSFM has not been fully utilized which additionally has limited the available data.

6. WHAT NEEDS TO BE DONE

OSFM will continue to encourage the fire service to report inspection data via the Oregon Fire Bridge/Image Trend software, OSFM's online data reporting tool. This technology allows real time reporting, reduces the burden of reporting all at once on an annual basis. OSFM provides free local fire official training at the regional or local level to increase local fire code enforcement capacity. OSFM will continue to work with fire departments to improve the quality of the inspection data they submit. To address the training needs of the fire service, staff created new curricula training for fire service personnel conducting fire code enforcement activities. These curricula are critical to meeting the OAR 837-039 compliance deadlines.

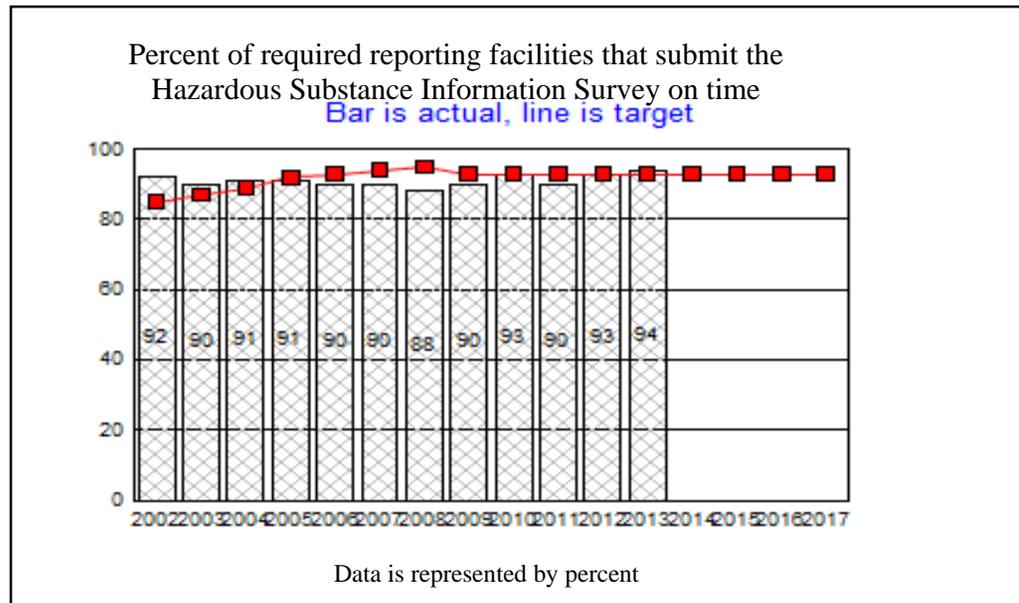
OSFM has created benchmarks and internal measures designed to ensure that the occupancies with the highest life safety risks and those that would create the highest consequences within a local area are prioritized for fire safety inspections and surveys. The Image Trend software that OSFM provides free-of-charge to fire departments across Oregon must be fully utilized by Deputy State Fire Marshals, local fire marshals and local fire inspectors in order to capture the highest possible percentage of data for non-residential occupancies across Oregon, including the details/ number of deficiencies identified and deficiencies resolved. This will be an on-going effort. Some of the major exempt fire departments do not currently use the software provided free-of-charge by OSFM and extra work must be done in order to capture their data and integrate their data into the state reporting system.

7. ABOUT THE DATA

Oregon fire departments are required to report all fire incidents to the Office of State Fire Marshal. Reporting fire inspections, however, is not mandated. 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, including fire safety inspection and survey reports, in order to accurately evaluate successful programs and identify needed strategies.

OSFM doesn't track students after training or whether the trained personnel are actually performing inspections in the field. Once trained, local fire inspectors maintain their required certifications with Oregon's Department of Public Standard Safety and Training (DPSST) and the International Code Council (ICC).

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 / Mariana Ruiz-Temple, 503-934-8238	



1. OUR STRATEGY

In 1985, the Oregon Legislature passed the Oregon Community Right to Know and Protection Act (CR2K). The purpose of this law is to provide first responders and the public with information about hazardous substances stored and used in their response areas and neighborhoods. ORS 453.317 to 453.347 directs the OSFM to survey business and

government facilities for information about the presence of hazardous substances and to collect information about incidents involving hazardous substances. It also provides for planning and training assistance to local jurisdictions concerning hazardous substance emergency response preparedness.

