POLICE, OREGON STATE DEPARTMENT of

Annual Performance Progress Report (APPR) for Fiscal Year (2007-2008)

Proposed KPM's for Biennium (2009-2011)

Original Submission Date: 2008

2007-2008 KPM #	2007-2008 Approved Key Performance Measures (KPMs)
1	Crashes - Number of crashes per one million miles traveled on rural state and interstate highways.
2	Fatal Crashes - Number of fatal crashes per one hundred million miles traveled on rural state and interstate highways.
3	Crime Reduction - Percentage of arrests verses total reported crimes on rural state and interstate highways. (Crime = Felony and misdemeanor crimes)
4	Angler Compliance - Percent of anglers contacted who are angling in compliance with rules and laws associated with salmon and steelhead bag limits, licensing/tagging, means of take and species.
5	Angler Compliance - Percent of anglers contacted who are angling in compliance with rules and laws associated with all species.
6	Hunter Compliance – Percent of hunters contacted who are hunting in compliance with rules and laws associated with big game hunting seasons.
7	Crime Reduction - Percent of major crime team call-outs resolved within 12 months from date of call-out.
8	Crime Reduction – Number of agency assists in narcotics investigations (including methamphetamine).
9	Forensic Analysis Turnaround Time - Average number of working days from when a request is received at the Forensics Laboratory, until a completed analytical report is prepared.
10	Identification Services Turn Around Time - Average number of calendar days, from the date of receipt of criminal justice fingerprint cards by the Identification Services Section, until the criminal justice data is posted into the Computerized Criminal History (CCH) Files.
11	Homes with Smoke Alarms - Percent of homes that have a fire in which there is no working smoke alarm.
12	Hazards Materials Safety - Increase the number of regional Hazardous materials team members who meet or exceed competency requirements set by the Oregon State Fire Marshal to 90% by 2011.
13	Fire Safety Training - Number of fire and life safety inspections conducted by local authorities who have been trained by the State Fire Marshal (increases total number of inspections statewide).

2007-2008 KPM #	2007-2008 Approved Key Performance Measures (KPMs)
14	Hazardous Substance Reporting - Percent of required reporting facilities that submit the Hazardous Substance Information Survey on time.
15	Customer Satisfaction – Percent of customers rating their satisfaction with the agency customer service as “good” or “excellent”: overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.

New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2009-2011
NEW	**Title:** RESIDENTIAL FIRE DEATH RATE: - Number of Oregonians per capita that die in a residential fire. **Rationale:** This measure seeks to reduce Oregon's per capita fire deaths. The Oregon State Fire Marshal contributes to reducing residential fire death through the development of statewide fire education initiatives and community-based prevention and intervention programs and resources. They disseminate statewide fire prevention education programs such as home fire safety, smoke alarms and senior fire safety, and school curriculums. They provide statewide fire code and fire cause determination statewide.
NEW	**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. **Rationale:** This is a measure of all motor vehicle crashes on state and interstate highways where OSP has primary responsibility. The goal is to reduce these crashes by using a newly implemented proactive Problem Oriented Policing strategy. This strategy includes an agency wide coordinated effort for focused enforcement on designated sections of Oregon's highways.
NEW	**Title:** Coverage – Reduce the percentage of calls for service where a trooper is unavailable to respond. **Rationale:** This is tied directly to trooper staffing and the ability to respond to emergency calls for service. The goal is to reduce the number of calls for which there is no available trooper for response. With the additional 139 trooper positions approved during the 2007-09 legislative session, it is anticipated the calls for service which a trooper is not available will decrease incrementally as new officers complete their training and begin patrolling Oregon's highways.

New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2009-2011
NEW	**Title:** Criminal Apprehension/Detection - Increase the percentage of traffic stops resulting in an arrest or criminal citation. **Rationale:** This measure seeks to enhance public safety through increased detection and apprehension of criminal offenders using the state highway system. As increased patrol staffing and training are realized, we anticipate that the number of criminal offenders detected and apprehended during the course of routine traffic enforcement will increase.
DELETE	**Title:** Homes with Smoke Alarms - Percent of homes that have a fire in which there is no working smoke alarm. **Rationale:**
DELETE	**Title:** Fatal Crashes - Number of fatal crashes per one hundred million miles traveled on rural state and interstate highways. **Rationale:** Agency believes the new performance measure language better measures the Division's influence over transportation safety on the state's rural state and interstate highway system.
DELETE	**Title:** Crime Reduction - Percentage of arrests verses total reported crimes on rural state and interstate highways. (Crime = Felony and misdemeanor crimes) **Rationale:** The Patrol Division determined that this was not a realistic performance measure as its actions could not impact the reporting by other enforcement agencies.
DELETE	**Title:** Crashes - Number of crashes per one million miles traveled on rural state and interstate highways. **Rationale:** Agency believes the new performance measure language better measures the Division's influence over transportation safety on the state's rural state and interstate highway system.

POLICE, OREGON STATE DEPARTMENT of	I. EXECUTIVE SUMMARY

Agency Mission: The mission statement of the Department of Oregon State Police is to develop, promote and provide protection to the people, property and natural resources of the state, along with ensuring the state's safety and livability by serving, protecting and educating its citizens and visitors through leadership, action, coordination and cooperation with our public safety partners.

Contact: Cynthia Kok	**Contact Phone:** 503-934-0230
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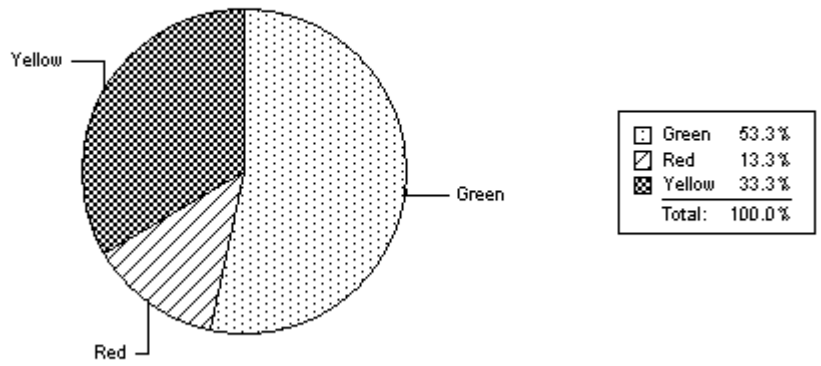
Performance Summary



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1. SCOPE OF REPORT

The agency has performance measures that address services provided by the Patrol Services Division, Fish and Wildlife Division, Criminal Investigation Division, Forensic Services Division, Identification Services and Oregon State Fire Marshal.
The agency has 15 performance measures that are reported in this annual report. The services addressed by the performance measures are:

• Transportation safety
• Protection and preservation of the state's natural resources
• Criminal investigative services
• Forensic services
• Identification Services which includes:
• Criminal History (CCH)
• Automated Fingerprint Index System (AFIS)
• Fire and hazardous materials safety

The Oregon State Police is a full-service law enforcement agency and also provides other public safety services. Many of the peripheral services that are provided by the State Police do not have formal performance measures. However, they play a critical support role for the entire criminal justice system in Oregon. Some of these services include:
• Office of Public Safety and Security (Homeland security)
• State Medical Examiner
• Law Enforcement Data System (LEDS)
• Oregon Uniform Crime Reporting (OUCR)
• Arson and Explosives Services (EOD)
• Criminal Justice Services – administration of federal criminal justice grants
• Gaming Division
• Professional Standards
• Administrative Services Division

2. THE OREGON CONTEXT

Key Performance Measures 1 and 2 are directly related to deaths and injuries that occur on Oregon's state and interstate highways due to motor vehicle crashes. This has a direct impact on the livability of the state. These measures link to Oregon Benchmarks; OBM #41 – Infant mortality rate per 1,000 and OBM #45 – Premature Death: Years of life lost before age 70. Crashes also are a cause of traffic delays and stoppages on Oregon's freight routes, causing a negative economical impact to Oregon's businesses. By making progress on these performances measures, we contribute to the progress of OBM #41 and #45, to the state's livability and to positive economic development by keeping highways clear for the movement of goods, services, and people.

Key Performance Measures 3, 7, 8, 9, and 10 are related to the reduction of crime in Oregon. These measures are linked to Oregon Benchmarks #61 and 62– Overall reported crimes per 1,000 Oregonians. By reducing crime in Oregon, we increase the livability of the state by making our communities safer. These measures have a component of reducing methamphetamines and other narcotics in our communities by working with our local law enforcement partners on interagency narcotic drug teams. By making progress on these measures, we can reduce crime in Oregon, detect and interdict narcotic movement and distribution and increase the livability by creating safer communities.

