



Oregon State Police

5-Year Strategic Roadmap

2024-2029

ABOUT OREGON STATE POLICE

Our Mission, Vision, and Values

Message from the Superintendent

Dear Oregonians,

I'm excited to address you today as we reaffirm our commitment to upholding the values of the Oregon State Police within our five-year Strategic Roadmap. Our mission remains focused on ensuring community safety and well-being, guided by a culture of excellence, accountability, and continuous improvement.

As superintendent, I'm announcing the launch of our 2024-2029 comprehensive strategic plan, building upon our previous successes, and addressing evolving community needs. The 2021-2026 plan emphasized Diversity, Equity, Inclusion (DEI) and Employee Services, Collaboration, Stewardship and Transparency, and Service Delivery Improvement.

OSP has developed an all-encompassing DEI Plan, accessible to the public, which we actively integrate into our daily operations.

Our new 2024-2029 plan centers on four main goals: Enhancing Public Safety, Strengthening Community Relations, Improving Organizational Efficiency, and Developing Personnel.

To maintain our progress, clear direction from agency leadership is essential. We are dedicated to collaborative process improvement and fostering a culture of empowerment and trust by investing in our team's growth and expertise.

Together, we can shape a safer Oregon by upholding the highest standards of service and integrity. Thank you for your continued support as we set out on this crucial journey toward a more secure future.



Casey Coddling
Superintendent of the Oregon State Police



ABOUT OREGON STATE POLICE

Our Mission, Vision, and Values

STRATEGIC FOCUS

Developing a strategic plan for the Oregon State Police (OSP) is critical to ensure the organization's effectiveness, efficiency, and responsiveness in serving and protecting the citizens of Oregon. This plan outlines OSP's mission, vision, values, and strategic goals for the next five years (2024-2029).

Vision Statement:

The Oregon State Police will be a leader in delivering high-quality services that support and enhance public safety in the 21st Century.

Mission Statement:

Founded in 1931, the mission of the Oregon State Police is to serve all people with a priority of safeguarding life, property, and natural resources by building upon a diverse, professional, and trustworthy workforce.

Core Values/Guiding Principles:

The following five values represent the "moral compass" of the Oregon State Police. We are committed to living these values every day and embodying them in our daily activities as public safety professionals.

Honor: We will honor the mission entrusted to us by preserving the peace and protecting the rights of all people.

Dedication: We are dedicated to delivering innovative and professional public safety services.

Loyalty: We are loyal to the agency's mission and to providing equal service to all.

Compassion: We will serve all people and fulfill our duties with the utmost understanding and empathy.

Integrity: We will act with the highest level of responsibility and accountability in accordance with the public's interest and trust.



STRATEGIC GOALS & ANALYSIS

STRENGTHS

- Department Leadership
- Internal Culture
- Staff KSAs
- Processes | Procedures



WEAKNESSES

- Resource
 - Staffing
- Resource
 - Budget
- Resource
 - Technology
- Interdependencies
 - Divisional

OPPORTUNITIES

- Environmental
 - Social
- Environmental
 - Technological
- Interdependencies
 - Outside Organizations

THREATS

- Environmental
 - Political
- Environmental
 - Technological
- Environmental
 - Forces of Nature
- Interdependencies
 - Outside Organizations

STRATEGIC OBJECTIVE | EQUITY STATEMENT

Foster an inclusive workplace environment by integrating diversity, equity, and inclusion (DEI) principles into our operations, thus creating a culture of excellence and accountability across the organization. OSP has created and implemented a strong DEI Plan that aligns with the governor's expectations.

STRATEGIC GOALS

GOAL 1: Enhance Public Safety

Objective: To proactively address emerging threats and challenges, ensuring the safety and security of Oregon's communities, through purposeful and efficient use of time and clear communications and messaging.

GOAL 2: Strengthen Community Relations

Objective: To build and maintain trust and positive relationships with the diverse communities we serve through our commitment to collaborative process improvement.

