

Department of State Police Annual Performance Progress Report (APPR) for Fiscal Year 2006-07

2007-09 Budget Form 107BF04c

Original Submission Date: September 30, 2007

Agency Mission

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.

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AGENCY NAME: DEPARTMENT OF STATE POLICE

Agency Mission: 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.

2007-09 KPM#	2007-09 Key Performance Measures (KPMs)	Page #
1	Crashes - Number of crashes per one million miles traveled on rural state and interstate highways	10
2	Fatal Crashes - Number of fatal crashes per one hundred million miles traveled on rural state and interstate highways	12
3	Crime Reduction - Percentage of arrests verses total reported crimes on rural state and interstate highways (Crime = Felony and misdemeanor crimes)	14
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	16
5	Angler Compliance - Percent of anglers contacted who are angling in compliance with rules and laws associated with all species.	18
6	Hunter Compliance – Percent of hunters contacted who are hunting in compliance with rules and laws associated with big game hunting seasons.	20
7	Crime Reduction - Percent of major crime team call-outs resolved within 12 months from date of call-out	22
8	Crime Reduction – Number of agency assists in narcotics investigations (including methamphetamine*). * Methamphetamine: All of its various forms and includes labs (operational and non-operational) and all precursor substances used to manufacturer methamphetamine.	23
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	25
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.	26
11	Homes With Smoke Alarms - Percent of homes that have a fire in which there is no working smoke alarm	28
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.	29
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)	30
14	Hazardous Substance Reporting - Percent of required reporting facilities that submit the Hazardous Substance Information Survey on time	31
15	Customer Service - Percent of customers rating satisfaction with the agency services above average or excellent for: A: Timeliness B: Accuracy C: Helpfulness D: Expertise E: Information Availability	33

Contact: Glenn Chastain	Phone: 503-934-0266
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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.

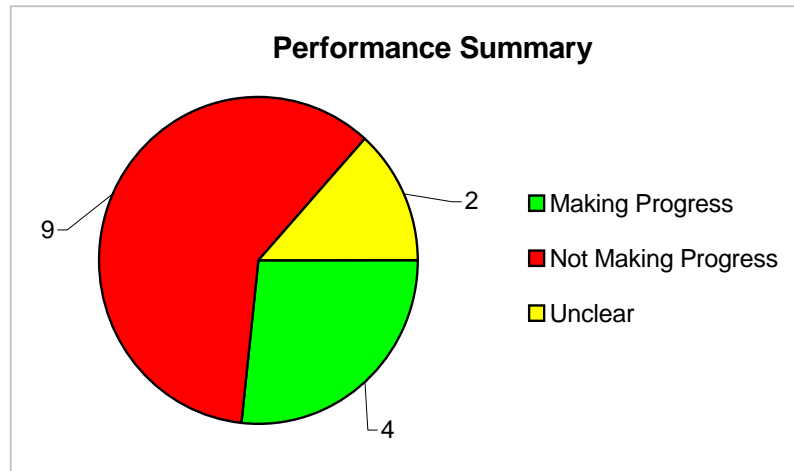
Key Performance Measures 3, 7, 8, 9, and 10 are related to the reduction of crime in Oregon. These measures are linked to Oregon Benchmarks; OBM #61 – Overall reported crimes per 1,000 Oregonians and OBM #62 – Total juvenile arrests per 1,000 juvenile Oregonians per year. By reducing crime in Oregon, 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 #85a – Percentage of monitored wild native fish that are classified as healthy (a. salmon and steelhead populations). 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 five Oregon Benchmarks. The Department of State Police met four (4) of its targets in 2007, did not meet the targets for nine (9) KPMs, and the remaining two (2) KPMs have not yet had goals set for 2007 and beyond.

KPM Progress Summary	Key Performance Measures (KPMs) with Page References	# of KPMs
KPMs MAKING PROGRESS at or trending toward target achievement	KPM #4 ANGLER COMPLIANCE KPM #5 ANGLER COMPLIANCE KPM #7 CRIME REDUCTION KPM #8 CRIME REDUCTION	4
KPMs NOT MAKING PROGRESS not at or trending toward target achievement	KPM #1 CRASHES KPM #2 FATAL CRASHES KPM #6 HUNTER COMPLIANCE * KPM #9 FORENSIC ANALYSIS TURNAROUND TIME KPM #10 IDENTIFICATION SERVICES TURNAROUND TIME KPM #11 HOMES WITH SMOKE ALARMS KPM #13 FIRE SAFETY TRAINING KPM #14 HAZARDOUS SUBSTANCE REPORTING KPM #15 CUSTOMER SERVICE	9
KPMs - PROGRESS UNCLEAR targets not yet set	KPM #3 CRIME REDUCTION KPM #9 HAZARDOUS MATERIALS SAFETY	2
Total Number of Key Performance Measures (KPMs)		15

* KPM #6 Hunter Compliance – The target was 97% a compliance rate and the actual rate in 2006 was 96.9%.

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 sustained 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. The following are examples that demonstrate this challenge:

1. There are about 27,000 DNA samples waiting to be compared to the convicted offender database. On average, 1 out of every 55 tests clears an unresolved serious crime.
2. In 2006, the Patrol Division received 49,080 calls for driving complaints that required immediate response and was not able to respond to over 24,000 of these complaints and had to refer 3,095 to other agencies.