Key Performance Measures 4, 5 and 6 are related to the protection of Oregon's fish and wildlife and natural resources. These measures are linked to Oregon Benchmark; OBM #86 and #87 – Freshwater Species: Percentage of monitored freshwater species not at risk and Marine Species: Percent of monitored marine species not at risk and #88 - Terrestrial Species: Percent of monitored terrestrial species not at risk: (state, fed listing): a. vertebrates, b. invertebrates, c. plants. The measure gauges how well the agency is in gaining compliance to rules, regulations and laws that protect our environment, wildlife and natural resources. Through progress on this measure we will improve the livability of the state by maintaining the beauty of Oregon's natural resources and the habitat within the state.

Key Performance Measures 11, 12, 13 and 14 relate to the reduction in the loss of life and property as a result of fire and hazardous materials. By reducing fires and hazardous materials incidents, we increase the livability of the state by making our communities safer. These measures track the progress of program goals that have a direct impact on saving lives and protecting property and affect all Oregonians. Through progress on this measure we will improve the livability of the state by reducing fires and/or the severity of fires and reducing the incidents involving hazardous materials.

Key Performance Measure 15 is related to the customer satisfaction with the Oregon State Police. Customers were defined as the agency's key stakeholders and the general public. This performance measure is a mechanism for the agency to measure how well we are performing and meeting the expectations of our customers. It is the goal of the agency to make progress on all of the performance measures with the expected outcome of increasing the customer satisfaction of our key stakeholders and the general public.

3. PERFORMANCE SUMMARY

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

than 15% from target goal.

4. CHALLENGES

We see six primary areas of challenge that effect all the agency's Key's 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 1980's, Oregon's Constitution was amended and the State Police patrol operations funding was shifted to the General Fund from the State Highway Fund. Since then, the Department has experienced remarkable instability in funding, which has resulted in significant reductions in service delivery across all programs that are funded from the General Fund. This has had a negative impact on the greater criminal justice system. In the 2001-03 biennium, significant reductions in funding resulted in the dramatic layoff of personnel, both sworn troopers and professional staff. These layoffs significantly reduced service delivery levels in all operations of the agency and this history continues to impact recruitment and hiring throughout the agency. The goals set forth for agency's Key Performance Measures were set prior to the reductions in the agency's personnel. The lack of KPM's making progress may be directly linked to the reduction in staff and the reduction in service delivery.

• Human Capital Planning

The Oregon State Police, like law enforcement agencies across the nation, are facing a significant challenge with an aging workforce and the retirement of the "Baby Boom Generation". This has created a staffing shortage in public safety agencies across the United States. Additionally, the State Police history of unstable funding and the recent layoff of personnel have significantly compounded the issue. With the shortage of staffing, personnel are being temporarily assigned to cover areas outside of their primary areas of responsibility. Some examples are officers providing training in order to meet minimal levels of required law enforcement training that occurs throughout the year and recruiting efforts to ensure that an adequate applicant pool exists to fill vacancies. This compounds the challenge to meet the KPM goals as personnel are not available to perform their primary duties.

• Meeting Expectations for Service Delivery

Most of the Oregon State Police programs are struggling to meet current demands for services. As the state's population increases and the demand for services from the public and our key stakeholders within the criminal justice system increase, we expect this challenge to become more severe.

• Responding to Emerging Crime Trends

There are several areas of emerging crime that are presenting challenges for law enforcement, such as the methamphetamine epidemic and the significant levels of crimes that are related to methamphetamine use, cyber crime, elderly crime and identity theft. These crimes require significant levels of expertise, equipment costs and time. These changes in criminal behavior has meant that all law enforcement agencies have had to adapt to

new crime trends and has created a challenge to an already thin workforce.

• Advances in Technology

The Oregon State Police operate a state-wide emergency radio system that is used by all of the operational divisions of the agency. This system is utilizing technology that is outdated and the current system is failing. This is, and will continue to be, a challenge for the general public and this situation is also a serious officer safety issue. This is a Department-wide issue impacting the day-to-day performance and, at times, hamper the operations of the agency and the performance of some of the agency's measures.

• Security of the Homeland

The final area of organization-wide challenges involves homeland security and the real threat of terrorism (foreign and domestic) and natural disasters occurring in this country. The challenges cited above have a direct impact on how effective the State Police can be in times of natural disaster, and in our ability to mitigate future man-made disasters. Some of the agency's performance measures have a direct link to our ability to keep the citizens of Oregon safe and secure while others have an indirect impact in the area of homeland security. Although some federal grant dollars have been leveraged to provide training opportunities and acquire equipment, there are additional areas of investment that could be made to better assist the agency in responding to emergencies and meeting our performance goals.

5. RESOURCES AND EFFICIENCY

• General Fund appropriations fund a substantial portion of essential programs: Patrol, Criminal, Law Enforcement Data Systems (LEDS), OWIN, Crime Labs and Medical Examiner

• The 2007 legislature authorized 1,249 positions of which 726 are sworn-all ranks/all divisions and 523 are professional

• Core State Police programs funded by state General Fund have had significant difficulty maintaining service levels that meet demand

• Fees support handgun permit, criminal record and fingerprint checks

• Other Fund appropriations fund a substantial or in whole the Fish and Wildlife, Gaming, and State Fire Marshal Divisions

• Ballot Measure 66 Lottery Funds support some Fish & Wildlife Services

OREGON STATE POLICE BUDGET HIGHLIGHTS

• Addition of 139 new trooper positions in the Patrol Division

• Addition of seven detective position in the Criminal Division (Identity Theft, Narcotics and Major Crimes)

• Addition of 15 Crime Lab positions

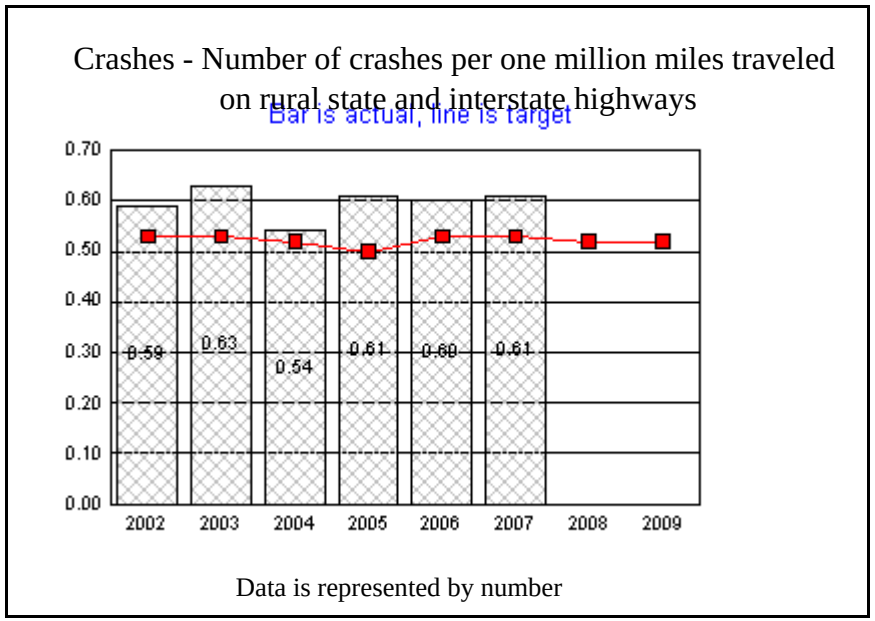
• Partial funding for the Oregon Wireless Interoperability Network (OWIN Project)

• Investments in the agency's "infrastructure" staffing to meet the needs of the existing agency line staff as well as increases in staffing (Evidence Techs, Trades Maintenance Coordinators, Field Support positions, internal auditor, IT staff, ID Services)
• Provides resources to purchase 260 digital in-car video cameras
• Additional funds for fuel cost
• Continues Tobacco Compliance Task Force
• Adds $1.1 million for contracting out roughly 34,000 DNA samples that were backlogged
• Adds two positions in the Medical Examiner's Office
• Transfers the toxicology program to the Forensics Division from Medical Examiner's Office contracts with OHSU and Kaiser
• Addition of four positions for training and sworn recruiting

EFFICIENCY MEASURES

The agency does not have any performance measures that are efficiency measures.

KPM #1	Crashes - Number of crashes per one million miles traveled on rural state and interstate highways.	1994
Goal	Number of crashes per one million miles traveled on rural state and interstate highways Reduce the number of crashes - Make Oregon's rural state and interstate highways safe	
Oregon Context	Oregon Benchmark #41 - Infant mortality (rate per 1,000) Oregon Benchmark #45 - Preventable death (years of life lost before age 70)	
Data Source	Crash data is collected, compiled and reported by the Oregon Department of Transportation, Crash Analysis Unit on a calendar year reporting cycle. Note: Nationwide comparison data source is the USDOT/NHTSA/National Center for Statistics and Analysis, 2007.	
Owner	Department of State Police - Patrol Service Division Lieutenant Ethan Wilson, Office: 503-934-0266	



1. OUR STRATEGY

Increase voluntary compliance of vehicle laws.