Goal 3: Improve Organizational Efficiency

Objective: To enhance operational efficiency, resource allocation, and fiscal responsibility within OSP, through consistent and clear direction from agency leadership.

GOAL 4: Develop and Empower Personnel

Objective: To recruit, retain, and develop, a diverse, skilled, and motivated workforce by investing in and developing staff.

GOAL 1: ENHANCE PUBLIC SAFETY

Reducing the Increasing Rate of Fatal Crashes

Oregon crash statistics show there are five major categories of driving behaviors that contribute to the most fatal and/or serious injury crashes (**SOLID**). These five areas form what OSP calls the *Fatal-5*:

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

National Highway Traffic Safety Administration (NHTSA) data since 2020, has shown a peak rise in fatal crashes on Oregon highways and roadways. Thirty-six percent of these fatal crashes are directly correlated to impaired driving. Within this dataset in Oregon, 183 fatalities occurred as a direct result of alcohol-impaired driving in 2020. In 2021, this number rose to 215 fatalities as a direct result of alcohol-impaired driving. NHTSA fatal crash data for 2022 is expected to be released in mid-2024.

Preliminary data from OSP reveals that in 2022, OSP Troopers investigated 246 fatal crashes resulting in 263 fatalities. Impairment was suspected in 55 of these crashes. In the first 10 months of 2023, OSP Troopers investigated 190 crashes resulting in 229 fatalities and impairment was suspected in 33 of these crashes.

OSP recognized a plan was needed to combat the increase in fatal crashes. In July 2023, a pilot project was enacted, the High Visibility Enforcement Unit (HVEU). The team consists of 16 troopers and one lieutenant whose direct mission is focused on reducing *Fatal-5* behaviors on Oregon roadways, in so being a direct nexus to stopping fatal crashes. This team conducts saturation patrols on targeted roadways where DUIs are more prevalent and at large-scale events where alcohol is known to be served to large groups of people. HVEU works with local OSP patrol troopers, the Mobile Response Team (MRT), outside law enforcement agencies, and the Oregon Department of Transportation (ODOT). Due to the success of HVEU's pilot project, the next step will be implementing the team full-time by 2027.

Drive like a Trooper is watching!



GOAL 1 (cont.): ENHANCE PUBLIC SAFETY

Disrupting High-Level Drug Trafficking Organizations

The fentanyl crisis has greatly affected communities throughout Oregon. OSP is focused on disrupting high-level drug trafficking organizations through the “Oregon State Police Strategic Overdose and Fentanyl Response Plan.” This involves several department resources including the Criminal Investigation Division, Patrol Services Division, Forensics Services Division, Medical Examiner Division, and the Drug Enforcement Section. OSP believes partnerships and collaboration are key to positive outcomes and has engaged law enforcement and community health partners in this effort.