- 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. This change in crimes that law enforcement must adapt to 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 an officer safety issue. This is a Department-wide issue impacting the day-to-day performance and does, 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 USED AND EFFICIENCY

Oregon State Police Legislatively Adopted Budget for 2007-2009

Division	General Fund	Lottery Funds	Other Funds	Federal Funds	Total Funds	Positions Sworn	Positions Professional	Positions Total
Administrative Services	30,383,941	0	3,182,125	7,575,208	41,141,274	18	134	152
Patrol	96,769,654	0	14,751,762	330,853	111,852,269	431	55	486
Fish & Wildlife	5,164,024	6,926,708	17,377,779	1,448,966	30,917,477	119	3	122
Criminal	29,304,994	0	5,220,467	5,665,667	40,191,128	114	31	145
Forensics	30,247,555	0	84,927	1,859,829	32,192,829	9	117	126
Medical Examiner	3,917,746	0	218,483	0	4,136,229	0	9	9
Information Management	18,941,082	0	9,435,624	321,550	28,698,256	0	127	127
Gaming	0	0	9,674,801	0	9,674,801	35	8	43
State Fire Marshal	0	0	19,637,707	477,771	20,115,478	0	78	78
OWIN	3,033,147	0	464,804	1,647,356	5,145,307	0	6	6
Capital Construction	0	0	3,774,794	0	3,774,794	0	0	0
GRAND TOTAL	217,762,143	6,926,708	83,823,273	19,327,201	327,839,325	726	568	1,294

- General Fund appropriations fund a substantial portion of essential programs: Patrol, Criminal, Law Enforcement Data Systems (LEDS), OWIN, Crime Labs and Medical Examiner
- 1,294 authorized positions of which 726 are sworn-all ranks/all divisions & 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 100 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	Measure since: 1994
Goal	Reduce the number of crashes – Make rural state and interstate highways safe.	
Oregon Context	OBM #41 - Infant mortality rate per 1,000; OBM #45 - Premature Death: Years of life lost before age 70	
Data source	Oregon Department of Transportation, Accident Data Unit	
Owner	Patrol Services Division, Lieutenant Glenn Chastain, 503-378-3720	

1. OUR STRATEGY

Increase voluntary compliance of vehicle laws.

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

2. ABOUT THE TARGETS

The targets are based on a projected 10 percent reduction from the prior six year average for targets for 2004-2007.

3. HOW WE ARE DOING

In 2006, the Oregon State Police, Patrol Services Division reported that the crash rate was higher (0.60) than the target of 0.53 crashes per one million miles traveled on Oregon’s rural state and interstate highways. In 2006, the crash rate decreased slightly to 0.60 from 0.61 in 2005.

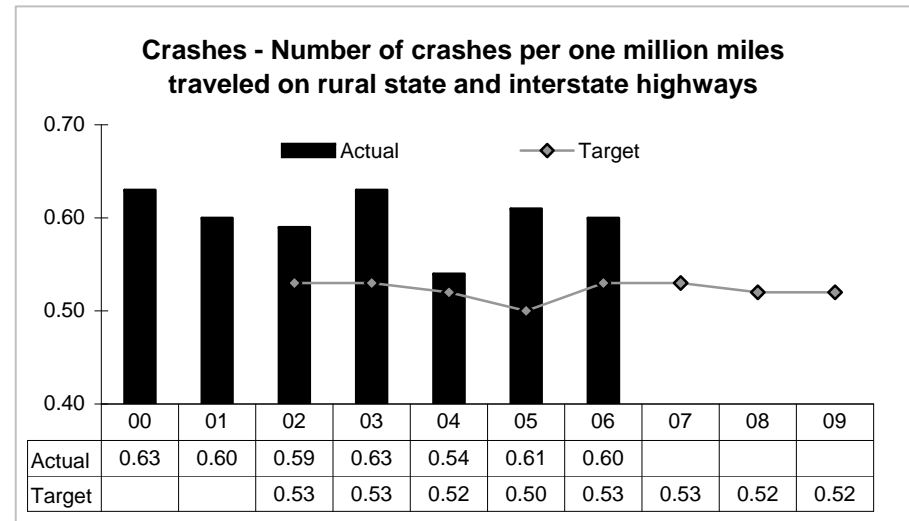
4. HOW WE COMPARE

An industry standard or other jurisdiction comparison can be obtained

using Oregon’s fatal crashes percentile increase/decrease between current year and the previous year as compared to the same timelines based on the nationwide increase/decrease. In 2005, Oregon had 246 total state highway system fatal crashes compared to 222 in 2004, or a 10.81% increase. During that same time, the nationwide fatal crashes rose from 38,253 to 38,963, or a 1.86% increase.

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

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, 2006.