In 1986, the federal Emergency Planning and Community Right to Know Act (EPCRA) passed. Section 311/312 of EPCRA requires facilities to report information about the kinds and amounts of hazard substances present on site to the State Emergency Response Commission (SERC), the Local Emergency Planning Committee (LEPC) and local fire department. OSFM is designated at the SERC for Oregon. The Oregon CR2K program meets the federal 311/312 EPCRA requirements.

The Hazardous Substance Information Survey collects, validates and facilitates distribution of required information to emergency responders and planners for pre-emergency planning and response. The information collected is also available to the general public. Upon a citizen's request, the CR2K Unit of OSFM discloses information about the chemical hazards or risks that exist in a community or area.

The U.S. Chemical Safety Board (CSB), an independent federal agency that investigates chemical accidents, has determined that meeting the community right know requirements and having prepared first responders are basic requirements to avoid catastrophic hazardous substance incidents.

To meet the target of this KPM and provide accurate information when requested, OSFM's focus is on increasing on-time submittal of the annual survey. To assist in compliance, the program developed an electronic survey option, though the paper survey is still available for facilities that prefer a less technical option. Facility operators are key partners for this key performance measure. Developing and maintaining Local Emergency Planning Committees in each of the State's 13 emergency response districts is critical to maintaining community involvement. Fire departments/districts, members of the 13 Regional Hazardous Materials Emergency Response Teams and the public are the primary users of the information collected through the CR2K survey process.

2. ABOUT THE TARGETS

The target was lowered to 93% in 2009 creating a more realistic measurement within the scope of controllable factors. Increasing the number of facilities submitting the survey on time provides emergency responders and planners with current and accurate hazardous substance information.

3. HOW WE ARE DOING

The 2013 on-time submission rate of 94 percent exceeded our 93 percent target. To account for facilities responding late or not at all, OSFM's audit function works with facilities to assist them in completing the survey. During the 2013 survey reporting year the reporting requirements were raised. This focuses the reporting and validation on facilities that store hazardous substances in quantities over 500 gallons, cubic ft. or pounds. This benefited facilities by reducing the burden of reporting for facilities who did not store large amounts of hazardous substances. This reduced the number of facilities actively surveyed from about 21,000 to approximately 13,000. Companies that no longer receive the survey are required to notify OSFM if they possess a reportable quantity of a hazardous substance in order to comply with federal regulations under EPCRA. The CR2K program continues to identify new facilities that have potential to use, produce, store, or dispose of hazardous substances and proactively sends them a survey to initiate reporting.

4. HOW WE COMPARE

Our 2012 on-time submission rate was 93 percent. The 2013 on time-submission rate was 94 percent.

5. FACTORS AFFECTING RESULTS

Non-responders are often no longer in business but this remains unknown until an on-site audit inspection discovers this fact and the facility is taken off the list of those not reporting. In 2013, compliance staff focused on ensuring all reporters were accurately reporting given the new reporting requirements. These audits helped to ensure proper reporting, better data for planners, responders and the general public. Much of the efforts during 2013 contributed to meeting our KPM and ensuring the data was accurate and useable.

6. WHAT NEEDS TO BE DONE

To improve timely submittal of Oregon's Hazardous Substance Information Survey onsite compliance audits and workshops on how to fill out the surveys, increase awareness of the importance timely survey submittal. The more OSFM raises reporting requirement awareness, the better facilities will respond in a timely manner. The number of compliance audits completed is limited by the number of staff auditors, the complexity of the audited facilities, and the relative location of the facilities to be audited.