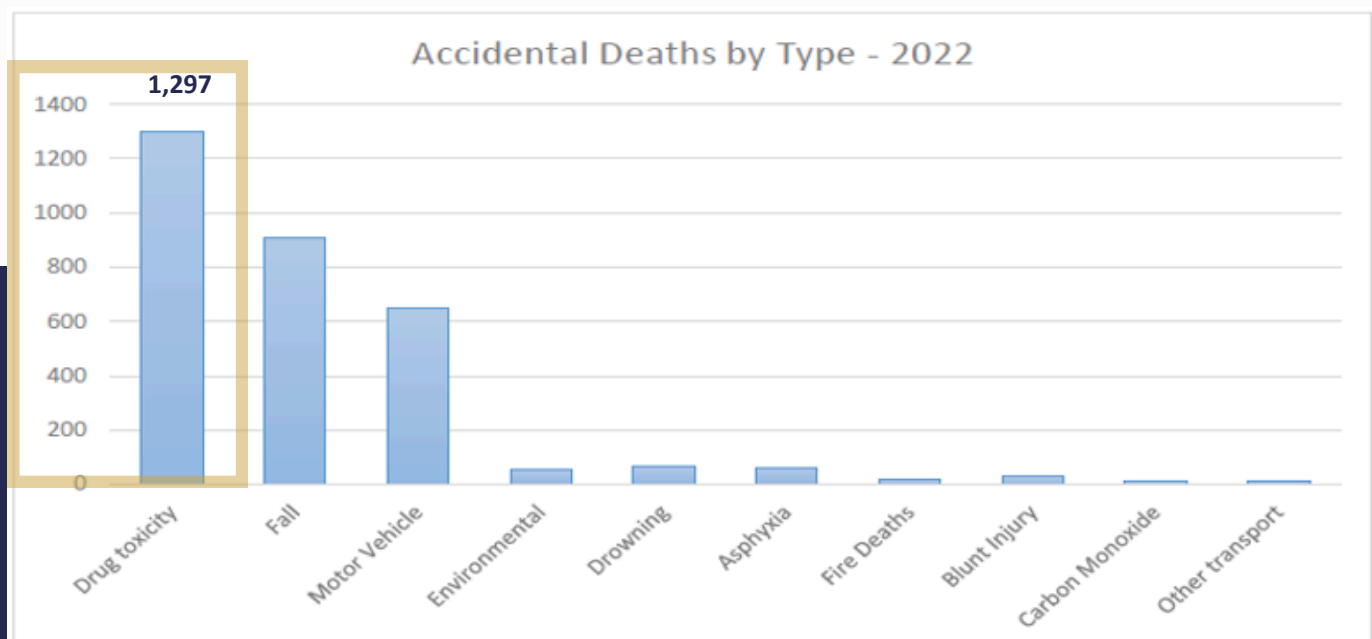
OSP is developing capacity in the Medical Examiner’s Office and the Forensic Services Division to accurately identify and quantify the adverse health impacts of fentanyl, other controlled substances, and other serious threats to public health.

OSP is coordinating with our partners to amplify messaging highlighting the deadly impacts of fentanyl on Oregonians and is focused on connecting students, vulnerable populations, and affected communities with available treatment resources.

OSP is designing and hosting interagency saturation patrols with an emphasis on fentanyl interdiction using teams of narcotic enforcement K-9s, drug enforcement detectives, and patrol resources.

OSP has partnered with the Oregon Department of Justice (DOJ) to update and make interdiction training available to our members and public safety partners to avoid unlawful searches and address potential biases prior to the implementation of enhanced enforcement strategies. In addition, the OSP DEI Unit was integrated into the development of anti-discrimination training material to mitigate against bias policing and promote fair and impartial policing. Efforts will be evaluated on a yearly basis to examine the operational success.

“In 2022, 1,468 deaths due to drug toxicity were reported to the State Medical Examiner’s Office, a 35% increase from the previous year.” OSP State Medical Examiner 2023 Annual Report (pg. 53).



GOAL 1 (cont.): ENHANCE PUBLIC SAFETY

Commercial Motor Vehicle Safety

Collisions involving commercial motor vehicles (CMV's) introduce significant complexities, necessitating subject matter experts. Patrol Services Division has dedicated specialized investigators who can consult or lead these comprehensive investigations, collaborating with federal and state highway safety partners and providing a critical service not otherwise available in the state. In addition, OSP received grant funding from ODOT's Motor Carrier Safety Assistance Program (MSCSAP) focusing on Points of Entry for CMV's. The focused efforts will use Drug Recognition Experts and HVEU assets for CMV scale jumping. This program started in May 2024 with a completion date of September 2025. In July 2025, the results of the program will be evaluated. This grant funded program, paired with an expansion of OSP commercial motor vehicle inspectors shows OSP is committed to enhancing the safety, compliance, and accountability of commerce operators in Oregon's transportation system.