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

2. ABOUT THE TARGETS

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

3. HOW WE ARE DOING

In 2007, the Oregon State Police, Patrol Services Division reported that the crash rate was higher (0.61) than the target of 0.53 crashes per one million miles traveled on Oregon's rural state and interstate highways. In 2007, the crash rate increased slightly to 0.61 from 0.60 in 2006.

4. HOW WE COMPARE

An industry standard or other jurisdiction comparision can be obtained using Oregon's fatal crashes percentile increase/decrease between current year and the previous year as compared to the same timelines based on the nationwide increase/decrease. In 2006, Oregon had 229 total state highway system fatal crashes compared to 246 in 2005, or a 6.91% decrease. During that same time, the nationwide fatal crashes decreased from 39,252 to 38,648, or a 1.53% decrease.

5. FACTORS AFFECTING RESULTS

Transportation safety experts have identified the four E's, Education, Engineering, Enforcement and Emergency Response as the major factors in reducing crash that cause injuries and death. The Oregon State Police is the primary law enforcement agency that has responsibility for enforcement on the rural state and interstate highway system. Over the last few years, the State Police has sustained significant reductions of troopers, thus limiting the amount of enforcement on Oregon's rural highways. This has affected the amount of time available to provide patrol hours and proactive

law enforcement efforts on driving behavior that is known to be major causal factor in motor vehicle crashes. These reductions may have had some effect on the variance between the targets and the actual data.

6. WHAT NEEDS TO BE DONE

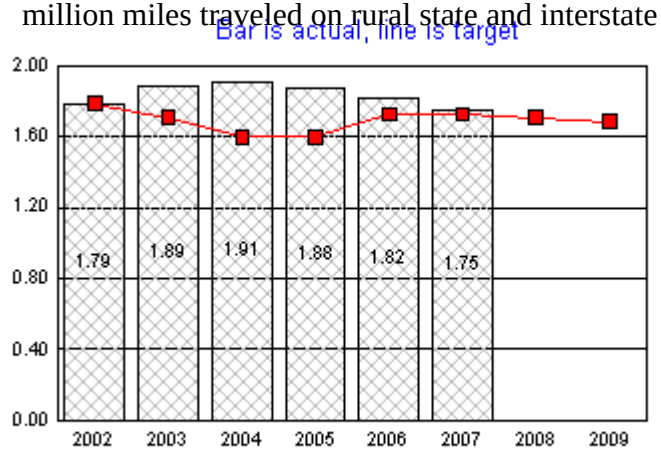
The Oregon State Police, Patrol Services Division has been significantly reduced over the past 25+ years. In the 1979-1981 biennium, the Patrol Division was authorized 665 patrol position as compared to 322 positions in 2005-07 biennium. During that same time period, Oregon's population has increased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

7. ABOUT THE DATA

The reporting cycle for this measure is on an annual calander year. Crash data is collected, compiled and reported by the Oregon Department of Transportation, Crash Analysis Unit on a calendar year reporting cycle.

KPM #2	Fatal Crashes - Number of fatal crashes per one hundred million miles traveled on rural state and interstate highways.	1994
Goal	Number of fatal crashes per one hundred million miles traveled on rural state and interstate highways. Reduce the number of fatal crashes - Make Oregon's rural state and interstate highways safe	
Oregon Context	Oregon Benchmark #41 - Infant mortality (rate per 1,000) Oregon Benchmark #45 - Preventable death (years of life lost before age 70)	
Data Source	Crash data is collected, compiled and reported by the Oregon Department of Transportation, Crash Analysis Unit on a calendar year reporting cycle. Note: Nationwide comparison data source is the USDOT/NHTSA/National Center for Statistics and Analysis, 2007.	
Owner	Department of State Police - Patrol Service Division Lieutenant Ethan Wilson, Office: 503-934-0266	

Fatal Crashes - Number of fatal crashes per one hundred million miles traveled on rural state and interstate highways



Data is represented by number

1. OUR STRATEGY

Increase voluntary compliance of vehicle laws.

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

2. ABOUT THE TARGETS

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

3. HOW WE ARE DOING

In 2007, the Oregon State Police, Patrol Services Division reported that the fatal crash rate was higher (1.75) than the target of 1.73 fatal crashes per one hundred million miles traveled on Oregon's rural state and interstate highways. In 2007, the crash rate decreased to 1.75 from 1.82 in 2006, slightly higher than the target. The general trend between 2002 through 2007 is showing a slight decrease in the fatal crash rate on rural state and interstate highways.

4. HOW WE COMPARE

An industry standard or other jurisdiction comparision can be obtained using Oregon's fatal crashes percentile increase/decrease between current year and the previous year as compared to the same timelines based on the nationwide increase/decrease. In 2006, Oregon had 229 total state highway system fatal crashes compared to 246 in 2005, or a 6.91% decrease. During that same time, the nationwide fatal crashes decreased from 39,252 to 38,648, or a 1.53% decrease.

5. FACTORS AFFECTING RESULTS

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

have had some effect on the variance between the targets and the actual data.

6. WHAT NEEDS TO BE DONE

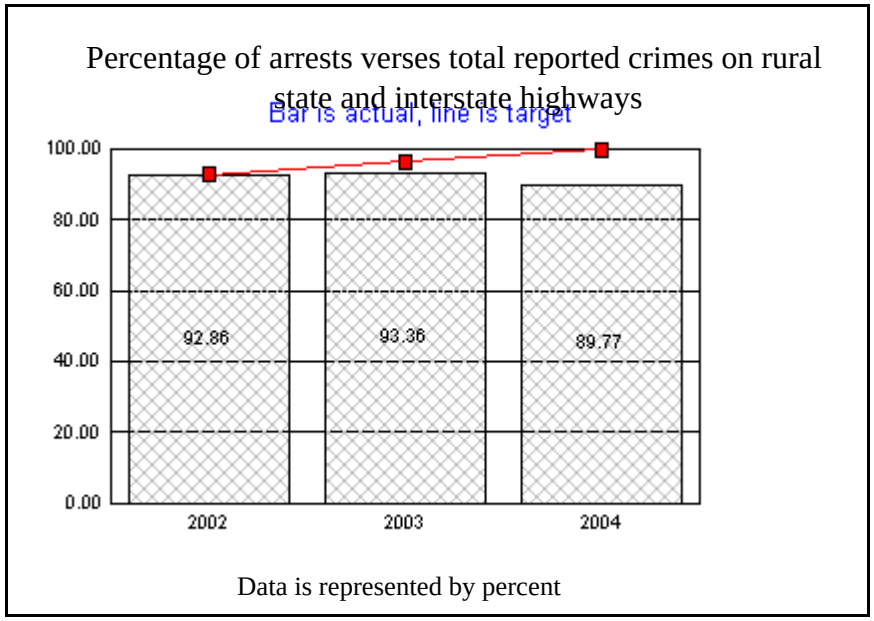
The Oregon State Police, Patrol Services Division has been significantly reduced over the past 25+ years. In the 1979-1981 biennium, the Patrol Division was authorized 665 patrol position as compared to 322 positions in 2005-07 biennium. During that same time period, Oregon's population has increased by 33%, licensed drivers increased by 49%, and registered vehicles increased by 60%, while patrol officer positions have decreased by over 50%. The Oregon State Police has identified, through information obtained from local communities and law enforcement from the local, state, and federal levels, that there was a need for additional patrol officers to meet the staffing levels needed to perform the identified responsibilities of the Oregon State Police, Patrol Division (known as OSP community based – Resource GAP Analysis conducted in 2000 and being updated in 2007).

Success is ultimately measured by the lives we save and injuries we prevent by reducing driving behaviors that are known to cause crashes.

7. ABOUT THE DATA

The reporting cycle for this measure is on an annual calander year. Crash data is collected, compiled and reported by the Oregon Department of Transportation, Crash Analysis Unit on a calendar year reporting cycle.

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



1. OUR STRATEGY

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

2. ABOUT THE TARGETS

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

3. HOW WE ARE DOING

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

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

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

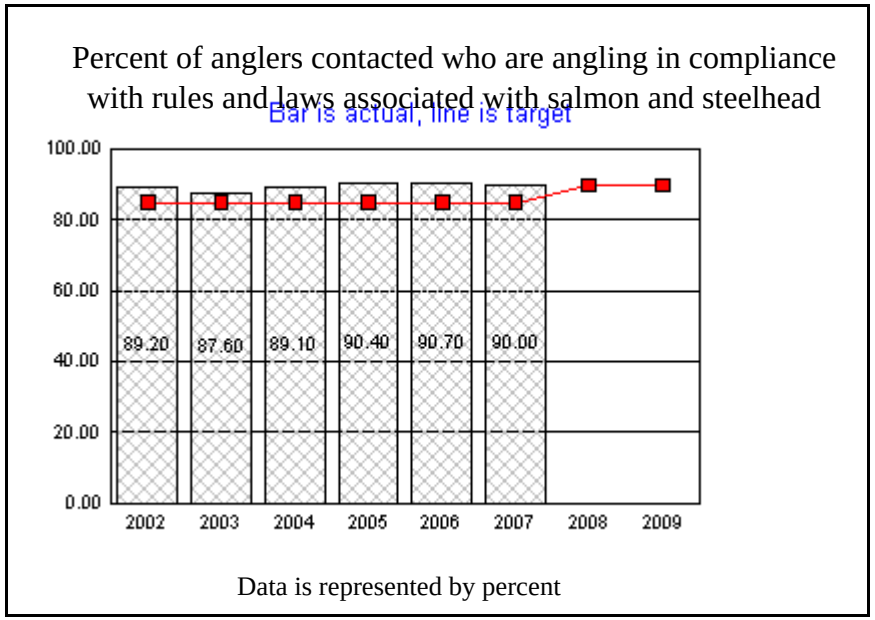
6. WHAT NEEDS TO BE DONE

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

7. ABOUT THE DATA

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

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



1. OUR STRATEGY

Increase voluntary compliance of rules and laws through high visibility enforcement.