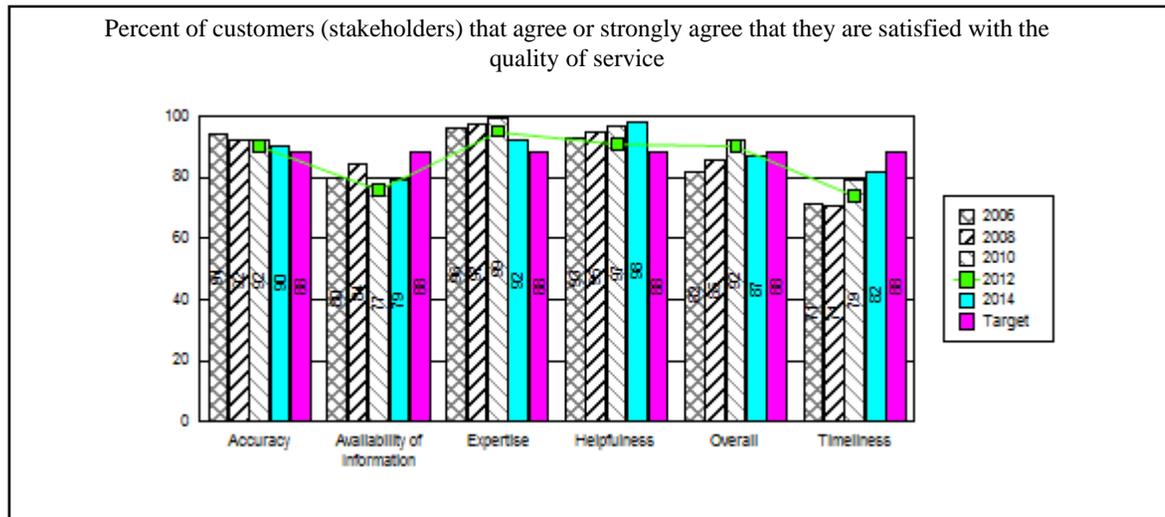
Efforts to develop additional Local Emergency Planning Committees (LEPCs) are continuing. Federal mandates indicate that an LEPC should exist in each of the State's 13 Emergency Response Districts as a minimum and in each county of the State as a "best practice". Ten LEPCs currently exist and three more are in development. OSFM personnel will continue to work with local elected officials, reporting facilities, fire departments, RHMERT members, and emergency management personnel in each of the districts to work toward this goal. Although the SERC (OSFM) can encourage, facilitate and assist in the development and establishment of Local Emergency Planning Committees, it is ultimately the responsibility of local officials (city and county), business leaders and community members to volunteer, participate and maintain the functions of a Local Emergency Planning Committee. OSFM stands ready to assist and will continue its efforts in the establishment of additional LEPCs across Oregon.

7. ABOUT THE DATA

Facilities possessing threshold quantities of specific hazardous substances must report those quantities to the Office of State Fire Marshal (OSFM), as the State Emergency Response Commission (SERC). These reports must also be made available to their LEPC and their local fire department. The reporting cycle is annual and facilities report at different times, based on the county they are located in. They must complete and submit the survey within 60 days of the due date within the county the facility is located in. This staggered schedule allows surveys to be received at OSFM in a steady rate throughout the year, rather than one large influx of surveys. Fees are issued to all facilities on November 15th of each year and are based on the most recent survey received.

Without voluntary compliance by a facility or the local identification of a new facility within a community that meets or exceeds the reporting requirements for one or more of the hazardous substances on the list of substances that must be reported, the OSFM/SERC is challenged to learn about new businesses or facilities that should be completing the State's annual Hazardous Substance Information Survey.

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, 2008, 2010, 2012, and 2014.	
Owner	Department of State Police - Office of the Superintendent, 503-378-3720	



1. OUR STRATEGY

In 2006, the Oregon State Police conducted its initial customer satisfaction survey, surveying key stakeholders (Oregon District Attorneys, Sheriffs, Police Chiefs, and legislators) and a sampling of 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. In 2008, the customer satisfaction survey was conducted online using “Survey Monkey” instead of mailed surveys. The agency’s key stakeholders were once again surveyed, but the general public was not. The decision to not include the general public in subsequent surveys

weighed several factors from results of the 2006 survey. The general public response rate was very low (12 percent) and many respondents indicated they had “no basis” for answering several survey questions. The 2010, 2012, and 2014 surveys were conducted online using “Survey Monkey” and surveyed the same key stakeholder groups as in 2008.

2. ABOUT THE TARGETS

The agency used the 2006 survey results for customer satisfaction to establish a preliminary baseline target of 88 percent (percent of key stakeholders that “agree” or “strongly agree” they are satisfied with the overall quality of service).