KPM #2	FATAL CRASHES - Number of fatal crashes per one hundred million miles traveled on rural state and interstate highways	Measure since: 1994
Goal	Reduce the number of Fatal Crashes – Make rural state and interstate highways safe.	
Oregon Context	OBM #41 – Infant mortality rate per 1,000; OBM #45 – Premature Death: Years of life lost before age 70	
Data source	Oregon Department of Transportation, Accident Data Unit	
Owner	Patrol Services Division, Lieutenant Glenn Chastain, 503-378-3720	

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

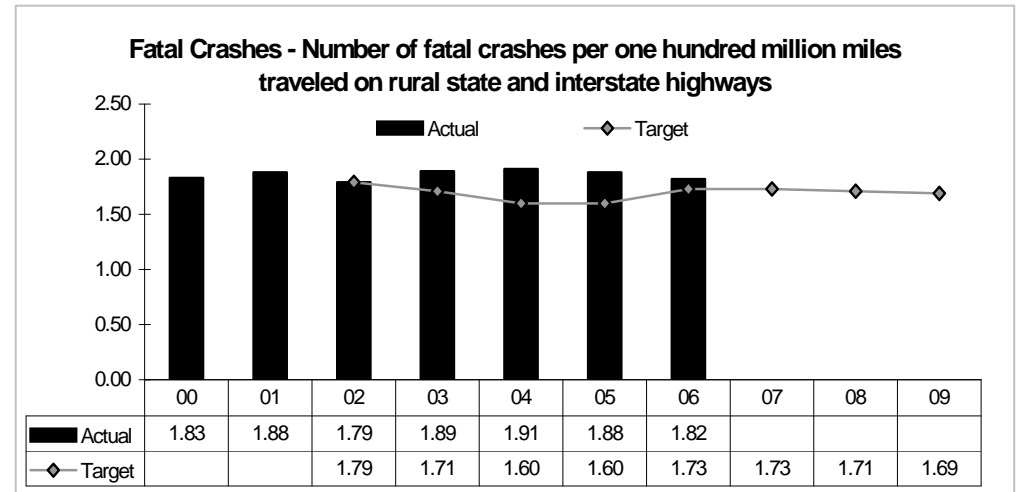
In 2006, the Oregon State Police, Patrol Services Division reported that the fatal crash rate was higher (1.82) than the target of 1.73 fatal crashes per one hundred million miles traveled on Oregon’s rural state and interstate highways. In 2005, the crash rate decreased slightly to 1.82 from 1.88 in 2005, still higher than the target. The general trend between 2002 through 2006 is showing an increase in the fatal crash rate on rural state and interstate highways.

4. HOW WE COMPARE

An industry standard or other jurisdiction comparison can be obtained using Oregon’s fatal crashes percentile increase/decrease between current year and the previous year as compared to the same timelines based on the nationwide increase/decrease. In 2005, Oregon had 246 total state highway system fatal crashes compared to 222 in 2004, or a 10.81% increase. During that same time the nationwide fatal crashes rose from 38,253 to 38,963, or a 1.86% increase.

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).

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

7. ABOUT THE DATA

Crash data is collected, compiled and reported by the Oregon Department of Transportation, Crash Analysis Unit on a calendar year reporting cycle.

Note: Nationwide comparison data source is the USDOT/NHTSA/National Center for Statistics and Analysis, 2006.

KPM #3	CRIME REDUCTION - Percentage of arrests verses total reported crimes on rural state and interstate highways. (Crime = Felony and misdemeanor crimes)	Measure since: 1994
Goal	Crime – Make rural state and interstate highways safe.	
Oregon Context	OBM #61 – Overall reported crimes per 1,000 Oregonians; OBM #62 – Total juvenile arrests per 1,000 juvenile Oregonians per year.	
Data source	Oregon Uniform Crime Reporting System – Law Enforcement Data System (LEDS)	
Owner	Patrol Services Division, Lieutenant Glenn Chastain, 503-378-3720	

1. OUR STRATEGY

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

Local law enforcement, Oregon Department of Transportation, Oregon’s District Attorneys, transportation safety advocates and the motoring public.

2. ABOUT THE TARGETS

The targets were set to monitor the reduction of crimes committed on Oregon’s rural state and interstate highways. Oregon Benchmark goal of 125 reported crimes per 1,000 Oregonians (OBM #61).

3. HOW WE ARE DOING

In 2004, the number of arrests made by the Oregon State Police, Patrol Services Division, along with assistance from the Criminal Investigation Division, was slightly below the target for KPM #3. This measure was at target in 2000 to 2002. The general trend in 2003 and 2004, however, shows a decline in the arrest rate verses the total reported crimes.

4. HOW WE COMPARE

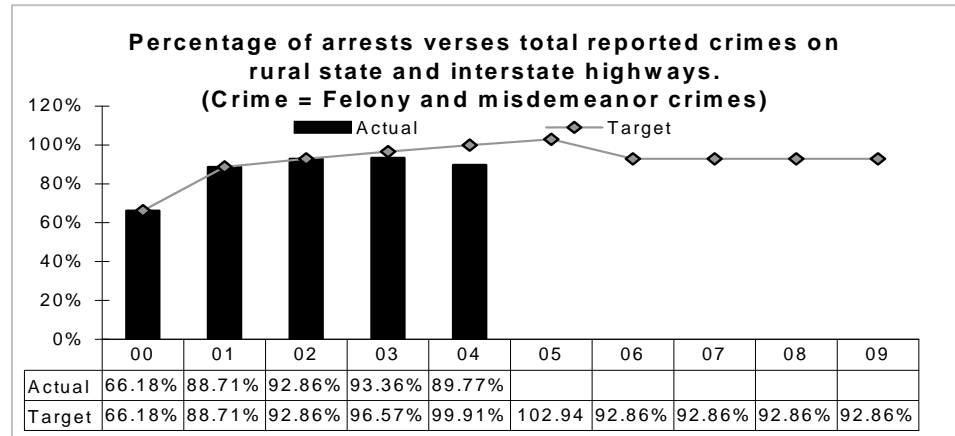
No known industry standard or neighboring law enforcement agencies of similar jurisdictions measure this type of performance measure.