Key partners include both:

Oregon Department of Fish and Wildlife
Oregon Watershed Enhancement Board

2. ABOUT THE TARGETS

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

3. HOW WE ARE DOING

The Fish and Wildlife Division exceeded the statewide target of 85% voluntary compliance by obtaining a rate of 90.7% in 2006. This is the highest compliance rate we have obtained in six years.

4. HOW WE COMPARE

On a national level, the Oregon State Police has been asked to provide information to other states on how we measure our performance through documenting voluntary compliance rates. Some states have used Oregon as a model to set their own method of measuring compliance rates.

The state of Washington is very similar to Oregon as it relates to wildlife issues and geography. The Washington Department of Fish and Wildlife use voluntary compliance rates to measure if they reach their established goals and desired results. The Washington Department of Fish and Wildlife does not have a performance measure identical to Oregon’s performance measure relating to a statewide compliance associated with salmon and

steelhead fisheries. Washington Department of Fish and Wildlife does have a performance measure relating to coastal salmon fisheries which had a 2006 compliance rate of 82.1%.

The Alaska Bureau of Wildlife used to track the voluntary compliance rate of each wildlife species within the state of Alaska, very similar to how the Oregon State Police, Fish and Wildlife Division currently does. Through budget cuts within the Alaska Bureau of Wildlife, the agency has been reduced to measuring their success by tracking the number of citations written and the value of property seized. Alaska Bureau of Wildlife does not believe their current system is a true reflection of the enforcement impacts, and is working to return to a compliance rate system.

5. FACTORS AFFECTING RESULTS

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

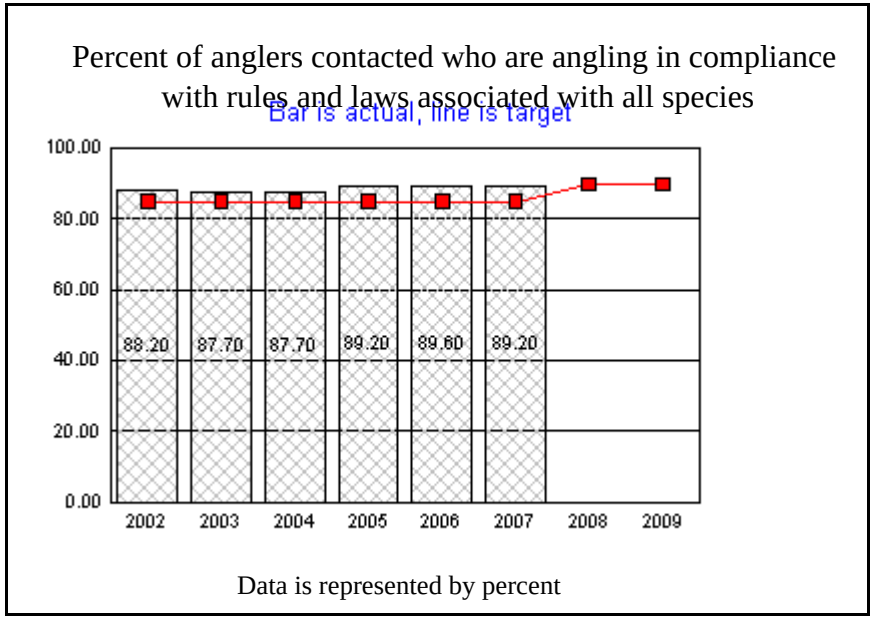
6. WHAT NEEDS TO BE DONE

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

7. ABOUT THE DATA

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

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



1. OUR STRATEGY

Increase voluntary compliance of rules and laws through high visibility enforcement.

Key partners include both:

Oregon Department of Fish and Wildlife
Oregon Watershed Enhancement Board

2. ABOUT THE TARGETS

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

3. HOW WE ARE DOING

The Fish and Wildlife Division exceeded the statewide target of 85% voluntary compliance by obtaining a rate of 89.6 in 2006. This is the highest compliance rate we have obtained in six years. However, we observed that the voluntary compliance rate in Central Oregon, while still higher than our target of 85%, was below the statewide average. We contributed this lower compliance rate to the population increase in Deschutes County, which caused an increased demand on the resource. The population in Deschutes County has increased 54% from 1990 to 2000 and has increased an additional 22.5% since the year 2000. This population increase has caused our troopers to respond to individual calls for service rather than being available to dedicate their time to proactive enforcement efforts towards identified high-priority programs to gain voluntary compliance. Troopers responding just to complaints tend to have lower compliance rates.

4. HOW WE COMPARE

On a national level, the Oregon State Police provides information to other states on how we measure our performance through documenting voluntary compliance rates. Some states use Oregon as a model to set their own method of measuring compliance rates.

The state of Washington is very similar to Oregon as it relates to wildlife issues and geography. The Washington Department of Fish and Wildlife use voluntary compliance rates to measure if they reach their established goals and desired results. The Washington Department of Fish and Wildlife does not have a performance measure identical to Oregon’s performance measure relating to a statewide compliance associated with all fisheries.

The Alaska Bureau of Wildlife used to track the voluntary compliance rate of each wildlife species within the state of Alaska, very similar to how the

Oregon State Police, Fish and Wildlife Division currently does. Through budget cuts within the Alaska Bureau of Wildlife, the agency has been reduced to measuring their success by tracking the number of citations written and the value of property seized. Alaska Bureau of Wildlife does not feel their current system is a true reflection of the enforcement impacts, and is working to return to a compliance rate system.

5. FACTORS AFFECTING RESULTS

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

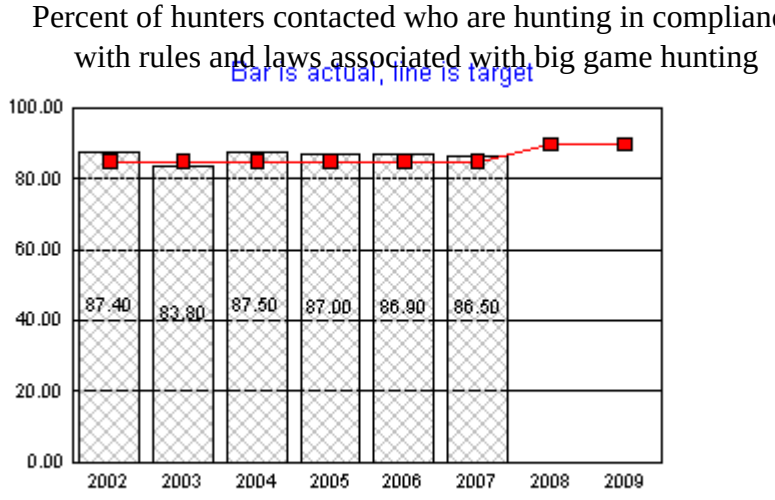
6. WHAT NEEDS TO BE DONE

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

7. ABOUT THE DATA

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

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



1. OUR STRATEGY

Increase voluntary compliance of rules and laws through high visibility enforcement.

Key partners include the Oregon Department of Fish and Wildlife.

2. ABOUT THE TARGETS

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

3. HOW WE ARE DOING

Compliance rates continue to be above target levels and back to about the levels prior to 2003 when compliance was below target level. While the compliance level seems to be staying above target, there has been a slight decrease observed over the past three years. The Division has not been able to determine any one factor that could be driving the downward trend.

4. HOW WE COMPARE

On a national level, the Oregon State Police provides information to other states on how we measure our performance through documenting voluntary compliance rates. Some states use Oregon as a model to set their own method of measuring compliance rates.

The state of Washington is very similar to Oregon as it relates to wildlife issues and geography. The Washington Department of Fish and Wildlife use voluntary compliance rates to determine if they reach their established goals and desired results. The Washington Department of Fish and Wildlife does not have a performance measure identical to Oregon's performance measure relating to a statewide compliance associated with Big Game Hunting.

