

**POLICE, OREGON STATE DEPARTMENT of**  
**Annual Performance Progress Report (APPR) for Fiscal Year (2014-2015)**

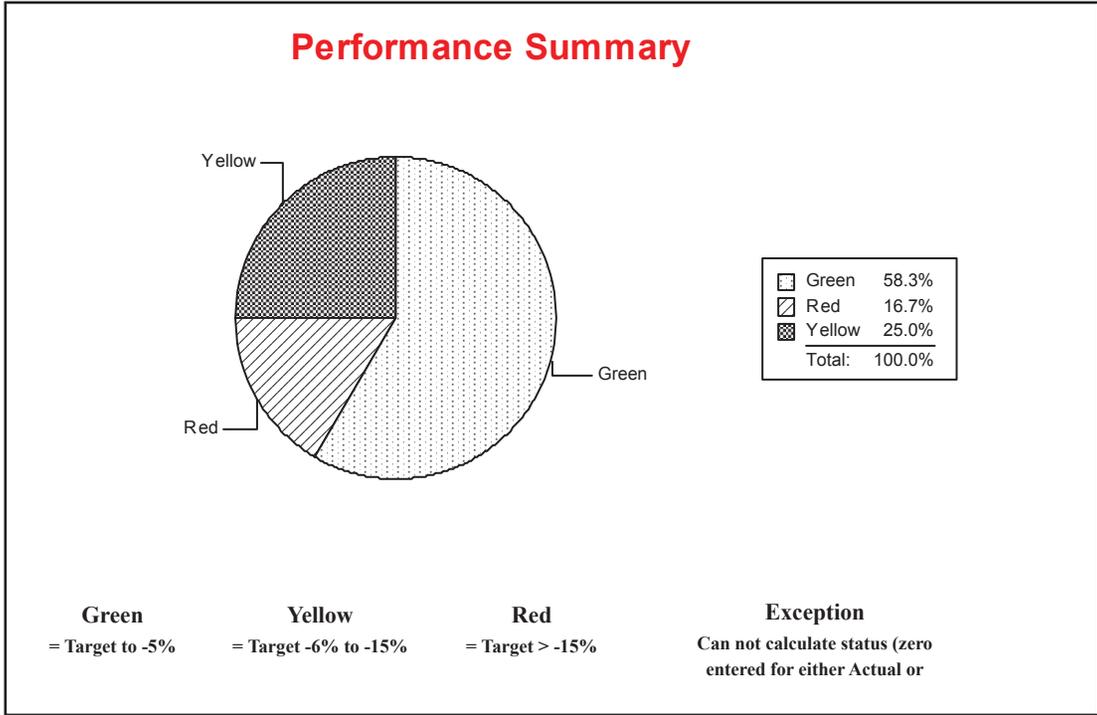
Original Submission Date: 2015

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2014-2015 KPM #	2014-2015 Approved Key Performance Measures (KPMs)
1	Transportation Safety – Enhance transportation safety by reducing fatalities on state and interstate highways where the Oregon State Police (OSP) have primary responsibility.
2	Traffic Incident Management - Percent of lane blocking crashes cleared within 90 minutes.
3	Criminal Apprehension/Detection - Increase the percentage of traffic stops resulting in an arrest or criminal citation.
4	Angler and Hunter Contacts – Increase interactions with anglers and hunters.
5	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.
6	Illegal Harvest – Improve detection of illegally harvested fish and wildlife.
7	Crime Reduction - Percent of major crime team call-outs resolved within 12 months from date of call-out.
8	Crime Reduction – Number of Dismantled or Disrupted Drug Trafficking Organizations (DTO's).
9	Forensic Analysis – Percentage of analytical requests completed within 30 days or less.
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	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.

<b>New Delete</b>	<b>Proposed Key Performance Measures (KPM's) for Biennium 2015-2017</b>
	<b>Title:</b>  <b>Rationale:</b>

<b>POLICE, OREGON STATE DEPARTMENT of</b>		<b>I. EXECUTIVE SUMMARY</b>	
<b>Agency Mission:</b> 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.			
<b>Contact:</b> Eric Gemmil		<b>Contact Phone:</b> 503-934-0241	
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**1. SCOPE OF REPORT**

The 12 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 protection.

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.

## **2. THE OREGON CONTEXT**

Key Performance Measure 1 is directly related to deaths 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. This measure links to Oregon Benchmarks (OBM); OBM #41 Infant mortality rate per 1,000, OBM #45 Preventable Death, and OBM #68 Traffic Congestion: hours of travel delay per capita per year in urbanized areas. Key Performance Measure 2 is directly linked to improving traffic congestion on Oregon's state and interstate highways as a result of motor vehicle crashes. This measure links to OBM #68 Traffic Congestion: hours of travel delay per capita per year in urbanized areas. Crashes are 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, and #68, to the state's livability, and to positive economic development by keeping highways clear for the movement of goods, services, and people.

Key Performance Measures 3, 7, 8, 9, and 10 are related to the reduction of crime in Oregon. These measures are linked to Oregon 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 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 5 and 11 relate to OMB #45 Preventable Death. By reducing fires, 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 the loss of life and property.

Key Performance Measure 12 is related to customer satisfaction with Oregon State Police. Customers are 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. Please note, this measure is reported on every other year and not on an annual basis.

## **3. PERFORMANCE SUMMARY**

The Department of Oregon State Police has 12 Key Performance Measures (KPMs) that were adopted by the Oregon Legislature. The 12 KPMs are linked to five agency goals, the agency's mission statement, and seven Oregon Benchmarks. The Department of Oregon State Police had seven KPMs that either met target or were within 5% of target, three KPM within (6-15) % of target, and two KPMs were more than 15% from target goal.

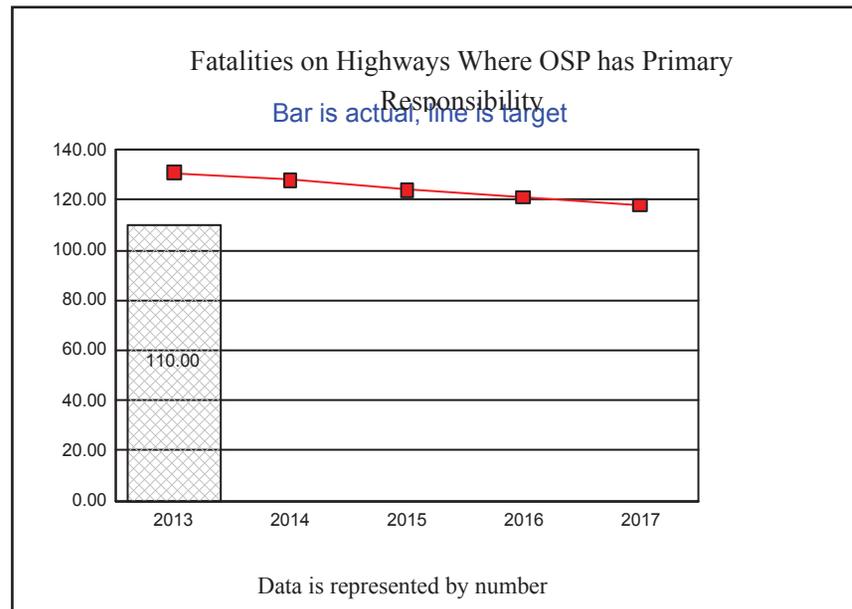
## **4. CHALLENGES**

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 major violent crimes in southern Oregon and drug seizures. The Department's involvement in responding to and investigating violent crimes requires considerable resources. Being able to detect and confiscate illegal drugs, requires specialized training and tactics.