5. FACTORS AFFECTING RESULTS

A major factor that can explain 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 the availability to respond to calls of reported crimes. In 2002 (last year target was met) the Oregon State Police had 461 authorized patrol officers. Through budgetary reduction to the Oregon State Police, the current authorized patrol officer strength for 2005-2006 is 322 and 331 respectively.

6. WHAT NEEDS TO BE DONE

Added resources to restore lost positions to enable the Oregon State Police patrol officers the ability to respond to calls for service and reported crimes, and to provide 24 hour coverage in order to be proactive.



7. ABOUT THE DATA

Data source for crime 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.	Measure since: 1994
Goal	Angler Compliance – Protect Oregon’s fish and wildlife and natural resources by enforcing existing rules and laws.	
Oregon Context	OBM #85a – Percentage of monitored wild native fish that are classified as healthy (a. salmon and steelhead populations).	
Data source	Monthly anadromous fish compliance data is compiled statewide through the use of the OSP developed “BrosLund” report.	
Owner	Fish and Wildlife Division, Captain Walt Markee, 503-394-0221	

1. OUR STRATEGY

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

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.

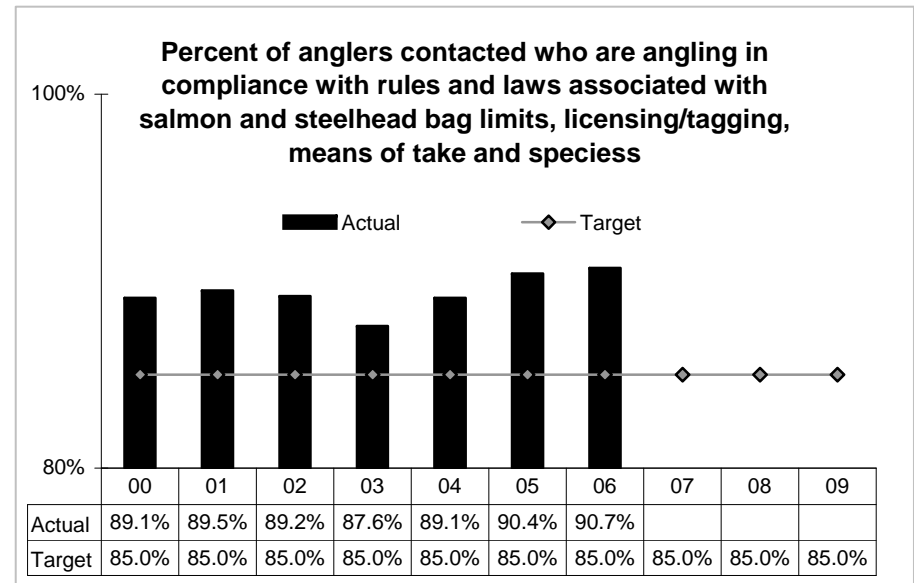
3. HOW WE ARE DOING

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 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 data is collected daily and reported monthly in a data base. The data can then be 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.	Measure since: 2007
Goal	Angler Compliance – Protect Oregon’s fish and wildlife and natural resources by enforcing existing rules and laws.	
Oregon Context	OBM #85a – Percentage of monitored wild native fish that are classified as healthy	
Data source	Monthly angler compliance data is compiled statewide through the use of the OSP developed “BrosLund” report.	
Owner	Fish and Wildlife Division, Captain Walt Markee, 503-934-0221	

1. OUR STRATEGY

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

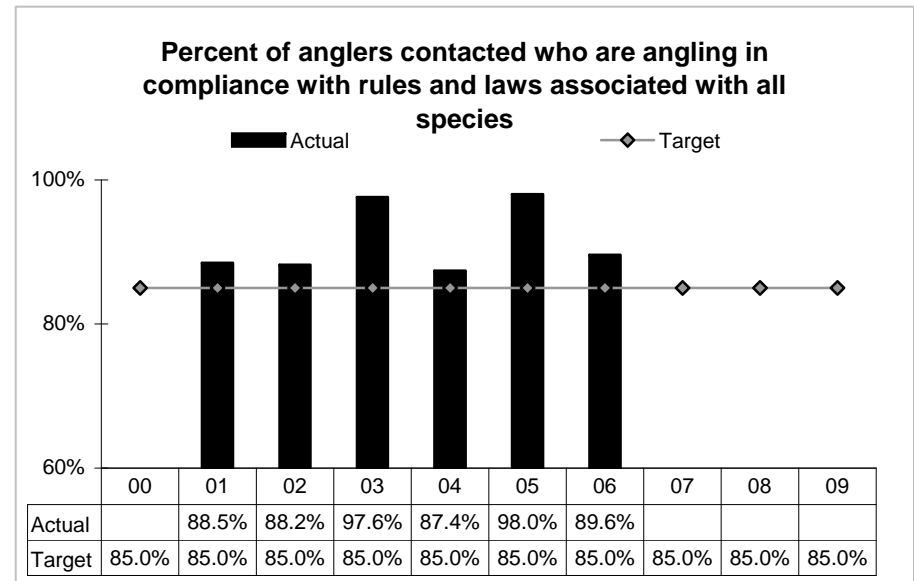
Oregon Department of Fish and Wildlife
Oregon Watershed Enhancement Board