The Alaska Bureau of Wildlife used to track the voluntary compliance rate of each wildlife species within the state of Alaska, very similar to how the Oregon State Police, Fish and Wildlife Division currently does. Through budget cuts within the Alaska Bureau of Wildlife, the agency has been reduced to measuring their success by tracking the number of citations written and the value of property seized. Alaska Bureau of Wildlife does not feel their current system is a true reflection of the enforcement impacts, and is working to return to a compliance rate system.

5. FACTORS AFFECTING RESULTS

Hunting compliance can be impacted by many factors. In evaluating compliance rates, several factors seem to have an effect. Regulation complexity:

Can people understand the rules? Opportunity: Can people draw or buy the tags they want? Can they hunt the areas they want or are familiar with? A Primary factor is whether people see the merits of the regulation. Some hunters may believe that as long as somebody in their party has a tag, it is ok to shoot their animal for them.

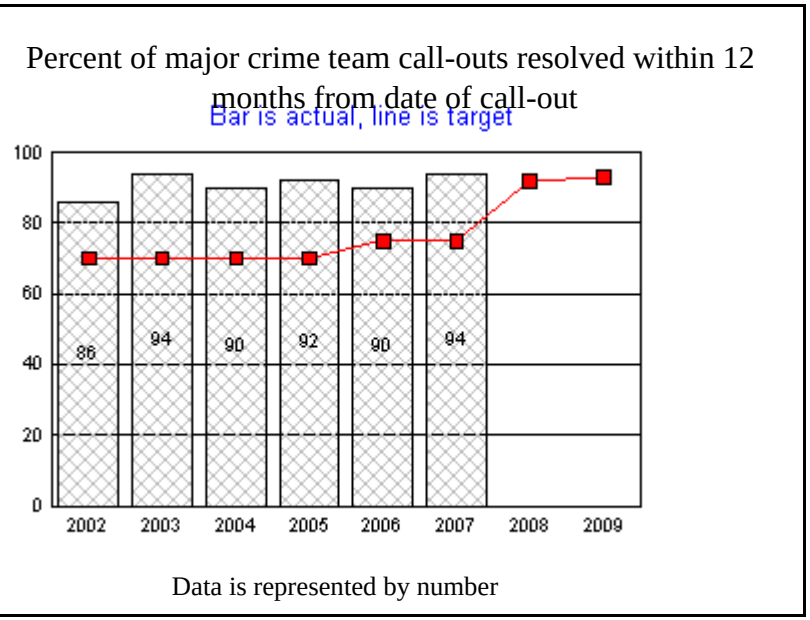
6. WHAT NEEDS TO BE DONE

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

7. ABOUT THE DATA

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

KPM #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 Benchmakk #62 – Overall reported crimes per 1,000 Oregonians	
Data Source	Monthly regional reports on Major Crime Team call-outs and closures	
Owner	Department of State Police - Criminal Investigation Division / Major Crimes Section Lieutenant Steve Duvall , 503-934-0177	



1. OUR STRATEGY

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

2. ABOUT THE TARGETS

Between January and December of 2007, OSP detectives responded to 49 major crime team call-outs across the state. Of those, 46 were resolved and 3 (6%) remain open. “Resolved” primarily means a case is closed by an arrest or indictment of the perpetrator. Cases are also closed and considered resolved for other reasons, including: a death is determined to be accidental, natural, justifiable, or suicide; or the reported incident is otherwise determined not to be a crime. Cases not closed within one year from the date of the callout are not considered “resolved” and remain open for the purposes of this measure.

3. HOW WE ARE DOING

There was a four point percentage increase in the actual resolved rate from 2006 to 2007. The 75% target rate established as a goal for the 2007 calendar year was exceeded by 19% with an actual resolved rate of 94%. The target rate for 2008 will increase to 92%.

4. HOW WE COMPARE

As compared to the National resolution rate and the Pacific Region resolution rate, Oregon’s major crime teams are doing very well. The National resolution rate in 2006 was 60.7% for murder and non-negligent manslaughter, and 44.3% for all violent crime*. The Pacific Region resolution rate was only 56.4% for murder and non-negligent manslaughter, and 42.2% for all violent crime*. The average actual resolved rate for Major Crime Team call-outs during the last five years is 92%.

(*Source: FBI Uniform Crime Reporting (UCR) Program 2006. 2007 UCR data is not yet available.)

5. FACTORS AFFECTING RESULTS

The Major Crimes Section assists local law enforcement agencies in investigating major crimes of violence. The goal is to quickly and efficiently investigate and resolve crimes against Oregonians through cooperative, interagency investigations. This service is primarily provided by participation in major crime teams statewide. The Oregon State Police Major Crimes Section has 38 detective positions available to participate on 28 major crime teams across the state.

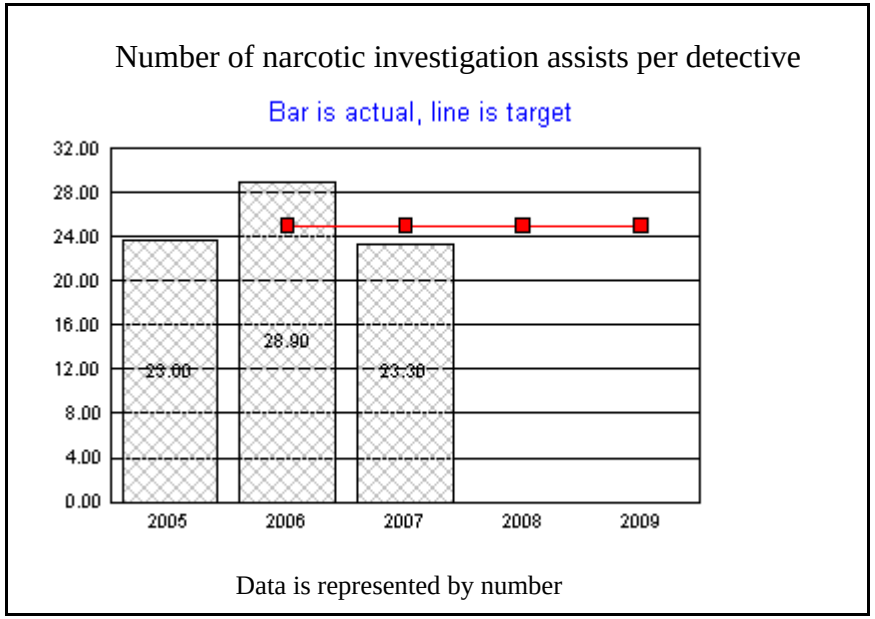
6. WHAT NEEDS TO BE DONE

Continue OSP Criminal Investigation Division, Major Crime Section participation in major crime team efforts statewide. Maintain the availability of other investigative support resources, such as crime analysts, within the Division to assist in major crime investigations across the state as needed.

7. ABOUT THE DATA

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

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



1. OUR STRATEGY

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

2. ABOUT THE TARGETS

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

3. HOW WE ARE DOING

The average number of investigations per detective dropped slightly in 2007 compared with 2006 primarily due to a larger number of longer term investigations being conducted in 2007 compared with 2006.

4. HOW WE COMPARE

Washington State Police – Inquiry made but no response at the time of report.
Idaho State Police – Statistics are not comparable.

5. FACTORS AFFECTING RESULTS

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

6. WHAT NEEDS TO BE DONE

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

7. ABOUT THE DATA

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

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

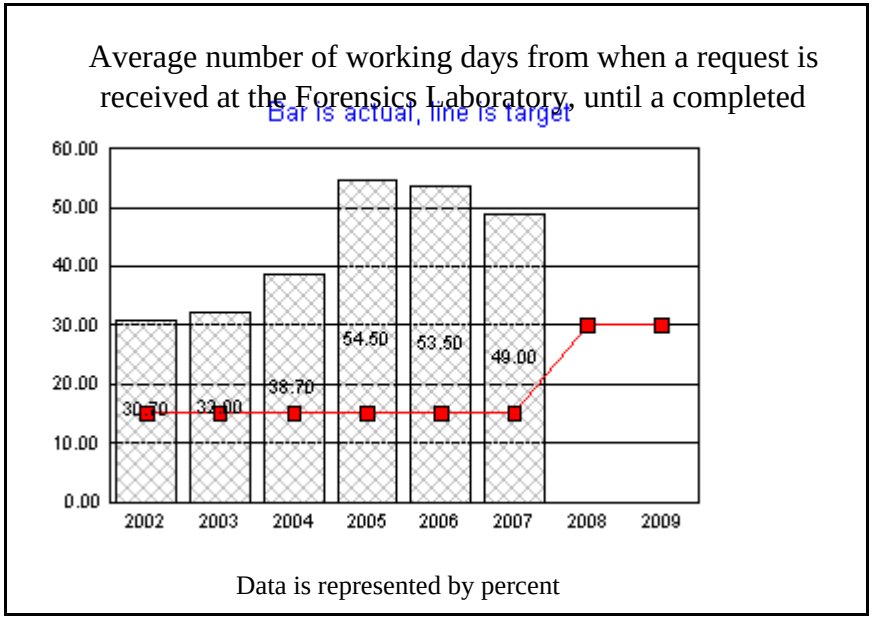
Informant management
Controlled narcotics purchases
Surveillance operations
Suspect interviewing
Search warrant preparation and execution
Other substantive investigative support