## **5. RESOURCES AND EFFICIENCY**

The 2015 legislature authorized 1,287 positions for the 2015-17 biennium, of which 695 were full-time sworn positions, 50 were temporary sworn positions, and 542 were professional staff. The Oregon State Police received approximately 70 percent of the Department's funding from the state General Fund, 2 percent from Lottery Funds, 26 percent from Other Funds, and 2 percent 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. The Fish and Wildlife Division also experienced uncertainty with funding from Other Fund sources, which had an impact on service levels as well. OREGON STATE POLICE BUDGET HIGHLIGHTS: The agency delayed filling trooper positions (via Recruit Trooper schools and other vacancies) to balance our General Fund budget in 2013-15. Delays in holding Recruit Trooper schools and keeping vacancies open 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.

<b>KPM #1</b>	Transportation Safety – Enhance transportation safety by reducing fatalities on state and interstate highways where the Oregon State Police (OSP) have primary responsibility.	2015
<b>Goal</b>	Enhance transportation safety by reducing fatal crashes on state and interstate highways where the Oregon State Police (OSP) has primary responsibility.	
<b>Oregon Context</b>	OBM #45 PREVENTABLE DEATH – rate per 1000; 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.	
<b>Data Source</b>	The Oregon Department of Transportation Crash Analysis Unit provides information for crash analysis on state and interstate highway systems.	
<b>Owner</b>	Captain David Anderson, Patrol Services Division, 503-934-0268.	



## 1. OUR STRATEGY

The strategy to reduce fatal crashes includes determining the prevalent causes of the crashes and then addressing those causes through enhanced enforcement, roadway engineering changes, education efforts and emergency medical services. This focus is closely tied to ODOT Transportation Safety programs and often involves coordination with local law enforcement. The Patrol Services Division focuses on enforcement of driving behavior that is known to contribute to fatal crashes. OSP has termed the leading five areas contributing to fatal crashes as the “Fatal Five,” represented by the acronym S.O.L.I.D.:

- Speed
- Occupant Safety
- Lane Safety
- Impaired Driving
- Distracted Driving

## 2. ABOUT THE TARGETS

The goal for this KPM is derived from the strategies outlined in the Governor’s Ten Year Plan . The outcome anticipated as part of the Governor’s plan is that Oregonians are safe and secure. The success metric for the outcome is to reduce traffic fatalities by 25 percent over a ten year period. This results in a yearly reduction of 2.5 percent. To determine the yearly targets over the next 10 years, the number of fatal crashes between 2008 and 2012 was averaged to determine the starting point (134) from which to apply the 2.5 percent annual reduction rate. Tracking of this KPM began in 2013 and will continue through 2022. Applying the 2.5 percent reduction rate beginning with the 2013 results, there is a goal of 101 fatal crashes by 2022.

## 3. HOW WE ARE DOING

In 2013, there were 110 fatal crashes on state and interstate highways where the OSP have primary responsibility. This was one of the lowest yearly fatal crash numbers on record and represents an 18 percent reduction from the established baseline of 134. Fatal crash data for 2014 in OSP areas of responsibility will not be available until the end of 2015; however, preliminary data indicates that 2014 will have an increase in fatal crashes as compared to 2013.

## 4. HOW WE COMPARE

Statewide, fatal crashes for all highways (including those outside of OSP’s area of responsibility), dropped 4.6 percent from 2012 to 2013, which is a significantly smaller than the 18 percent drop within OSP areas of responsibility. Statewide fatal crash data for 2014 will not be finalized until later in 2015; however, preliminary data indicates that 2014 will show an increase in fatal crashes as compared to 2013.

## 5. FACTORS AFFECTING RESULTS

Enforcement plans focused on changing driving behaviors in an effort to reduce crashes are developed and implemented . Patrol offices around the state also work with ODOT and other partners on engineering and education efforts aimed at reducing crashes . There are other variables that affect crash rates outside the control of our enforcement efforts, education, engineering and emergency medical services efforts . Some of these variables include the economy, adverse weather events, number of licensed drivers, and changes in annual vehicle miles traveled. Shortfalls to the Oregon's General Fund coupled with normal attrition , will impact the Department's ability to meet our targets in the future .

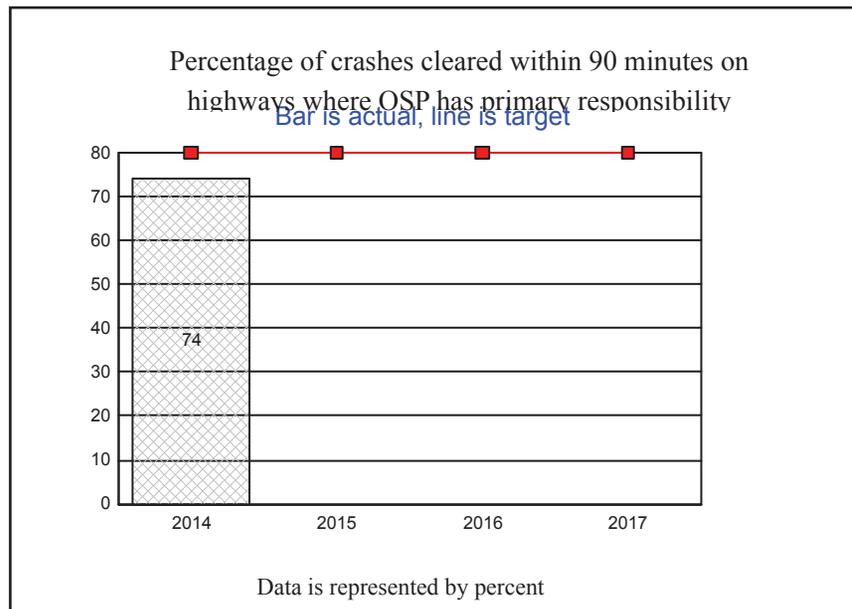
## 6. WHAT NEEDS TO BE DONE

Enforcement, education, engineering, and emergency medical service plans need to be continually evaluated to further reduce fatal crashes, including an emphasis on the 'Fatal Five' philosophy of enforcement. The strategy for reducing crashes on these sections of highways will include efforts to increase patrol staffing , continue the partnership with ODOT and continue to focus on the Patrol Services Division's priority enforcement programs that are intended to improve transportation safety . In addition, the division is taking advantage of technological advances within the agency to provide Area Commanders with relevant 'Fatal Five' enforcement data which they can use to strategically plan their patrols. This data includes information on timing (day of week, hour of day) of driving complaints, impaired driving arrests, distracted driving and other 'Fatal Five' enforcement actions. Additionally, the Patrol Division will be adding a ratio of unmarked vehicles to its fleet with a primary focus on 'Fatal Five' enforcement.

## 7. ABOUT THE DATA

All highway segments have been identified where the Oregon State Police have primary responsibility. The statewide data is filtered to exclude the segments of state highways where OSP is not the primary responder. 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.

<b>KPM #2</b>	Traffic Incident Management - Percent of lane blocking crashes cleared within 90 minutes.	2015
<b>Goal</b>	The goal of this performance measure as it relates to lane blocking incidents includes: improved clearance efficiency, improved worker and citizen safety, increased reliability of Oregon’s transportation system, decreased vehicle emissions, decreased financial impact resulting from loss of commerce.	
<b>Oregon Context</b>	OBM #68 TRAFFIC CONGESTION – Hours of travel delay per capita per year in urbanized areas.	
<b>Data Source</b>	Intelligent Transportation Systems, Highway Division, ODOT.	
<b>Owner</b>	Captain David Anderson, Patrol Services Division, 503-934-0268.	