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 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 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 data is collected daily and reported monthly in a data base. The data can then be 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.	Measure since: 2007
Goal	Hunter Compliance – Protect Oregon’s wildlife and natural resources by enforcing existing rules and laws.	
Oregon Context		
Data source	Monthly hunter compliance data is compiled statewide through the use of the OSP developed “BrosLund” report.	
Owner	Fish and Wildlife Division, Captain Walt Markee, 503-934-0221	

1. OUR STRATEGY

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

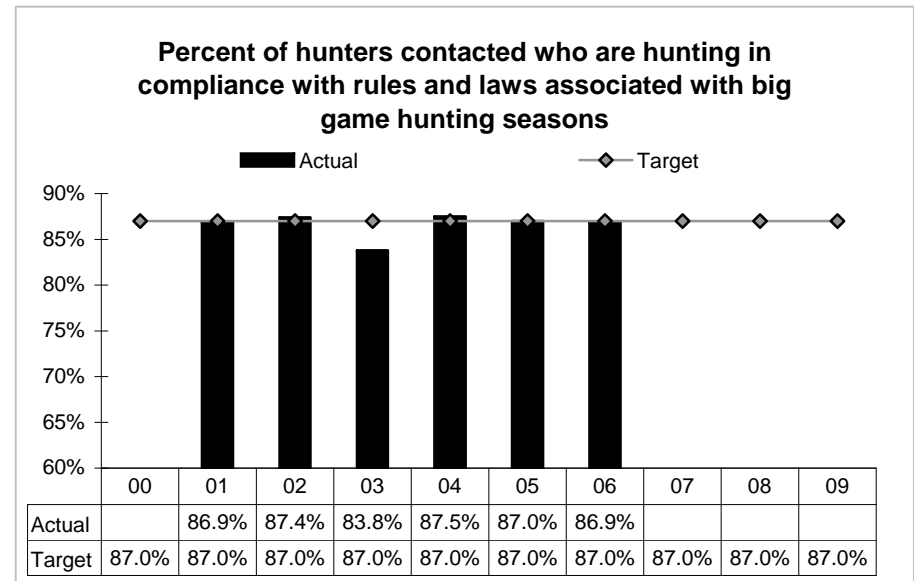
Oregon Department of Fish and Wildlife

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 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 of pre 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. 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 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 compliance rates for the last three years are 3.3 to 3.8 % higher than Oregon.

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 huge 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 data is collected daily and reported monthly in a data base. The data can then be 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.	Measure since: 1995
Goal	Crime Reduction – Provide quality, comprehensive, cooperative investigative services.	
Oregon Context	OBM #61 – Overall reported crimes per 1,000 Oregonians	
Data source	Monthly regional reports on Major Crime Team call-outs and closures.	
Owner	Criminal Investigation Division / Major Crimes Section – Lieutenant Steve Duvall, 503-934-0177	

1. OUR STRATEGY

The 2005 Ways and Means Committee suggested an upward percentage revision of the targets to 75% in 2006-07 and 85% in continuing years.

2. ABOUT THE TARGETS

Between January and December of 2006, there were 57 major crime team call-outs. Of those, 51 were closed and 6 (10%) remain open.

3. HOW WE ARE DOING

In 2006, there was a decreased closure rate of 2% from 2005 and a 20% higher rate than the 75% baseline rate that had been previously established as a goal for the 2006 calendar year.

4. HOW WE COMPARE

As compared to the National clearance rate and the Pacific Region clearance rate, Oregon’s major crime teams are doing very well. The National percentage of murder and non-negligent manslaughter clearance rate is 60.7% and 44.3% for all violent crimes**. The Pacific Region clearance rate for murder and non-negligent manslaughter is only 56.4% and 42.2% for all violent crimes**. The major crime team’s average clearance rate for the past five years is 90.4% and in the last reporting period (2006) it was 90%.

** Source: FBI Uniform Crime Reporting Program 2006)

5. FACTORS AFFECTING RESULTS

The goal is to quickly and efficiently investigate and resolve crimes against Oregonians. The Oregon State Police Criminal Investigation Division assists local law enforcement agencies in investigating major crimes. This service is primarily provided by participation in major crime teams throughout the state. The Division has 38 major crime detectives assigned to 28 major crime teams.