OUTPUTS:

INVESTIGATIONS	2005	2006	2007
Methamphetamine	203	475	266
Marijuana	38	131	185
Cocaine	13	28	40
Heroin	8	9	26
Ecstasy	0	5	12
Poly-Drug Cases	33	50	66
Other	4	10	22
Meth Labs	55	33	7
Precursor Cases	23	25	7
Cases involving weapons	11	10	35

Cases involving children	26	36	46

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 monthly from the Laboratory Information Management System (LIMS)	
Owner	Department of State Police - Forensic Services Division Director Randy Wampler, 503-378-3720	



1. OUR STRATEGY

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

2. ABOUT THE TARGETS

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

3. HOW WE ARE DOING

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

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

Fifteen additional staff positions have been added over the current (07-09) biennium. Projections for future workload indicate the need for an additional fifteen positions in the 2009-2011 biennium. These projections are based upon trend analysis and performance benchmarks. If the additional resources are not received, backlogs can be expected to grow and turnaround times to rise. This will cause many crimes to go without any forensic analysis.

6. WHAT NEEDS TO BE DONE

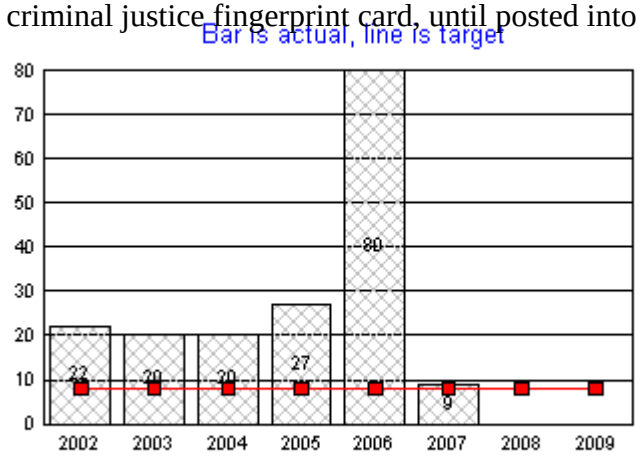
The primary solution for alleviating backlogs within Forensics is the addition of resources. More forensic scientists would allow for additional and timelier casework completion.

7. ABOUT THE DATA

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

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

Average number of calendar days from the receipt of criminal justice fingerprint card, until posted into the CCH



Data is represented by number

1. OUR STRATEGY

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

2. ABOUT THE TARGETS

Turnaround times include the entire manual process workflow from point of receipt to point of posting for access by all users. Both the CCH and AFIS units and computer systems are necessary to complete this process. Staffing levels must be steady and fully trained in order to effect the most efficient processing.

3. HOW WE ARE DOING

Our ability to meet the eight day performance measure objective requires that the Identification Services Section maintain minimum staffing at 75 positions. Beginning with a budget shortfall in 2003 followed by a combination of further budget and resource related issues, fee increases and hiring freeze through late 2005, these factors contributed to our inability to continue to meet the stated objective of eight days. In 2006 we began a recovery process with recruiting and training for 19 vacant positions. By the end of the first quarter of 2007 we began to meet our turnaround goal on a monthly basis and by year end had consistently met or exceeded our turnaround goal each month.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

Staffing levels have a direct affect on our performance results as do systems availability. Agency submissions through livescan significantly improve

our ability to provide real-time results. 67% of Oregon's county jail facilities use livescan technology to submit their arrest fingerprint cards. Our goal is to have 100% of those agencies submitting data directly into our AFIS/CCH Interface for same day turnaround. For agencies without livescan, our goal is to also provide same day turnaround; however the difference being same day once the submission is received at our office via US mail, etc.

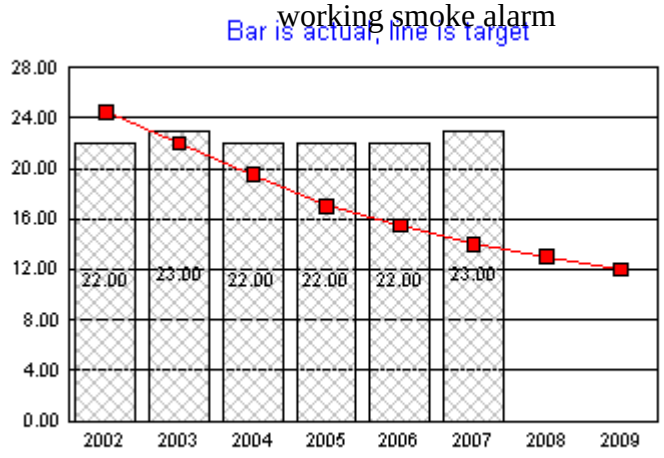
6. WHAT NEEDS TO BE DONE

Continue to work on standards based data transmission with agencies and vendors for the ability to connect directly to our interface as well as encourage agencies to obtain livescan to replace manual inked fingerprinting processes. Work with agencies to assist them in making their submissions as they occur via livescan and if mailed through US Mail, ensure they are sent daily for an even workflow.

7. ABOUT THE DATA

Statistics are compiled weekly from staff daily reports for work processed based on date of receipt and date of completion. Specifically this turnaround time is a random sampling of the average dates captured for work processed by staff within the week, and is not a full accounting of turnaround time for all cards processed. This is primarily due to the volume of work received, the various processes each card could go through as well as the ongoing manual process required for tracking. Weekly statistics are calculated through a summary document that produces an overall monthly turnaround based on the average number of days reported to complete the process. Submissions, completions, turnaround and pended work are all tracked within this performance measure as a means to operationally monitor progress and target bottleneck areas within the process where a shift in resources may be needed.

KPM #11	Homes with Smoke Alarms - Percent of homes that have a fire in which there is no working smoke alarm.	2001
Goal	Fire Safety – Reduce loss of life and property due to of fire and hazardous materials	
Oregon Context	Oregon Benchmark # 45 PREVENTABLE DEATH Years of life lost before age 70 (rate per 1000)	
Data Source	Information obtained from Fire Incident Reports indicating no working smoke alarm or no smoke alarm present	
Owner	Department of State Police - Chief Deputy State Fire Marshal Randy Simpson, 503-934-8209	



Data is represented by percent

1. OUR STRATEGY

A properly working smoke alarm gives occupants notice of the fire while there is still time to escape the rapidly growing smoke and deadly gases. Fire departments are key partners for this measure. The Office of State Fire Marshal (OSFM) Community Education staff train fire personnel

across Oregon how to conduct door-to-door smoke alarm campaigns for high-risk areas of their communities. Fire departments receive a tool kit during training classes, a starter supply of smoke alarms, and a small grant to purchase campaign supplies or additional smoke alarms. OSFM plans to request to delete this KPM to measure the residential fire death rate per capita. Through the Department of Administrative Services, this has been proposed as an Oregon Benchmark.

2. ABOUT THE TARGETS

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

3. HOW WE ARE DOING

The actual percentage of homes without a properly working smoke alarm remains between 22 – 23%. The fire service training of door-to-door campaigns will increase during the remainder of the biennium. A program coordinator works with fire departments to conduct 56 door-to-door campaigns in the 07-09 biennium to distribute over 3000 smoke alarms. During these campaigns, local communities often supplement with additional smoke alarms.

4. HOW WE COMPARE

Oregon’s rate of 22 – 23% of homes, which have a fire, with no working smoke alarms, compares favorably to the national rate of 39% of homes, which have a fire, with no working smoke alarm. This means fire reports show more Oregon homes, which have a fire, have working smoke alarms compared to the number of homes nationally, which have a fire.

5. FACTORS AFFECTING RESULTS

Older and low-income homes are less likely to have a sufficient number of working smoke alarms. Resources are limited to conduct door-to-door campaigns and for communities to supplement campaign smoke alarms received from the Office of State Fire Marshal. Campaign-distributed smoke alarms are usually limited to 50 alarms per community due to the cost of the alarms. This affects the number of smoke alarms installed statewide.