3. HOW WE ARE DOING

The 2014 survey results showed the Oregon State Police improved or achieved the same score in four of the six customer satisfaction categories when compared to 2012 data. Declines in “overall quality of services” (90 percent to 87 percent) and “demonstrates knowledge” (95 percent to 92 percent) were demonstrated when compared to 2012 data. Although most criteria showed an increase compared to 2012 data, only three of the six criteria managed to exceed the performance measure’s target of 88 percent in 2014.

Our key stakeholders indicated they are satisfied with our overall performance and greatly value our expertise, helpfulness, and accuracy. Two of the criteria that fell short of the 88 percent target and need improvement are “availability of information” and “timeliness”. The success or failure of both these criteria can be directly related to adequate infrastructure; such as updated technology for timely processing and reporting of law enforcement information and technical staff to process and report the information in a timely manner. The third criteria that fell short of the target was “overall quality of services.” Although the target of 88% was not met, it was missed by only 1 percent (87 percent “agreed” or “strongly agreed” were satisfied). Generally speaking, evaluation of the respondents’ comments revealed they were generally satisfied with the Oregon State Police, but perceived the agency has having too few resources to adequately meet the public safety sector’s needs. This perception caused some respondents to indicate they were unsatisfied / concerned with the agency’s capability to deliver the necessary services.

4. HOW WE COMPARE

Currently, there is no known comparison information from neighboring jurisdictions and no industry standard available on a state police level.

5. FACTORS AFFECTING RESULTS

One factor for the overall positive customer satisfaction results in 2014 was the leadership’s decision to engage with key stakeholders in prioritizing the services the Oregon State Police delivers and shares with our public safety partners – given the available resources. The agency will continue to strive to train and equip staff, to protect and serve the people of Oregon. It is a credit to the agency’s staff that they are able to deliver high quality services in a professional and helpful manner. Many of the comments received from the 2014 survey said the agency did a great job with the available resources, but more resources were needed to adequately meet the demand.

6. WHAT NEEDS TO BE DONE

Survey results and comments are shared with divisions so they can identify what they are doing well and what areas need improvement. The agency continues to emphasize the importance of adequate infrastructure and training to support troopers, detectives, and forensic scientists. The agency has been taking steps to improve several areas such as facility management, budget execution and development, asset tracking, fleet management, and information management. Adding resources to these areas will allow management to proactively use timely information to set priorities and develop business strategies to better serve our key stakeholders and citizens of Oregon.

7. ABOUT THE DATA

The 2014 survey targeted key stakeholders that utilize Oregon State Police services. The key stakeholders consisted of Oregon District Attorneys, Sheriffs, and Police Chiefs. A total of 542 invitations to complete the Survey Monkey customer satisfaction questionnaire were sent by email; 124 stakeholders responded which resulted in a response rate of 23%. In addition to the required customer satisfaction questions included on the chart, the 2006, 2008, 2010, 2012, and 2014 surveys also included sections to rate satisfaction by division, function, and allowed for additional comments. Copies of survey results may be obtained through a request to the Oregon State Police, 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: Eric Gemmil	Contact Phone: 503-934-0241
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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.

1. INCLUSIVITY	<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 agency’s performance measures are based on the core mission of each division and the agency’s mission statement.</p> <p>* Elected Officials: The Oregon Legislature has reviewed the agency’s 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 affect 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, 2008, 2010, 2012, and 2014 on Oregon State Police performance. Stakeholders were defined as every District Attorney, Sheriff, Police Chief and legislator. The survey included the below listed topics: A: Timeliness B: Accuracy C: Helpfulness D: Expertise E: Availability of Information See results in KPM #15</p> <p>* Citizens: The Oregon State Police Annual Performance Progress Report is posted on the agency’s website for citizen review and comment/suggestions. Oregon citizens were included in the 2006 customer satisfaction survey which included the below listed topics: A: Timeliness B: Accuracy C: Helpfulness D: Expertise E: Availability of Information. See results in KPM #15</p>
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2 MANAGING FOR RESULTS	<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>
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3 STAFF TRAINING	<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>
4 COMMUNICATING RESULTS	<ul style="list-style-type: none"> * Staff : Division Command Staff are given a copy of each annual report and may provide input for future changes, additions 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 Department’s website. The URL is: http://www.oregon.gov/OSP/index.shtml