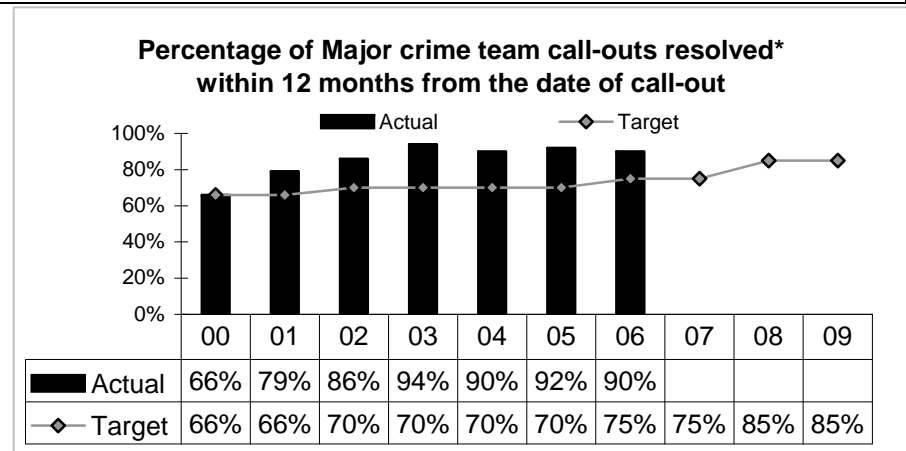
6. WHAT NEEDS TO BE DONE

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

7. ABOUT THE DATA

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

* For purposes of this measure, “Resolved” means closed by arrest or case investigation completed and closed for other reason i.e. no crime committed.



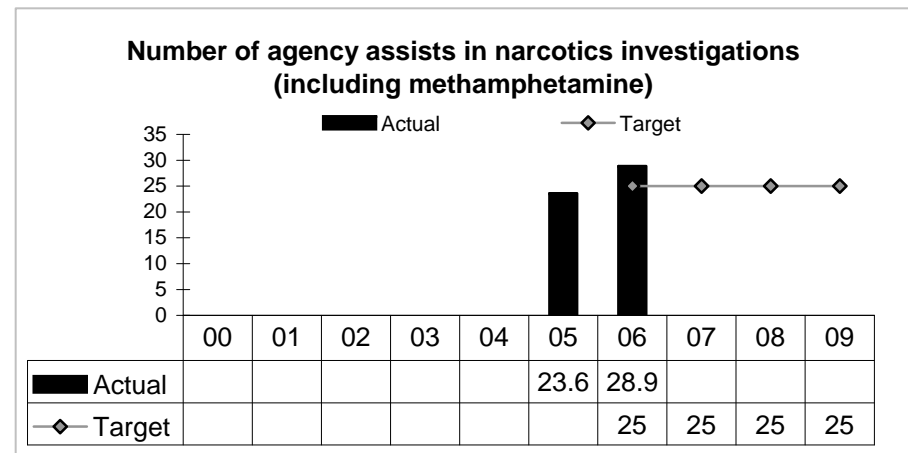
KPM #8	CRIME REDUCTION - Number of agency assists in narcotics investigations (including methamphetamine*). * Methamphetamine: All of its various forms and includes labs (operational and non-operational) and all precursor substances used to manufacture methamphetamine.	Measure since: 2007
Goal	Crime Reduction – Provide quality, comprehensive, cooperative investigative services.	
Oregon Context	OBM #61 – 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	Criminal Investigation Division – Captain Maureen Bedell, 503-934-0236	

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 our agency for the assignment of detectives to local task forces for the purpose of assisting those task forces with conducting narcotics investigations. Our 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.

2. ABOUT THE TARGETS

This is a new performance measure. Historical data was used for 2005 and 2006 to set an average number of narcotics investigations per detective per year at 25.



3. HOW WE ARE DOING

The average number of narcotic investigations per detective for 2006 was 28.9 compared with 23.6 for 2005.

4. HOW WE COMPARE

Washington State Police: No response at the time of report
Idaho State Police: No response at the time of report

5. FACTORS AFFECTING RESULTS

Detectives are assigned to federal and local task forces. Task forces vary in their mission to target street level, mid level or upper level drug trafficking organizations. Mid and upper level investigations tend to be long term while street level investigations tend to be short in duration. They types of organizations being investigated will affect the length of time and thus the number of investigations an individual detective or group of detectives can accomplish. Additionally, narcotics trends and the missions of individual task force can influence the number and type of investigations.

6. **WHAT NEEDS TO BE DONE**

Continue participation in the multi-agency local and federal narcotics task forces to continue the disruption and dismantling of drug trafficking organizations.