Collision Reconstruction Unit

Patrol Services Division is continuing our investment in the structure, training, recruitment and equipment of the Collision Reconstruction Unit, aimed at improving geographic coverage and response times to major incidents, and condensing and automating evidence collection on scene. Leveraging highly accurate yet affordable equipment, in the hands of capable and discerning investigators, has contributed to more consistent achievement of a key performance measure for clearing lane blocking collisions on OSP-patrolled highways. The use of advanced technologies and active recruitment will be evaluated in September 2025.

Enhancing public safety by focusing on *Fatal-5*, disrupting high-level drug trafficking organizations, commercial motor vehicle safety, and leveraging technology to keep our roadways open, are OSP's focus areas for the communities of Oregon and align with the governor's expectations.



GOAL 2: STRENGTHEN COMMUNITY RELATIONS

Building and maintaining trust and positive relationships with the diverse communities we serve is essential for promoting safety and fostering a sense of security among communities in Oregon. OSP is committed to collaborative process improvement and has created a strong DEI Action Plan that is easily accessible to the public.

OSP is committed to accountability, transparency, community engagement, and cultural responsive outreach programs. OSP members are engaged in community events and programs across the state and will continue creating a culture of excellence and accountability, which aligns with the governor's expectations. The **Fish and Wildlife Division**, **SafeOregon**, and ongoing efforts to work with **Oregon tribes**, are great examples of our ongoing outreach efforts.

Fish and Wildlife Division

Fish and Wildlife troopers have historically been a resource to communities regarding all things law enforcement, hunting, angling, and boating, whether by directly participating in events, teaching classes, or providing presentations. They are also a conduit to other agencies and groups as they work with many regarding outdoor recreation and natural resources (i.e. free fishing weekends and youth events).

The Fish and Wildlife Division has started working with our Diversity, Equity, and Inclusion Unit to educate and interact with under-represented communities with a special emphasis on youth. This will foster positive relationships between law enforcement and the community in Oregon through education and engagement, enhancing agency recruitment, and supporting outdoor activities such as hunting, angling, and recreation statewide. The effectiveness of the integration of OSP's Fish and Wildlife Division and the Diversity, Equity, and Inclusion Unit will be evaluated on an annual basis.



GOAL 2 (cont.): STRENGTHEN COMMUNITY RELATIONS

Oregon Tribes

Currently 12 sets of indigenous ancestral human remains are being housed at the State Medical Examiner's Office. In April 2015 there was a mass repatriation of over 70 sets of Native American remains to the Chemewa Cemetery by the nine federally recognized tribes in Oregon, and all tribes participated in this reburial. OSP is committed to working with Oregon Tribes to repatriate these ancestral human remains to the Oregon tribes and has been actively working with Legislative Commission on Indian Services to accomplish this goal by 2029.

SafeOregon

Safe Oregon is a program created for Oregon students, parents, school staff, community members, and law enforcement officers to report and respond to student safety threats. The goal of SafeOregon is to prevent school safety threats from occurring by providing schools and communities with a relevant tool for reporting potential threats. Tips can be submitted in a variety of ways including email, phone calls, text, mobile app, and web portal.

SafeOregon is designed to not only identify and respond to immediate threats but to also intervene at the earliest possible point in the life of a young person who may be struggling, and provide help when they need it before a situation turns into a tragedy.

In the 2022–2023 school year, the number of tips received reflects the level of awareness of SafeOregon and a trusting school climate where students feel safe to speak up when they see or hear something concerning. Over 95 percent of Oregon schools are enrolled in the SafeOregon program and OSP is committed to adding the remaining 5 percent by 2029.

During 2023, a student ambassador program was implemented and is comprised of high school students from various schools working together to increase awareness. This program shows OSP's commitment to strengthening community relations and growing future Oregon leaders.