1. OUR STRATEGY

The agency will focus on reducing the number of these lane blocking incidents through enforcement of driving behavior leading to crashes, education of personnel and

stakeholders through Traffic Incident Management training , and implementation of Traffic Incident Management principles .

## 2. ABOUT THE TARGETS

This target was set through an ODOT/OSP Mutual Assistance Agreement. On highways where OSP has primary responsibility, an average of 71 percent of lane blocking incidents was cleared within 90 minutes from 2011 to 2013.

## 3. HOW WE ARE DOING

The clearance rate on highways where OSP has primary responsibility has fluctuated over the last three years: 2011 - 71 percent; 2012 - 69 percent; 2013 - 74 percent. The number of lane blocking crashes cleared within 90 minutes rose from 2,181 in 2013 to 2,375 in 2014; however, the percentage cleared within 90 minutes in 2014 remained at 74 percent of the total number of lane blocking crashes. We are 6 percent below our target of 80 percent.

## 4. HOW WE COMPARE

The clearance rate of 74 percent for 2014 on highways where OSP has primary responsibility fell short of the statewide 2014 rate of 81 percent.

## 5. FACTORS AFFECTING RESULTS

Action to clear travel lanes after a crash can range from the simple, such as when vehicles are still drivable, to the complex. The more complex incident clearance activities often involve multiple public and private responders. The complexity of the response effort will impact the results of this measure . An incident that involves a police investigation, hazardous material spill, cargo recovery effort, or fatality, are all factors that influence the roadway clearance time for the incident. While the initial on-scene focus must be on responder and public safety, collaborating with other responders on a secondary focus to re- establish traffic flow can result in more quickly opening the lanes.

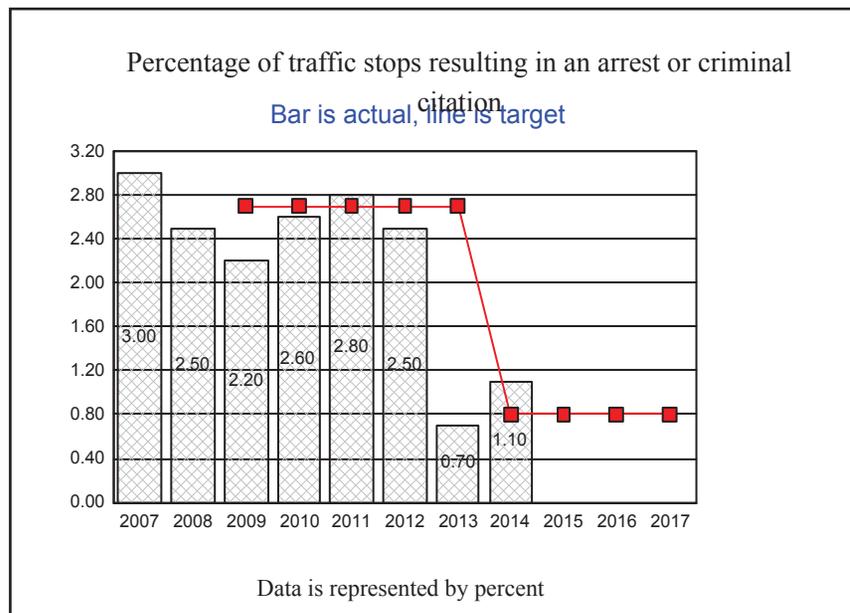
## 6. WHAT NEEDS TO BE DONE

Training in Oregon's Traffic Incident Management (TIM) must continue. "Train the trainer" sessions will prepare a group of cross-disciplined trainers that will provide the foundation for ongoing delivery of TIM Responder Training throughout the state . Continued, accurate reporting of lane blocking incidents and the status of those incidents must continue. Also, the recent implementation of improved technology within our fatal crash reconstruction team is allowing these members to clear fatal crash scenes at a faster rate than older technology. We are optimistic that these efficiencies will be reflected in future reporting on this KPM .

## 7. ABOUT THE DATA

The reporting cycle for this measure is on a calendar year. Data for this measure is obtained from the dispatch system utilized by ODOT's four Transportation Operations Centers. The calculation of the roadway clearance measure is based on the time from ODOT's first awareness of an incident (e.g. the incident being created in our dispatch system) and the time all lanes are restored to traffic. The statewide data is filtered and excludes the segments of state highways where OSP is not the primary responder.

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



### 1. OUR STRATEGY

The Patrol Services Division (PSD) 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 PSD 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 encounters. 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 PSD 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 weapons 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 mitigate 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 .

## **2. ABOUT THE TARGETS**

The 2014 goal was to have 0.8 percent of all traffic stops result in an arrest or criminal citation. The target percentage was determined by increasing the 2013 arrests and criminal citations (1,382) by 10 percent (138), and dividing that result by the total number of routine contacts for 2013 (191,035). The resulting target percentage of traffic stops resulting in an arrest or criminal citation is 0.8 percent. Success in achieving this KPM goal is based on the anticipated hiring of additional troopers, the efforts the agency has and will place on enhanced training to improve skills at detecting criminal activity during routine contacts, and continuing to provide supportive resources such as narcotic canines.

The 2014 goal (0.8 percent) is a change from the previous target of 2.7 percent, which was used for this KPM from 2009 through 2013. The establishment of a new target was caused by an upgrade in the agency's Computer Aided Dispatch (CAD) system on August 13, 2012. The new CAD system is more capable than the previous system as, unlike the old system, it allows for multiple outcomes to be captured per incident thus reducing the inflation of routine contact numbers with a criminal charge .

## **3. HOW WE ARE DOING**

There were 2,238 routine contacts that resulted in an arrest or criminal citation out of 199,606 total routine contacts in 2014; this calculates to a percentage of routine contacts resulting in an arrest or criminal citation of 1.1 percent. The Department exceeded the target of 0.8 percent by 0.3 percent.

## **4. HOW WE COMPARE**

No comparisons available at time of report.

## **5. FACTORS AFFECTING RESULTS**

Two of the main factors affecting this KPM are staffing and training. The division struggles to keep pace with a high attrition rate coupled with the length of time it takes to hire and train new troopers. This can be compounded by shortfalls to Oregon's General Fund. Trooper knowledge of current case law is also critical to ensure successful prosecution of criminal cases investigated during traffic stops.

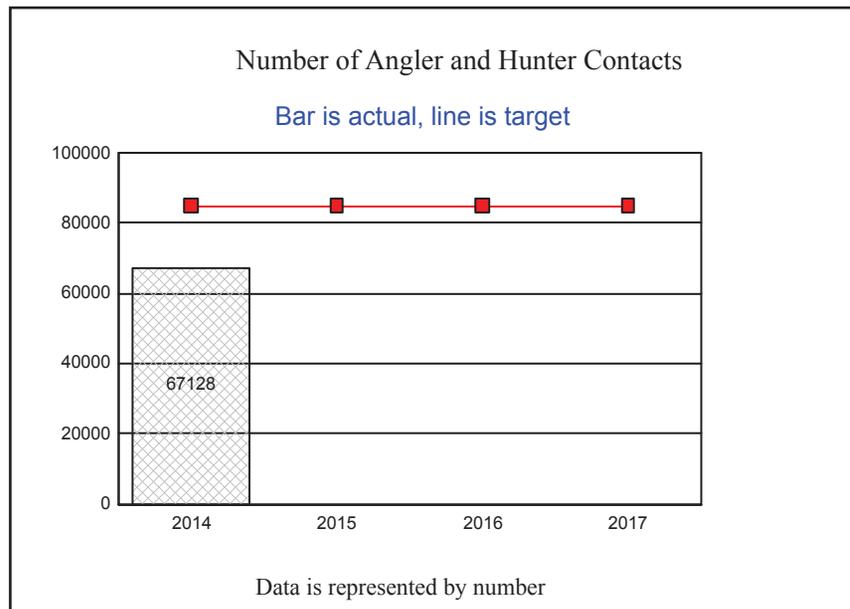
**6. WHAT NEEDS TO BE DONE**

The agency will continue promoting the philosophy that every trooper needs to be vigilant and observant of any characteristics or behaviors, which indicate criminal conduct during every routine contact. The agency will need to continue providing criminal related training of all types to enhance those skills.