7. **ABOUT THE DATA**

“Agency Assist” for purposes of this performance measure means all investigations where OSP is the lead agency or an assisting agency to a drug task force or local agency. An investigation qualifies as “one” agency assist regardless of the number of times a detective(s) has provided assistance 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
Methamphetamine	203	475
Marijuana	38	131
Cocaine	13	28
Heroin	8	9
Ecstasy	0	5
Poly-Drug Cases	33	50
Other	4	10
Meth Labs	55	33
Cases involving weapons	11	10
Cases involving children	26	36

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.	Measure since: 1994
Goal	Crime Reduction – Provide quality, comprehensive, cooperative investigative services.	
Oregon Context	OBM #61 – Overall reported crimes per 1,000 Oregonians	
Data source	Data is compiled monthly from the Laboratory Information Management System (LIMS)	
Owner	Forensic Services Division, Director David Schmierbach, 503-378-3720	

1. **OUR STRATEGY**

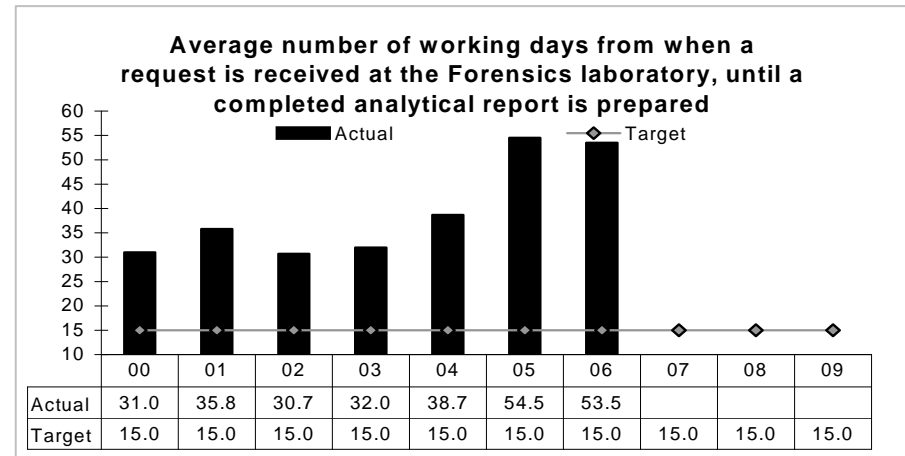
The Forensic Services Division is the only full service laboratory system in Oregon. The purpose of the Forensic Services Division is to provide timely and accurate scientific, technical, and investigative support to the criminal justice system through forensic analysis.

2. **ABOUT THE TARGETS**

Targets were discussed with our partners e.g., OACP, OSSA, ODAA, OSP and these were the selected targets based upon agency needs and expectations.

3. **HOW WE ARE DOING**

Currently, we estimate up to 30% of the crimes that need evidence examined by the Forensic Services Division, isn't being submitted into the lab due to the large backlog in casework analysis. We are backlogged in all areas of analysis to the degree that our turnaround times have risen from approximately 30 days (performance measure target is 15 days) in 2002/early 2003 to 53 days to date in 2006. We have 81% of the resources that we had in early 2003, yet crime continues to occur and evidence continues to be submitted for analysis.



4. **HOW WE COMPARE**

There is no national standard performance measure.

5. **FACTORS AFFECTING RESULTS**

Current projections for future workload indicate the need for 15 forensic staff during the 2007-2009 biennium and an additional 15 staff needed in 2009-2011 biennium. These projections are based upon trend analysis and performance benchmarks. If we do not receive additional resources, the backlogs will continue to grow; turnaround times will continue to rise; and crimes will not be subjected to any forensic analysis.

6. **WHAT NEEDS TO BE DONE**

The only remaining solution is to add resources.

7. **ABOUT THE DATA**

The reporting cycle is calendar year.

KPM #10	IDENTIFICATION SERVICES TURNAROUND 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.	Measure since: 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	OBM #61 – Overall reported crimes per 1,000 Oregonians	
Data source	Internal Master CCH Monthly Statistics and Customer Survey Cards	
Owner	Identification Services Section – Patricia Whitfield, 503-378-3070 ext. 226	

1. OUR STRATEGY

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

2. ABOUT THE TARGETS

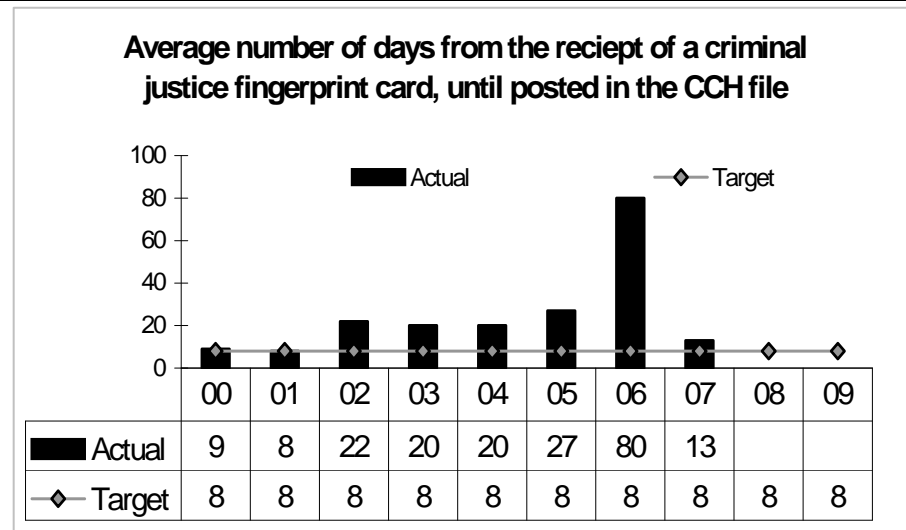
Turnaround times include the entire manual process workflow from point of receipt to point of posting for access by all users. Both the CCH and AFIS units and computer systems are necessary to complete this process. Staffing levels must be steady and fully trained in order to effect the most efficient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

3. HOW WE ARE DOING

Our ability to meet the 8 day performance measure objective requires that the Identification Services Section maintain minimum staffing at 71 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 8 days. In 2006 we began a healing 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.