SafeOregon Student Ambassadors attend training at OSP Headquarters



SAFEOREGON

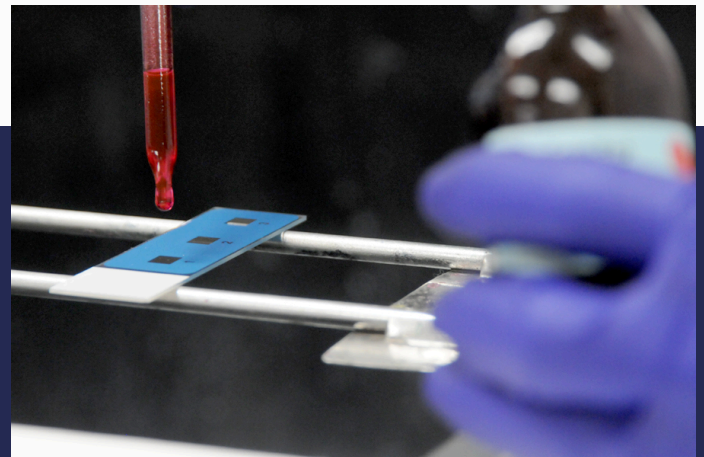
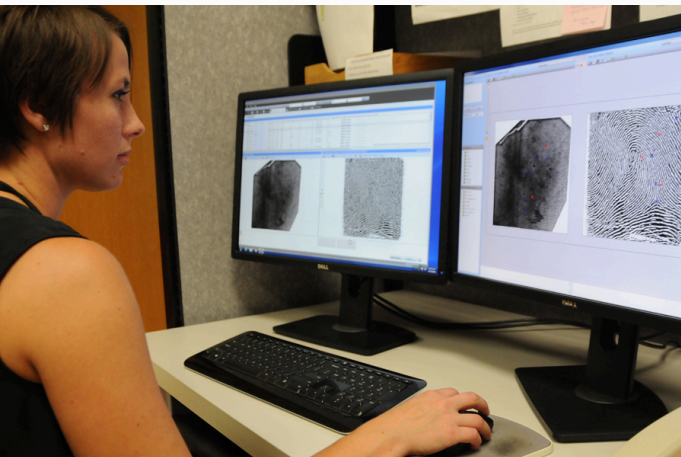
GOAL 3: IMPROVE ORGANIZATIONAL EFFICIENCY

To enhance operational efficiency, optimize resource allocation, and ensure fiscal responsibility, the 2024-2029 Strategic Plan must align with the OSP IT Strategic Plan. The latter articulates a clear set of goals, including Governance and Engagement, Secure and Standardize, Modernize, Innovate, and Continuous Improvement. By ensuring coherence between the two plans, OSP can streamline its operations, enhance security measures, standardize processes, foster innovation, and continuously improve its practices. This alignment enables OSP to achieve a comprehensive and collaborative approach to its strategic goals and aligns with the governor's expectations.

Advancements in Technology

OSP is proactively exploring strategic investments in advanced artificial intelligence (AI) technologies to enhance our law enforcement capabilities and improve public safety measures. The integration of AI in law enforcement offers a transformative opportunity to streamline data processing and enhance operational efficiency. Currently, many of our systems require human intervention to extract meaningful insights from data. By leveraging AI, agencies can automate data output processes, reducing the need for manual manipulation and expediting the generation of actionable results. This not only accelerates the decision-making process but also minimizes the risk of errors, ensuring more reliable and timely response to criminal activities and security threats.

Furthermore, the ever-widening gap between technological advancements and the capacities of existing state equipment underscores the critical need for strategic investments in key areas. Particularly in domains such as DNA analysis, and equipment used by troopers in the field, there is a pressing need to prioritize the adoption of cutting-edge technologies. Embracing technological advancements in key areas such as DNA analysis can significantly accelerate the forensic investigation process, ensuring rapid and precise identification of suspects and bolstering the efficacy of criminal investigations. Similarly, investing in advanced technological equipment for troopers can enhance their operational capabilities, equipping them with the necessary tools to address contemporary security challenges effectively. For more details and timelines on these projects, please see the OSP IT Strategic Roadmap.