**7. ABOUT THE DATA**

The reporting cycle for this measure is on a calendar year. 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).

<b>KPM #4</b>	Angler and Hunter Contacts – Increase interactions with anglers and hunters.	2015
<b>Goal</b>	Increase interactions with persons engaged in angling and hunting to provide education, detection and deterrence of violations of natural resource rules and laws.	
<b>Oregon Context</b>	Oregon Benchmark #86 Freshwater Species; Oregon Benchmark #87 Marine Species; Oregon Benchmark #88 Terrestrial Species – Percent of monitored fresh water, marine and terrestrial species not at risk.	
<b>Data Source</b>	Angler and hunter contact data is compiled statewide through the Department’s Time/Activity application.	
<b>Owner</b>	Captain Jeff Samuels, Fish and Wildlife Division, 503-934-0221.	



**1. OUR STRATEGY**

To increase interactions or contacts with anglers and hunters engaged in outdoor recreation to promote education , and to deter and detect violations of fish and

wildlife laws and rules.

## 2. ABOUT THE TARGETS

The target of 85,000 angler and hunter contacts per year was established by comparing the total number of angler and hunter contacts made by Fish and Wildlife Division Troopers annually over the last nine years. The division's highest contacts with anglers and hunters occurred in 2009, with nearly 85,000 contacts made.

Higher contacts provide the division with an increased ability to monitor sportsperson activity and provide greater opportunity to educate the public, while enhancing our ability to deter and detect violations of fish and wildlife laws and rules.

## 3. HOW WE ARE DOING

In 2014, the Fish and Wildlife Division achieved 67,128 angler and hunter contacts, which is 79 percent of the target level of 85,000 angler and hunter contacts per year.

## 4. HOW WE COMPARE

Fish and wildlife enforcement efforts in other western states are likely to be similar, but each state's circumstances are different. This makes direct comparisons difficult.

## 5. FACTORS AFFECTING RESULTS

Budget constraints impacted staffing levels in 2014. Consequently, there were a reduced number of overall contacts with anglers and hunters, affecting the division's ability to achieve contact target level.

## 6. WHAT NEEDS TO BE DONE

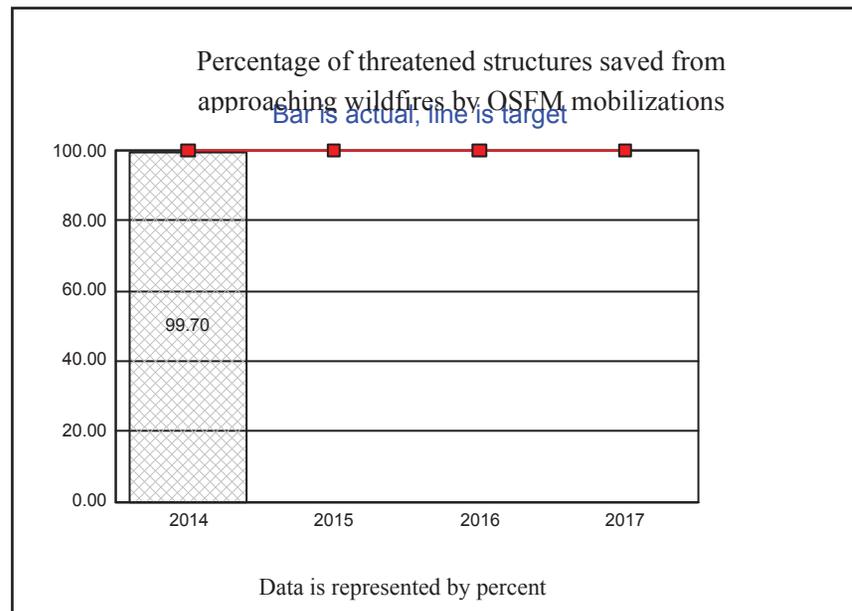
Increased General Fund for the Fish and Wildlife Division during the 2015-17 biennium has allowed the division to begin filling vacancies. This will allow the division to work on increasing angler and hunter contacts moving into the future. Through increased contact with anglers and hunters, Fish and Wildlife Division Troopers will improve the education of anglers and hunters, while providing deterrence and increase detection of fish and wildlife violations. The division will also continue to gain efficiencies and leverage technology to increase trooper productivity and time in the field.

## 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.

<b>KPM #5</b>	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.	2015
<b>Goal</b>	Fire Safety – Reduce loss of life and property as a result of fires in the wildland-urban interface. Target Success Rate = 100% after initiation of operations by OSFM mobilized resources upon a Declaration of Conflagration by the Governor.	
<b>Oregon Context</b>	Oregon Benchmark #45 - Preventable death (rate per 1000).	
<b>Data Source</b>	Percentage of threatened structures as identified by the Office of State Fire Marshal Incident Management Team.	
<b>Owner</b>	Jim Walker, State Fire Marshal, 503-934-8209.	



**1. OUR STRATEGY**

The mission of the Office of State Fire Marshal is “To protect the citizens, their property and the environment from fire and hazardous materials.” Annually, the greatest threat to

property from fires occurs during large wildland fires occurring at or near the “Wildland-Urban Interface”. When a fire presenting undue jeopardy to life and property is beyond the capability of the local fire department and their mutual aid, the Governor enacts the Conflagration Act, allowing OSFM to mobilize the appropriate resources to assist. The Oregon Department of Forestry and the U.S. Interagency Firefighting resources are generally responsible for controlling and extinguishing the wildland fires in Oregon, and OSFM - under a Declaration of Conflagration - is responsible for protecting life and property. Our strategy is to send the right resources to meet the incident objective (i.e. protect the citizens and their property from destruction as a result of the fire).

**2. ABOUT THE TARGETS**

The goal is to save 100 percent of the threatened structures after the initiation of operations by OSFM mobilized resource once a Declaration of Conflagration is enacted. Once an Incident Management Team and the necessary resources have arrived on scene and begun operations, their objectives are to prevent further destruction of threatened structures. However, not all structures are defensible; construction, location, and access can all affect whether a structure can be aggressively defended when a fire moves through the area. Priority is given to residences, then to commercial structures, and then to outbuildings.

**3. HOW WE ARE DOING**

The 2014 wildland fire season was very active across the western United States. OSFM responded to six declared conflagrations. Resources were mobilized to protect threatened structures during the 2014 fire season to protect 2,169 threatened structures with an estimated value of over \$525 million. The success rate of protecting threatened structures during the 2014 season was 99.7 percent.

**4. HOW WE COMPARE**

Data shows more structures are being threatened and conflagrations each year. In 2013, there were four declared conflagrations, with 1,267 structures at risk (estimated value of \$190 million) and a success rate of 98.1 percent. In 2012, although there were numerous, very large wildland fires, there were no Declarations of Conflagration during the 2012 fire season. During the 2011 fire season, there were three conflagrations, with 339 structures at risk (estimated value of over \$45 million) and a success rate of 97.9 percent.