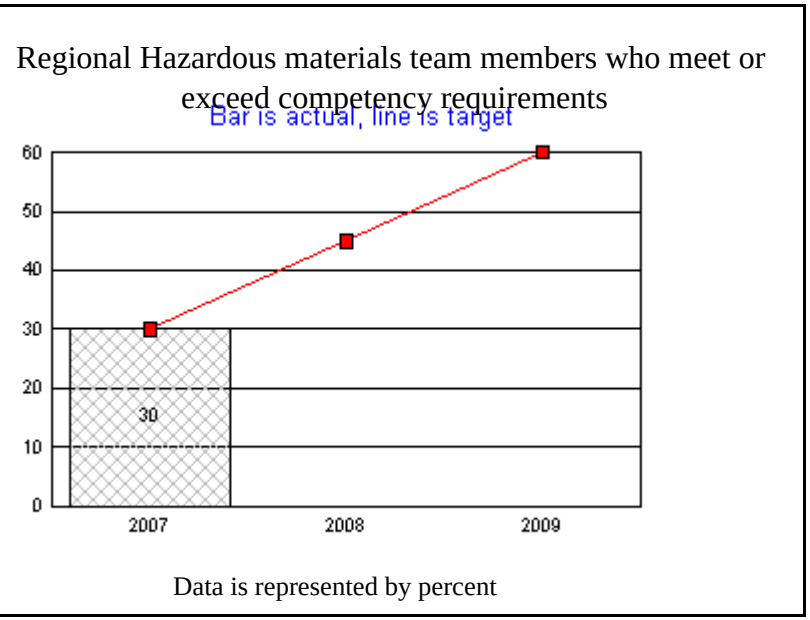
6. WHAT NEEDS TO BE DONE

Continue public education on smoke alarms and their maintenance as well as increase the number of door-to-door campaigns to install smoke alarms in higher-risk housing.

7. ABOUT THE DATA

Oregon has no method to collect information on homes with smoke alarms except through fire data reported by Oregon fire departments and districts. The fire incident reporting cycle is annual. Oregon fire departments are required to report all fire incidents to the Office of State Fire Marshal. Over 90% of all departments submit their annual reports. This represents 99% of the Oregon population. Not all fire departments include smoke alarm information in their incident reports. The validity of the smoke alarm data depends upon the accuracy of fire fighter or resident observations where the fire occurs. Fire death data shows the largest percentage of fire deaths occur in homes without a working smoke alarm. Additional data is available from the Office of State Fire Marshal.

KPM #12	Hazards Materials Safety - Increase the number of regional Hazardous materials team members who meet or exceed competency requirements set by the Oregon State Fire Marshal to 90% by 2011.	2007
Goal	Fire Safety – Reduce loss of life and property due to of fire and hazardous materials	
Oregon Context	OBM # 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 - Oregon State Fire Marshal's Office Mariana Ruiz-Temple, 503-934-8238	



1. OUR STRATEGY

Ensure State Hazardous Materials Emergency Response Team (HMERT) members are competent and trained to provide the best possible hazardous materials response to the people and environment of Oregon. Each member of the 14 HMERTs uses the task book to certify they meet

the standards created and approved by the Teams Training Advisory Group and Office of State Fire Marshal (OSFM). The OSFM assists the HMERTs by providing an electronic reporting process showing percentages completed for each HMERT. The teams provide this information once a year to the OSFM. It is on file so teams training needs may be evaluated and training resources delivered. The 14 Oregon State Hazmat Teams are the key partners for this measure, while the people of Oregon are the primary customers.

2. ABOUT THE TARGETS

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

3. HOW WE ARE DOING

This current actual data is not representative of all the hazmat team members. During 2007, eight of fourteen Hazmat Teams returned their Hazmat Teams Task Book Annual Completion Report. This represents 163 members of the 338 HMERT members statewide. Of the eight responding teams, 103 members, or 63%, completed their task book. With only eight of fourteen teams responding, current data only reflects 30% of the state's total HMERT members as reaching competency levels. Anecdotally, OSFM knows the number is higher due to close and constant work with the HMERT.

During 2008, the OSFM and the Teams Training Committee will evaluate the task book criteria and the reporting process to the OSFM. The implementation of a revised task book and reporting process will take effect in October of 2008. More complete and accurate reporting will be available in January of 2009.

4. HOW WE COMPARE

Currently there is no federal standard to compare with the Teams Task Book Annual Completion Report. Most hazmat teams and emergency responders throughout the United States complete task books one time to demonstrate competency. Because the OSFM program requires technicians to complete these on a biannual basis we will be identifying better ways to compare our task book to other groups who report similar data.

The Hazmat Teams program is within the Emergency Response Unit at the OSFM. When compared to the Incident Management Teams (IMT)

program, the Hazmat Teams Program is comparable with their 30% task book completion to the 28% of the IMT task book completion

5. FACTORS AFFECTING RESULTS

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

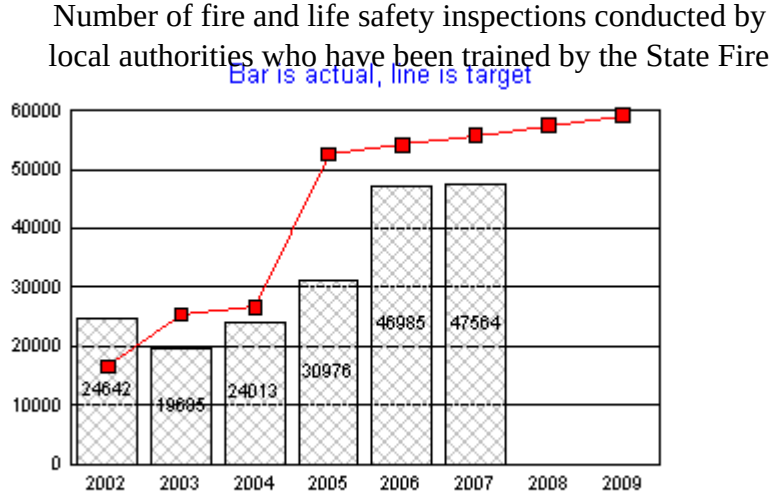
6. WHAT NEEDS TO BE DONE

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

7. ABOUT THE DATA

The reporting cycle for this performance measure is calendar year. The Teams Advisory Group and OSFM approved the task book created by the Teams Training Advisory Group. The tasks in the book comply with NFPA 472 and follow the curriculum provided by the International Association of Fire Fighters.

KPM #13	Fire Safety Training - Number of fire and life safety inspections conducted by local authorities who have been trained by the State Fire Marshal (increases total number of inspections statewide).	2002
Goal	Fire Safety – Reduce loss of life and property as a result of fire and hazardous materials	
Oregon Context	Oregon Benchmark # 45 PREVENTABLE DEATH Years of life lost before age 70 (rate per 1000)	
Data Source	Oregon State Fire Marshal's Annual Resource Directory Report	
Owner	Department of State Police - Oregon State Fire Marshal's Office Assistant Chief Deputy, Stacy Warner, 503-934-8252	



1. OUR STRATEGY

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

2. ABOUT THE TARGETS

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

3. HOW WE ARE DOING

To date, we have not met our target. The number of inspections conducted steadily increased as we trained those who enforce the fire code. Oregon has established a competency standard to increase code enforcement application and consistency beginning in 2008. As more fire service personnel are trained and perform inspections in their communities, we expect the number of hazards identified and corrected to increase reducing the risk of death, injury, and property loss from fire for their citizens.

4. HOW WE COMPARE

The number of hazards abated through fire safety inspection results in a reduced risk of fire for facilities in those occupancy classes inspected. Frequently inspected facilities experience reduced incidence of fires than facilities inspected infrequently. Fewer fires means increased safety for the occupants and visitors to these facilities. In 2007, the fire service reported 47,564 inspections to the OSFM with 22,488 hazards identified and 19,886 hazards abated.

5. FACTORS AFFECTING RESULTS

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

6. WHAT NEEDS TO BE DONE

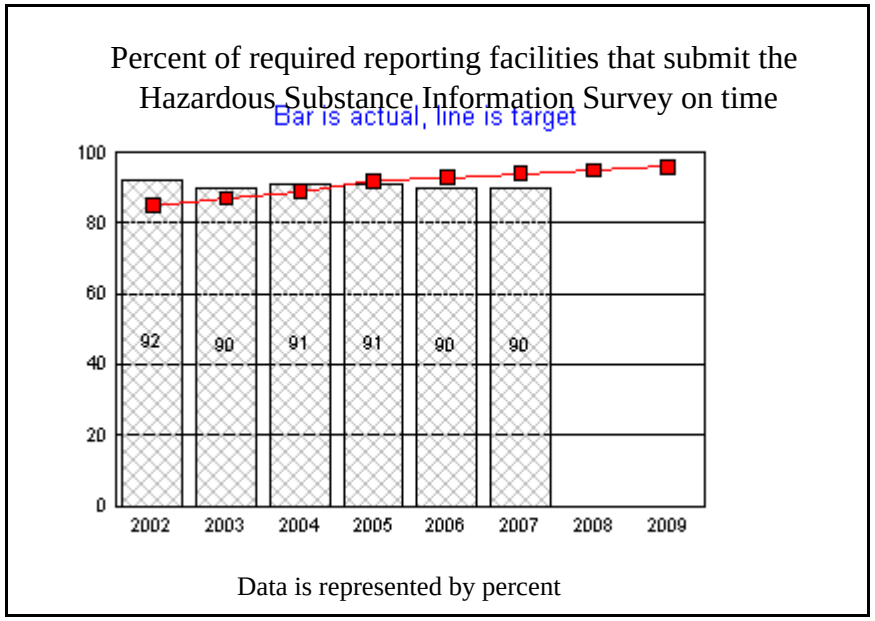
Provide low cost or free fire official training at the regional or local level to increase local fire code enforcement capacity. Work with fire departments to improve the quality of the inspection data they submit. In order to address the training needs of the fire service, the OSFM is requesting a limited duration Training and Development Specialist One position to work with current staff to create training curricula for fire service

personnel conducting fire code enforcement activities. Completion of these curricula is critical to meeting the OAR 837-039 compliance deadlines.