GOAL 3 (cont.): IMPROVE ORGANIZATIONAL EFFICIENCY

Strategic Communications Plan

The Oregon State Police Strategic Communications Unit is intended to provide frequent, consistent messaging to both internal and external stakeholders to foster positive relationships, build trust, and influence behavior. This two-person team relies on interagency communications as a primary source of reliable, accurate, and critical information that advances the strategic priorities and core values of the agency to both internal and external audiences.

The Strategic Communications Unit is committed to providing sincere, authentic communications that are appropriately timed and maintain consistent branding. The unit utilizes a variety of distribution methods to deliver messages including traditional news releases for earned media, organic and paid social media, in-person presentations, and a robust internal and external web presence.

Strategic communication priorities include:

- Investing in brand journalism (telling our own story)
 - Utilizing a variety of tools to distribute agency news items across various platforms to include:
 - Regular news releases to media partners using Flash News with photos and video
 - Sharing news stories on social media platforms
 - Sharing news stories with an employee focus on OSP Connect
- Increasing our presence and consistency on social media
 - Influence public behavior such as safe highway travel and how individuals interact with Oregon laws
 - Highlight how OSP supports other agencies statewide and is a trusted partner in criminal investigations
 - Highlight the work of all OSP bureaus/divisions and convey the impact to Oregon residents and visitors
 - Provide statewide and region-specific information to build trust and position OSP as a go-to news source
- Developing OSP Connect as a resource for employees
 - Make an authentic connection between leadership priorities and the daily work of the agency
 - Provide consistent and dependable communications to employees to build trust and camaraderie within the agency
 - Build up employees as agency ambassadors to enhance recruitment efforts
 - Ensure employees have the tools they need such as documents, forms, and information to complete daily tasks

Strategic communications tasks are ongoing and will be reviewed on an annual basis for progress and updates to the priorities.



GOAL 4: DEVELOP AND EMPOWER PERSONNEL

Health Wellness and Resiliency

An organization's success relies on the engagement of its members. An important component of an engaged workforce is the members' trust and confidence in their leadership's commitment to their health and safety. OSP's Health, Wellness, and Resiliency Unit focuses on the physical and mental well-being of the department's members. For the first time in OSP history, we partnered with an outside agency to provide health screenings to OSP employees in higher-risk categories. This partnership allowed high-risk members an opportunity to evaluate their physical health, receive a consultation from a physician, and consider solutions through fitness and nutrition.

The Health, Wellness, and Resiliency Unit continues to focus on the needs of the members, and they adjust their focus and strategies as necessary. Investing in our workforce allows our members to meet public safety needs while providing dedicated and professional law enforcement services, improving retention, and building trust and confidence in our members. The efficiency of this program is evaluated on an annual basis to ensure its success.

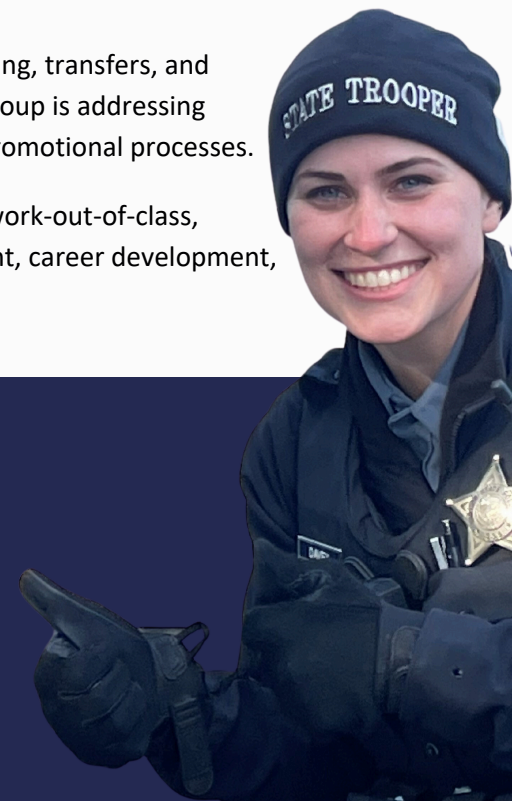
Succession Planning

The OSP workforce is the collective sum of individual differences - knowledge, skills, and abilities are our most valuable assets. Diversity of thought, inventiveness, self-expression, talent, and unique capabilities represent a significant part of our culture, our reputation, and our achievement.