**5. FACTORS AFFECTING RESULTS**

The primary factors affecting the results of this measure are the location of the fire, the weather conditions of the area, the speed and effectiveness of the initial fire responses, and the determinations made by the involved county’s Fire Defense Board Chief and local Incident Commander. There is an unavoidable time lag from when the fire is discovered, to the Declaration of Conflagration and the necessary resources are mobilized and arrive at the incident (these resources must also be organized once at the scene). During this lag the wildland fire continues to progress with only the local and mutual aide resources working to impede its destructive progression.

Because firefighter and public safety remains the number one priority, there are times when it is deemed operationally unsafe to aggressively defend structures. Access, construction, and location can all make a structure unsafe to defend during an active firefight. Sometimes fire personnel must pull back and wait until the fire front has passed before they return.

Ultimately, a variety of factors including the size and rate of advancement of the fire will be the determining factor affecting the results of this key performance measure. Recent fires in California, Washington, Idaho and Montana have resulted in catastrophic losses in the number of residences destroyed by the fast-moving wildland fires. The hazards and vulnerabilities faced in these other states are similar to those in Oregon.

## **6. WHAT NEEDS TO BE DONE**

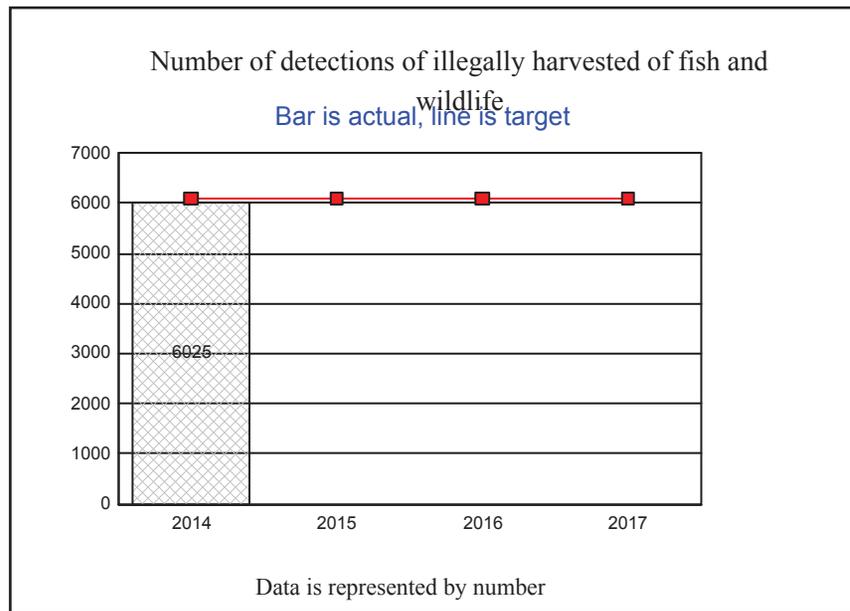
Continue to work with the Fire Defense Board Chiefs with identifying when a request for a Declaration of Conflagration should be made and the ensuing process. Conduct annual trainings with new and existing Fire Defense Board Chiefs and the Deputy State Fire Marshals to maintain their efficiency and effectiveness prior to each new wildland fire season. Incident Management Team members must continue to refine processes and procedures, and attend advanced training and coordinate with the Oregon Department of Forestry to ensure joint operations are effectively integrated. The Oregon State Fire Marshal's Office will continue to participate in the Pacific Northwest Coordinating Council to facilitate joint operations and continue collaborative efforts.

Mitigation efforts in and around the wildland-urban interface areas of Oregon must be continued and supported in order to reduce the threat of a major wildland fire sweeping through a community adjacent to forested lands. Community Wildfire Protection Plans must be updated and refined. The Oregon State Fire Marshal's Office will encourage and assist communities to adopt the principles addressed in the Fire Adapted Communities programs offered by several national fire service organizations.

## **7. ABOUT THE DATA**

Data is collected annually during the fire season, and is reported each calendar year. OSFM Incident Management Teams deployed to conflagration fires collect the information of the number of threatened structures and those that are lost. The data is then uploaded into the online reporting system, FAMWEB (Fire and Aviation Management Web Application). Once the data is uploaded into FAMWEB, the data is then maintained by the National Wildfire Coordinating Group to identify trends in order to help develop better capabilities for fighting fires on a national scale.

<b>KPM #6</b>	Illegal Harvest – Improve detection of illegally harvested fish and wildlife.	2015
<b>Goal</b>	To promote a Healthy Environment by protecting Oregon’s fish and wildlife resources through the detection of illegally harvested fish and wildlife species.	
<b>Oregon Context</b>	Oregon Benchmark #86 Freshwater Species; Oregon Benchmark #87 Marine Species; Oregon Benchmark #88 Terrestrial Species – Percent of monitored fresh water, marine and terrestrial species not at risk.	
<b>Data Source</b>	Data source will be from the Division's Time/Activity application.	
<b>Owner</b>	Captain Jeff Samuels, Fish and Wildlife Division, 503-934-0221.	



**1. OUR STRATEGY**

Increase detection of illegally harvested fish and wildlife species through high visibility enforcement.

## 2. ABOUT THE TARGETS

The target of 6,100 detections of illegally harvested fish and wildlife species per year was established by comparing the total number of detections made by Fish and Wildlife Division Troopers per year over the last eight years. The division's highest number of detections of illegally harvested fish and wildlife occurred in 2014, with nearly 6,100 detections.

## 3. HOW WE ARE DOING

In 2014, the Division members detected 6,025 illegally harvested animals, narrowly missing the target. The number of detected illegally harvested fish and wildlife is trending upward. Higher detections, related investigations, and apprehensions will increase the Fish and Wildlife Division's ability to hold persons accountable for unlawfully harvesting Oregon's fish and wildlife resources, while providing a deterrent for future violations of fish and wildlife laws and rules.

## 4. HOW WE COMPARE

Fish and wildlife enforcement efforts in other western states are likely to be similar, but each state's circumstances are different. This makes direct comparisons difficult.

## 5. FACTORS AFFECTING RESULTS

Although the Fish and Wildlife Division only narrowly missed the target for this performance measure, it is anticipated that by filling vacant positions, the detection rate of illegally harvested fish and wildlife will continue to increase.

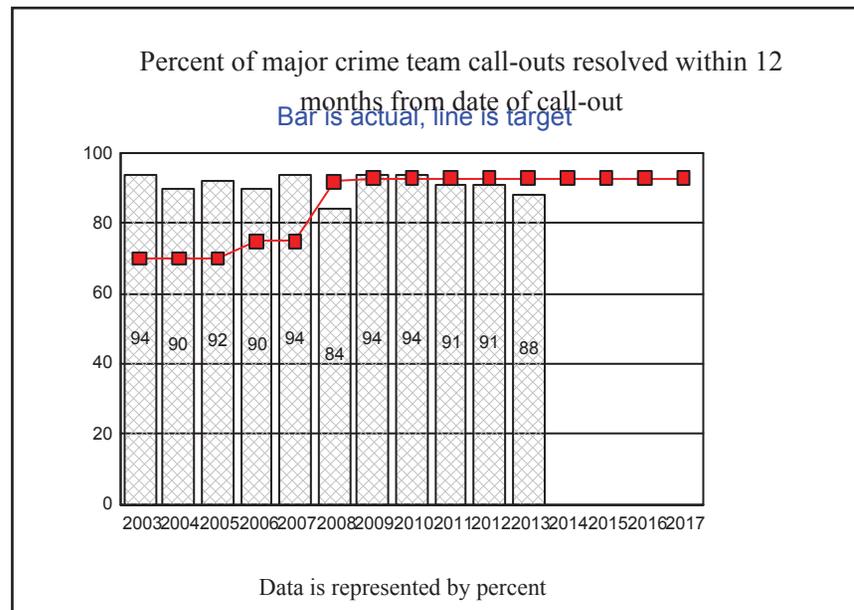
## 6. WHAT NEEDS TO BE DONE

The division will continue to gain efficiencies and leverage technology to increase trooper productivity and time in the field. In addition, new technology will also provide better documentation of illegally harvested fish and wildlife by number and specific location of illegal harvest. Through the analysis of illegal harvest locations, the division will be able to better direct enforcement efforts to areas of high illegal harvest.