7. ABOUT THE DATA

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

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



1. OUR STRATEGY

Increase the on-time submission rate of hazardous material survey information from facilities to provide emergency responders, planners and the public with accurate information about hazardous materials. Facility operators are a key partner for this measure. Fire departments/districts are the

primary customer.

2. ABOUT THE TARGETS

By increasing the number of facilities submitting on time Hazardous Substance Information Surveys, emergency responders and planners have the most current hazardous substance information available to them. Responders use this information to plan, prepare, and respond to fires and hazardous materials incidents.

3. HOW WE ARE DOING

For 2007, our target goal of 94% was not met.

4. HOW WE COMPARE

Our 2007 on-time submission rate of 90% compares favoably to DEQ's 2007 on-time submission rate of 70% from hazardous waste generators and the EPA's 2006 Toxic Release Inventory on-time submission rate of 87%.

5. FACTORS AFFECTING RESULTS

The number of facilities surveyed increases each year with approximately 55,000 in 2007. This increases the challenge to ensure compliance by facilities and timely submittal of surveys.

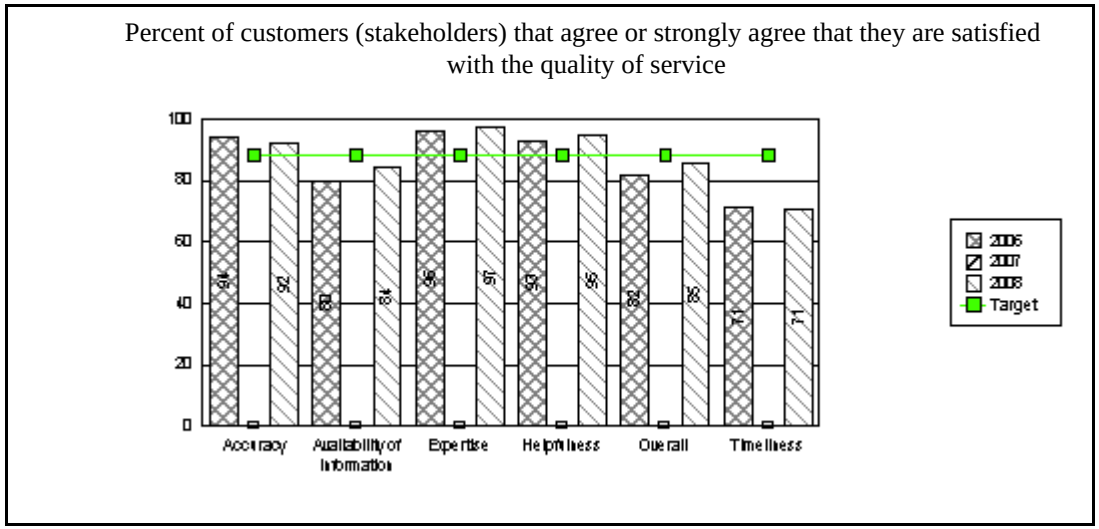
6. WHAT NEEDS TO BE DONE

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

7. ABOUT THE DATA

Facilities possessing hazardous substances must report quantities of those substances to the Office of State Fire Marshal. They are required to complete and submit the annual surveys within 60 days.

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



1. OUR STRATEGY

In the summer of 2006 the State Police conducted its initial customer satisfaction survey, sampling State Police key stakeholders (Oregon District Attorneys, Sheriffs, Police Chiefs and legislators) and the general public (Oregon registered voters)***. The 2006 survey was conducted in consultation with Portland State University and a private contractor to ensure that survey design and methods were sound. During the summer of 2008, the survey** was again sent out to the agency's key stakeholders* to compare the agency's performance to the data obtained from the 2006

survey. The survey's customer/key stakeholder base was slightly modified to better reflect the key stakeholders that use State Police services on a regular basis.

* In the 2008 survey the Key Stakeholders were slightly redefined - See #3 below.
**The 2008 survey was conducted using "Survey Monkey" vs. US mail.
*** The General Public was not surveyed in the 2008 survey. (In 2006, 4,500 surveys were sent via US mail with 536 surveys returned for a 12% return rate).

2. ABOUT THE TARGETS

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

The target is based on the assumption that for the next five years the agency is hiring and training a new workforce of 139 new troopers. That fact in addition to officers moving to different disciplines within the agency, assumes that knowledge base, experience and competence may effect overall customer satisfaction.

3. HOW WE ARE DOING

The 2006 data established the baseline for measuring customer satisfaction for State Police services. The 2007-09 target of 88% was established using 2006 data as a baseline.

During the summer of 2008, the State Police sent key stakeholders* an updated survey utilizing the online service “Survey Monkey” using the same query criteria from the 2006 survey. After we compiled and analyzed the 2008 survey data, compared it with the 2006 results, we determined our target was appropriate. The resulting survey data is reflected in the report graph for comparison.

*It should be noted that the "Key Stakeholders" category was redefined from the 2006 survey to only include those criminal justice and state agencies that use State Police services on a regular basis and included only; Oregon District Attorneys, Sheriffs, Police Chiefs, and Natural Resource Agency Directors.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

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

6. WHAT NEEDS TO BE DONE

The agency reviewed the response data and recognized that there are categories of service we can improve upon; specifically, timeliness. For instance, we believe that as positions are filled and trained, response time, and evidence turnaround time will improve.

Survey results and narrative comments from the survey are forwarded to those divisions affected, so that business needs may be adjusted.

7. ABOUT THE DATA

The 2006 survey targeted the finite population of key stakeholders that utilize State Police services. This population consists of clients, consumers, and constituents of State Police services. The sampling frame consisted of every District Attorney, Sheriff, Police Chief, and legislator. The sampling was also defined by metropolitan and non-metropolitan geographic area. A census sampling method was utilized by sending a survey instrument via U.S. mail to each person in this population. A total of 199 stakeholders responded which resulted in a response rate of 66%. The survey was scheduled to be conducted once each biennium and was to be conducted using the same clients, consumers, and constituents. The required questions covered the below listed topics:

A: Timeliness
B: Accuracy
C: Helpfulness
D: Expertise
E: Availability of Information

For the 2008 update of the customer satisfaction survey, the stakeholders were modified slightly to include Oregon District Attorneys, Oregon Sheriffs, Police Chiefs and Natural Resource agency directors. The survey was conducted using the on-line survey service, “Survey Monkey.” The same required questions were covered in the 2008 survey as were covered in the 2006 survey. The 2008 survey is based on 2007 calendar year customer satisfaction.

The target remains at 88%. The agency personnel is in constant flux with the hiring of 139 new recruits in 2007-09 as well as trooper shifting from one operational division to another.

A copy of the the, "Oregon State Police 2006 Customer Service Survey" report can be obtained through a request to the Oregon State Police, Superintendent's Office. A copy of the initial 2008 survey data can also be obtained by making a request through the Superintendent's Office.

POLICE, OREGON STATE DEPARTMENT of	III. USING PERFORMANCE DATA

Agency Mission: The mission statement of the Department of Oregon State Police is to develop, promote and provide protection to the people, property and natural resources of the state, along with ensuring the state's safety and livability by serving, protecting and educating its citizens and visitors through leadership, action, coordination and cooperation with our public safety partners.

Contact:	Cynthia Kok	**Contact Phone:**	503-934-0230
Alternate:	Robert Miller	**Alternate Phone:**	503-934-0278

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 effect the Sate Police's ability to asist local communities and to meet the objectives identified in the agencies performance measures.

*** Stakeholders:** The Oregon State Police stakeholders were surveyed in 2006, and an updated survey in 2008, on the Oregon State Police performance. Stakeholders were defined as every District Attorney, Sheriff, Police Chief and legislator. The survey included the below listed topics:
A: Timeliness
B: Accuracy
C: Helpfulness
D: Expertise
E: Availability of Information

See results in KPM #15

*** 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
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.
4 COMMUNICATING RESULTS	*** Staff :** Division Command Staff are given a coy 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 web site as instructed in section 1 of a memorandum by Director Gary Weeks, dated October 6, 2003. The agency will once again post the 2008 Annual Performance Progress Report on the agency's web page for public review. • Agency URL is: http://www.oregon.gov/OSP/index.shtml