The main goal of OSP's succession plan is to strengthen the infrastructure, strategies, and initiatives aimed at addressing workforce shortages. It also focuses on fostering the cultivation of a diverse talent pool and preserving institutional knowledge. Additionally, it aims to ensure consistent leadership continuity and promote comprehensive ongoing development for our personnel.

These efforts include the following (results will be evaluated in 2026):

- Filling of Vacancies Workgroup: Tasked with the research and evaluation of hiring, transfers, and promotional processes and the agency's filling of vacancies policy. This work group is addressing concerns of fairness and transparency to restore and maintain confidence in promotional processes.
- Increased effort to prepare employees for future roles through job rotations, work-out-of-class, lateral transfers, inclusion team, mentorship programs, leadership development, career development, and coaching.



GOAL 4 (cont.): DEVELOP AND EMPOWER PERSONNEL

Succession Planning (cont.)

- Trooper to Sergeant Mentoring Program: A 12-week mentorship program for troopers/senior troopers interested in professional development to ensure future supervisors are properly prepared for promotional opportunities within the department.
- Sergeant's Academy: A two-week intensive leadership training for newly promoted supervisors and future leaders.
- HWR/DEI Recruit Mentoring Program: A mentorship pilot program that was a collaborative effort between the Health, Wellness, and Resiliency and DEI units. The mentorship program was an initiative to support new academy recruits with coaching, feedback, and mentorship from experienced troopers before entering the academy.
- Agency Training and Development Plan: The goal of our "DEI Training & Development Plan" is to improve upon our existing training infrastructure and curriculum and to create new foundational experiences that can improve staff, supervisor, and sworn officer knowledge, empathy, and performance.
- 30x30 initiative: A commitment to increasing the representation of women in all ranks of policing to 30 percent by 2030.

Recruiting

The increasing demand for qualified applicants in both sworn and unsworn positions within the Oregon State Police has prompted a strategic reassessment of the agency's recruitment methods. In the face of intensifying competition for talent, the existing recruitment approach, centered in Salem at the Oregon Department of Public Safety Standards and Training, has proven inadequate in meeting the growing recruitment needs.



GOAL 4 (cont.): DEVELOP AND EMPOWER PERSONNEL

Recruiting (cont.)

Recognizing the critical importance of a robust and diverse pool of applicants, Oregon State Police leadership has embarked on a transformative approach to strengthening recruitment efforts. This initiative, spearheaded in 2023, revolves around the implementation of a comprehensive regional recruiting system involving troopers across the state. This novel strategy aims to decentralize the recruitment process and empower local troopers stationed in various Area Commands and Worksites to play a more active role in identifying and securing prospective candidates.

The core philosophy driving this paradigm shift is rooted in the understanding that the troopers embedded within their respective communities possess a nuanced understanding of the local dynamics and are uniquely positioned to engage with potential applicants. Consequently, the agency envisions a specialized cadre of regional recruiters, carefully selected, motivated, and equipped with the necessary tools and resources to effectively represent the Oregon State Police in their local communities.

These regional recruiters, designated to operate within their specific regions, will seamlessly integrate their recruitment responsibilities with their regular duties. This multifaceted approach aims to not only amplify recruitment outreach but also to foster a stronger sense of community involvement and investment in the policing process. By tapping into the expertise and familiarity of local troopers, the Oregon State Police anticipates a more streamlined and effective recruitment process, ensuring the agency continues to attract and retain the most qualified and dedicated individuals committed to serving the state and its communities. This recruiting model will be evaluated on an annual basis to examine the operational success.



Recruit Class 23-04 Badge Pinning Ceremony