## 7. ABOUT THE DATA

The reporting cycle for this measure is on a calendar year. The data system includes categories for documenting illegal harvest of all fish and wildlife species. 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. Illegal harvest data is reported down to the individual number of unlawfully harvested fish or wildlife species.

<b>KPM #7</b>	Crime Reduction - Percent of major crime team call-outs resolved within 12 months from date of call-out.	1995
<b>Goal</b>	Crime Reduction Provide quality, comprehensive, cooperative investigative services.	
<b>Oregon Context</b>	Oregon Benchmark #62 Overall reported crimes per 1,000 Oregonians.	
<b>Data Source</b>	Monthly regional reports on Major Crime Team call-outs and closures.	
<b>Owner</b>	Captain Terri Davie, Criminal Investigation Division, 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 2013, Major Crime Section detectives responded to 115 major crime team call-outs across the state. Of those, 101 were resolved within 12 months for a resolution rate of 88 percent, 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. For 2012, the resolution rate was 91 percent, again narrowly missing the 93 percent resolution rate target.

## **4. HOW WE COMPARE**

Compared to the national resolution rate, Oregon's major crime teams are doing very well. The national resolution rate in 2013 was 64.1 percent for murder and non-negligent manslaughter, and 41.93 percent for all other violent crime (forcible rape, robbery and aggravated assault). (\*Source: FBI Uniform Crime Reporting Program 2013).

## **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.

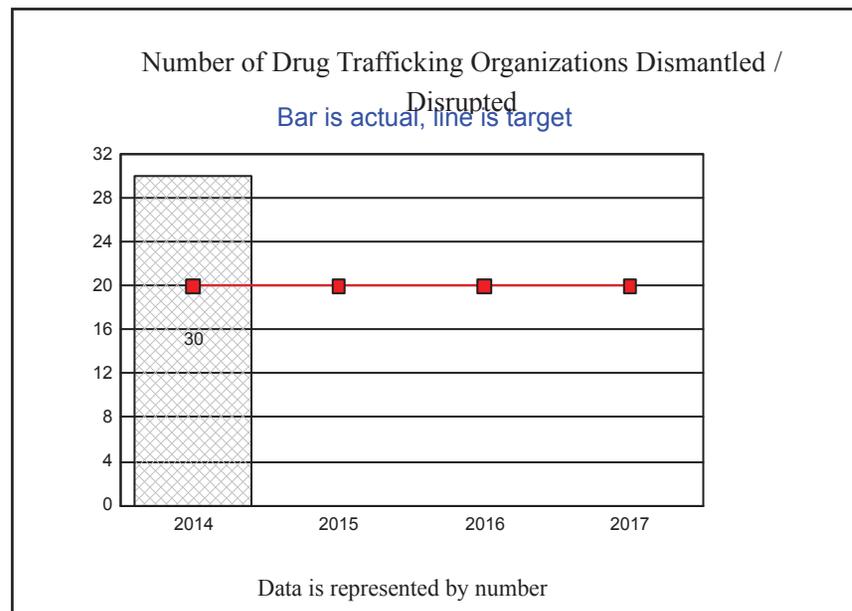
**6. WHAT NEEDS TO BE DONE**

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 reporting cycle for this measure is on a calendar year. 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.

<b>KPM #8</b>	Crime Reduction – Number of Dismantled or Disrupted Drug Trafficking Organizations (DTO’s).	2015
<b>Goal</b>	Crime Reduction provide quality, comprehensive, cooperative investigative services – overall goal to reduce the importation and distribution of illegal control substances.	
<b>Oregon Context</b>	Oregon Benchmark #62 – Overall reported crimes per 1,000 Oregonians.	
<b>Data Source</b>	Reports completed by Drug Enforcement Section detectives (Oregon HIDTA Program Performance Management Process DTO/MLO Form & OSP Form DES 100) when participating in qualified narcotics investigations.	
<b>Owner</b>	Captain Terri Davie, Criminal Investigations Division, 503-934-0230.	



**1. OUR STRATEGY**

The Oregon State Police Drug Enforcement Section provides services that support and augment the efforts of local , state and federal task forces within the state

related to narcotics investigations. The Oregon State Police participation in narcotics task forces enables task forces to conduct investigations that would not otherwise be possible, with the collaborative goal to disrupt or dismantle DTO's.

## 2. ABOUT THE TARGETS

Since 2011, the Oregon State Police Drug Enforcement Section has been tracking data related to the disruption or dismantling of DTOs , where the Department is involved or assisted. The definition of what constitutes a DTO and whether it has disrupted or dismantled has been standardized by the President's Office of National Drug Control Policy. To determine this KPM's target, the average number of DTOs dismantled and/or disrupted by drug task forces with OSP involvement or assistance since 2011 was calculated, resulting in a target of 20 DTOs per year.

## 3. HOW WE ARE DOING

The number of DTOs OSP assisted in dismantling or disrupting increased from 22 in 2013 to 30 in 2014.

## 4. HOW WE COMPARE

There is no comparable data from other state police organizations at this time.

## 5. FACTORS AFFECTING RESULTS

Task forces vary in their mission and focus to target street-level, mid-level or upper-level drug investigations. Mid to upper-level narcotic investigations, focusing on Drug Trafficking Organizations (DTOs), are more complex and longer in duration, while street level investigations tend to be direct in nature and short-term. The increase in DTOs disrupted or dismantled can be attributed to the on-going, widespread, consistent and reinforced knowledge of the definition of a DTO that has been standardized by the Office of National Drug Control Policy (ONDCP). A concerted effort has been made by drug task forces to accurately capture data based on the standardized DTO criteria and submit documentation to HIDTA and/or the appropriate law enforcement reporting agency reflecting their efforts and end results . In addition, OSP has had a consistent, tenured presence on drug task forces statewide, particularly those larger in size, that have a greater case volume and are focused on higher level illegal drug activity.

## 6. WHAT NEEDS TO BE DONE

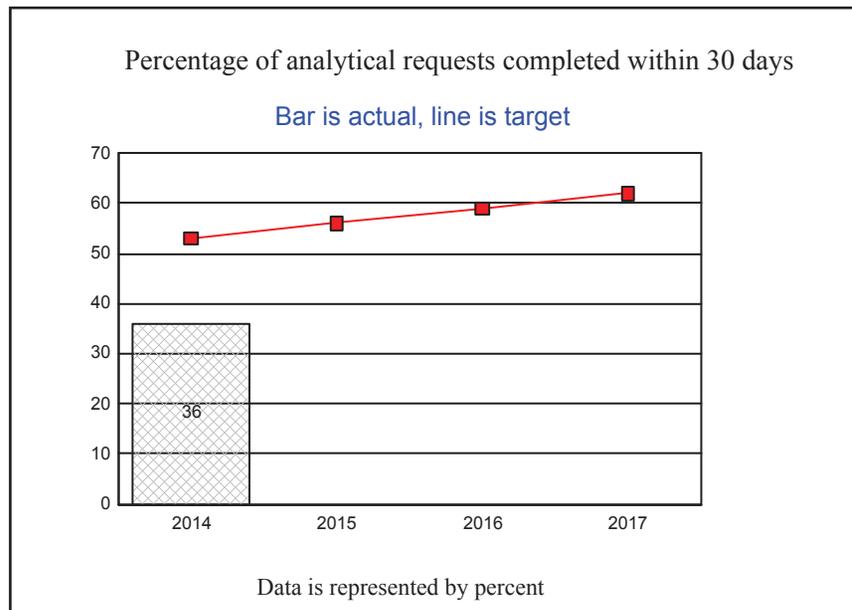
Continue participation on multi-agency narcotics task forces in order to disrupt and dismantle drug trafficking organizations . Continue to capture and submit data based on standardized DTO criteria to HIDTA and/or the appropriate law enforcement reporting agency.

## 7. ABOUT THE DATA

The reporting cycle for this measure is on a calendar year. The Criminal Division’s performance for this metric is collected by Oregon State Police Criminal Division detectives on a monthly basis and submitted annually to Oregon HIDTA. The data is then maintained by Oregon HIDTA and is aggregated each year to determine the annual success rate.

The reporting of DTO data has been standardized based on the President’s Office of National Drug Control Policy, which defines a DTO as “an organization consisting of five or more persons (1) that has a clearly defined chain-of-command and (2) whose principal activity is to generate income or acquire assets through a continuing series of illegal drug production, manufacturing, importation, transportation, or distribution activities. An organization is ‘dismantled’ when its leadership, financial base, and supply network is incapable of operating and/or reconstituting itself. An organization is ‘disrupted’ when the normal and effective operation of the organization is impeded, as indicated by changes in organizational leadership and/or changes in methods of financing, transportation, distribution, communications, or drug production.”

<b>KPM #9</b>	Forensic Analysis – Percentage of analytical requests completed within 30 days or less.	2015
<b>Goal</b>	Keep Oregonians Safe and Secure – Reduce crime by providing timely and accurate scientific and investigative support to the criminal justice system through forensic analysis.	
<b>Oregon Context</b>	Oregon Benchmark #62 – Overall reported crimes per 1,000 Oregonians.	
<b>Data Source</b>	Laboratory Information Management System (LIMS).	
<b>Owner</b>	Captain Ted Phillips, Forensic Services Division, 503-934-0237.	



### 1. OUR STRATEGY

The Forensic Services Division provides timely and accurate scientific, technical and investigative support to the criminal justice system through forensic analysis. The division is the sole source provider of most forensic analysis across the state. The goal of this measure is to provide the majority of analytical results to the requesting agency within 30 days

or less to assist with the timely and successful administration of justice.

## 2. ABOUT THE TARGETS

Timely forensic analysis is critical to successful criminal investigations and the efficient administration of the criminal justice system . National standards define forensic “backlogs” of submissions as any analytical requests that has not been completed within 30 days or less. The overall goal is by 2023, 80 percent of all analysis will be completed within 30 days of receipt. To reach the overall 80 percent target by 2023, the turnaround time needs to be improved by 3 percent annually beginning in 2013 (50 percent turnaround time).

## 3. HOW WE ARE DOING

In 2013, the percentage of analytical requests completed in 30 days was 50 percent. The percentage of analytical requests completed within 30 days decreased from 50 percent in 2013 to 36 percent in 2014. However, there was a 6 percent increase in the total number of requests from 2013 (27,864) to 2014 (29,505). In addition, the division completed 10 percent more requests in 2014 (28,044) than in 2013 (25,443).

## 4. HOW WE COMPARE

There is no known national statistics that mirror our metrics used to measure 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 saw a 6 percent increase in the number of analytical requests from 27,864 in 2013 to 29,505 in 2014. The number of analytical requests received each year has increased an average of 6.6 percent over the past five years. The Division continues to be impacted by changes in the forensic sciences, emerging drug trends, training new staff and the ability to keep pace with new technology. Recent changes in submission practices of Sexual Assault Kits by law enforcement agencies will require a shift in resources and focus. An increase in the backlog for the forensic disciplines of Biology and DNA is expected. The methodology the division used to calculate its turnaround time changed in April of 2014. Prior to April 2014, when a piece of evidence was submitted to the division, the turnaround time was based on the length of time it took to perform each forensic discipline separately. Beginning in April 2014, the turnaround time is now based on the length of time from when the evidence is submitted to the division to when all of the analysis are completed and the results are provided to the customer. This had the effect of increasing overall turnaround times for requests.

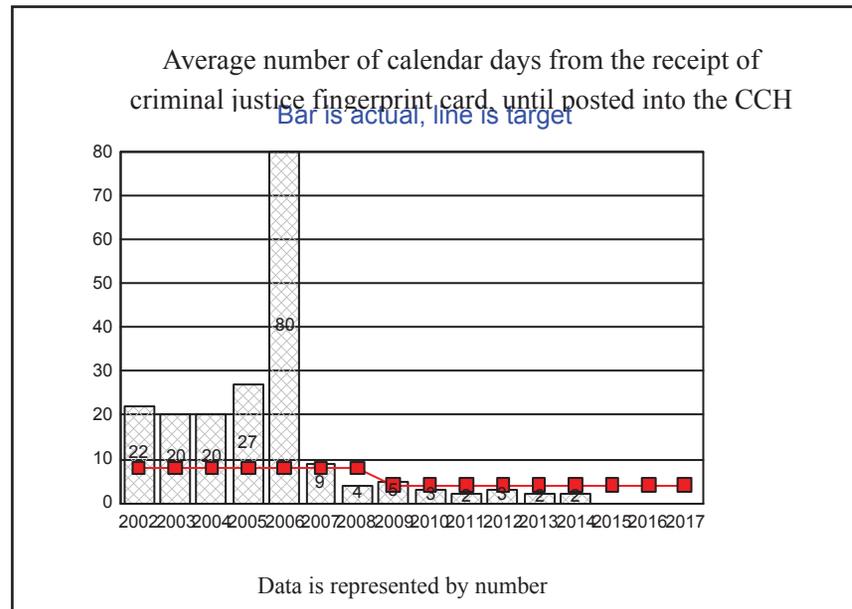
## 6. WHAT NEEDS TO BE DONE

The Division must continue to assess workload demands and the resources needed meet the targets. In addition, further investment in emerging technologies, staff development and resources, and processes will continue to be assessed for increased efficiencies.

**7. ABOUT THE DATA**

The reporting cycle for this measure is on a calendar year. Data is compiled and updated on a regular basis from the Laboratory Information Management System and reported on an annual basis.

<b>KPM #10</b>	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
<b>Goal</b>	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.	
<b>Oregon Context</b>	Oregon Benchmark #62 Overall reported crimes per 1,000 Oregonians.	
<b>Data Source</b>	Internal Master CCH Monthly Statistics.	
<b>Owner</b>	Patricia Whitfield, Criminal Justice Information Services (CJIS) Division, 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 2014, the manual card processing 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 4,699 manually submitted arrest fingerprint cards for 2014, which is approximately 3 percent of the total arrest card submissions.

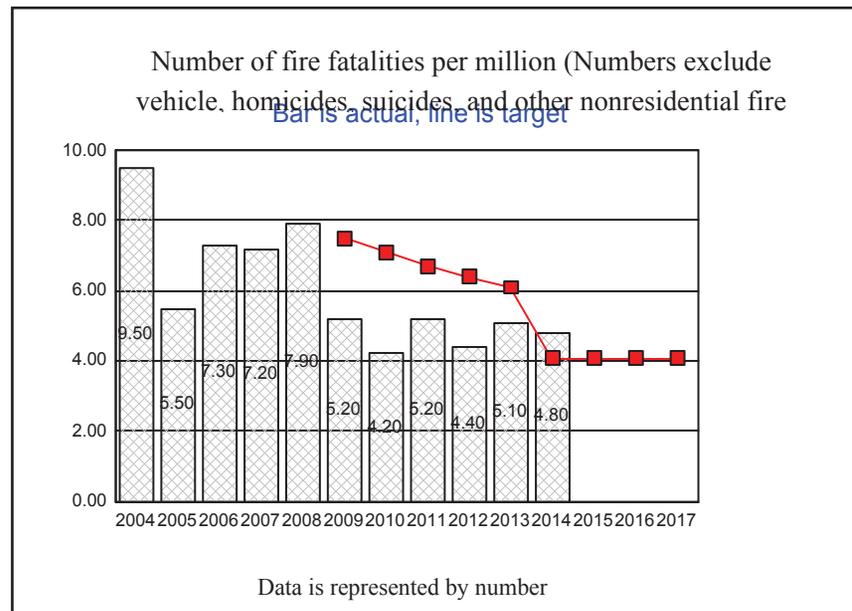
## 6. WHAT NEEDS TO BE DONE

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. CJIS Division needs to continue to work on standard based data transmissions with agencies and vendors to achieve direct connection with the Department's interface. The CJIS Division needs to continue to 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.

<b>KPM #11</b>	RESIDENTIAL FIRE DEATH RATE: - Number of Oregonians per capita that die in a residential fire.	2008
<b>Goal</b>	Fire Safety - Reduce loss of life and property as a result of fire and hazardous materials. Residential Fire Death Rate. Annually maintain a rate within the 12 lowest rates nationally.	
<b>Oregon Context</b>	Oregon Benchmark #45 - Preventable death (rate per 1000).	
<b>Data Source</b>	Information obtained from Fire Fatality Reports submitted to the Data Unit of the Office of State Fire Marshal .	
<b>Owner</b>	Jim Walker, State Fire Marshal, 503-934-8209.	



**1. OUR STRATEGY**

Residential structure fires account for the vast majority 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. Beginning in 2014, the target for this performance measure is based on national data. The OSFM’s goal is to achieve and maintain a residential fire death rate that positions Oregon among the states which have the twelve lowest fire death rates in the nation. The target is calculated by averaging five most recent available years of unintentional residential fire death rates by state. Using a five year average, instead of single year data, to calculate the target lessens the impact of an unusually low or high rate for a single year. The most recent five year data (2009-2013), cites the United States residential fire death rate average as 5.13 and the average of the twelfth lowest as 4.08, which is Oregon’s target for 2014.

**3. HOW WE ARE DOING**

The residential fire death rate for 2014 was 4.8 percent, missing the target (4.08) by 18 percent.

**4. HOW WE COMPARE**

The most recent national data available is for the year 2013. Oregon’s 2013 fatality rate per million population (compared with 2013 national data) places the state at the 13th lowest in the nation.

**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 socioeconomic, 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

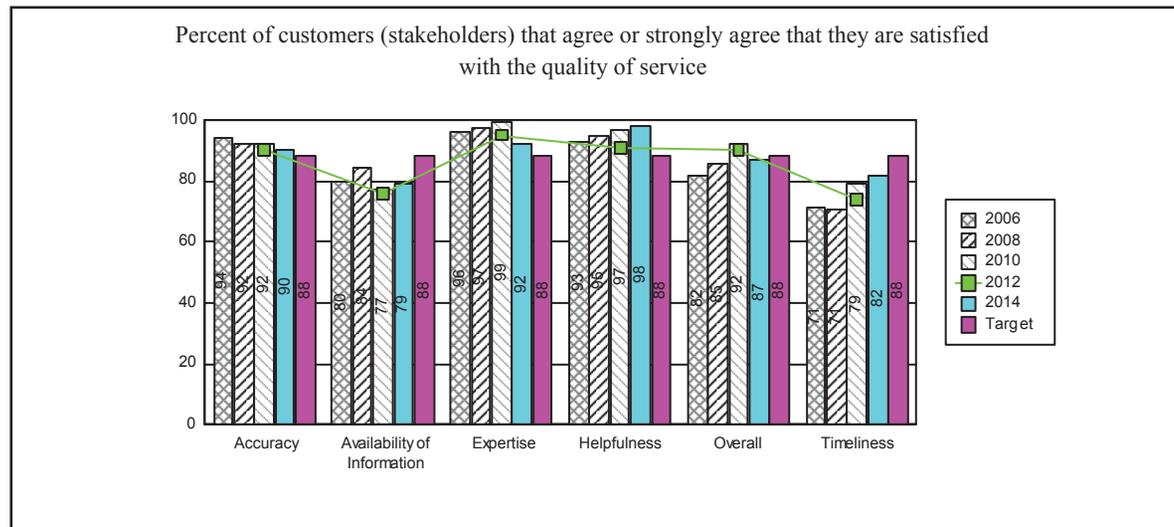
The reporting cycle for this measure is on a calendar year. Fatality incident data is obtained from Oregon's fire incident database and medical examiner reports. The fire incident database includes incident and casualty data reported to the OSFM by Oregon fire agencies. Every fire chief is required to 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](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 1999-2013, for National, Regional, and States (RESTRICTED) report, and use the following criteria: Unintentional-Fire/flame-United States-All races-Both sexes-Years 2009-2013-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.

<b>KPM #12</b>	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
<b>Goal</b>	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.	
<b>Oregon Context</b>	Not linked to Oregon Benchmark(s).	
<b>Data Source</b>	State Police Customer Service Survey conducted during the summer of 2006, 2008, 2010, 2012, and 2014.	
<b>Owner</b>	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 percent 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.

**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

**Alternate:** Larry West

**Alternate Phone:** 503-934-0209

**The following questions indicate how performance measures and data are used for management and accountability purposes.**

**1. INCLUSIVITY**

- \* **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.
- \* **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.
- \* **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 following listed topics: A: Timeliness B: Accuracy C: Helpfulness D: Expertise E: Availability of Information.
- \* **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.

**2 MANAGING FOR RESULTS**

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.

**3 STAFF TRAINING**

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><b>4 COMMUNICATING RESULTS</b></p>	<p>* <b>Staff :</b> Division Command Staff are given a copy of each annual report and may provide input for future changes, additions and deletions.</p> <p>* <b>Elected Officials:</b> Communication on agency performance results was and will be done through the legislative process during Ways and Means budget testimony.</p> <p>* <b>Stakeholders:</b> 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.</p> <p>* <b>Citizens:</b> Public communication will take place when the measures and the Annual Performance Progress Report is posted on the web site as instructed in section 1 of a memorandum by Director Gary Weeks, dated October 6, 2003. The agency will post the Annual Performance Progress Reports on the agency's web page for public review. Agency URL is: <a href="http://www.oregon.gov/osp/Pages/about_us.aspx">http://www.oregon.gov/osp/Pages/about_us.aspx</a></p>