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 lights out processing where no human intervention takes place while others are in a mostly manual process status. Oregon has a combination of both auto and manual processing.



5. FACTORS AFFECTING RESULTS

Staffing levels have a direct affect on our performance results as do systems availability. Agency submissions through live-scan significantly improve our ability to provide real-time results. 67% of Oregon's county jail facilities use live-scan 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.

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 live-scan to replace manual inked fingerprinting processes. Work with agencies to assist them in making their submissions as they occur via live-scan 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. 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.	Measure since: 2002
Goal	Fire Safety – Reduce loss of life and property as a result of fire and hazardous materials.	
Oregon Context		
Data source	Information obtained from Fire Incident Report, (Form 10) indicating that “no smoke alarms present” during fire investigation.	
Owner	Oregon State Fire Marshal, Nancy Orr, 503-733-1540	

1. OUR STRATEGY

A working smoke alarm gives occupants notice of the fire while there is still time to escape the rapidly growing smoke and deadly gases. Fire departments and districts are a key partner for this measure

2. ABOUT THE TARGETS

While nearly all homes have smoke alarms installed, most fatalities occur where alarms are not working or not present.

3. HOW WE ARE DOING

We are holding steady. Improvements will be in smaller increments as the remaining target audience is the most challenging population to reach.

4. HOW WE COMPARE

Oregon compares favorably to the country on a whole, where 39% of homes that have a fire have no working smoke alarm.

5. FACTORS AFFECTING RESULTS

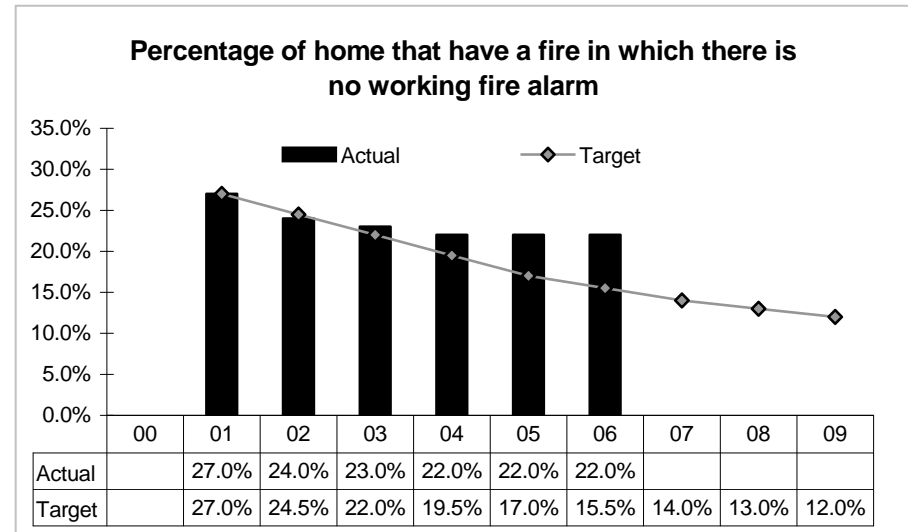
Older and low-income housing is less likely to have a sufficient number of working smoke alarms. Homes built today have alarms in and outside every sleeping area. The alarms in new housing are electric powered, so battery replacement is not as critical as alarms that are solely battery powered. Data shows that community fire alarm installation and media campaigns are an effective way to ensure working smoke alarms in high-risk neighborhoods. Oregon also passed legislation requiring only the sale of alarms with 10-year batteries.

6. WHAT NEEDS TO BE DONE

The Office of State Fire Marshal and the Oregon fire service needs to continue to aggressively install smoke alarms with long-life batteries in high-risk housing, educate renters to maintain their smoke alarms and hold rental managers accountable for replacing non-working smoke alarms.

7. ABOUT THE DATA

The reporting cycle is annual. Oregon fire departments are required to report all fire incidents to the Office of State Fire Marshal. Over 90% of all departments report, which includes 99% of the Oregon population. The validity of smoke alarm data depends upon information observed by firefighters or reported by residents of homes where fire occurs. More detailed data is available from the Office of State Fire Marshal data unit.



KPM #12	HAZARDOUS 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.	Measure since: 1995
Goal	Fire Safety - Reduce loss of life and property as a result of fire and hazardous materials.	
Oregon Context		
Data source	Oregon State Fire Marshal's Annual Hazardous Substance Report	
Owner	Oregon State Fire Marshal, Nancy Orr, 503-733-1540	

1. **OUR STRATEGY**

Fire departments and districts are a key partner for this measure.

2. **ABOUT THE TARGETS**

Modified the language and measurable data for this KPM. Revised to capture information that measures an outcome of hazardous materials team members that meet or exceed competency requirements verses measuring the output of the number of formal training sessions and presentations made.

3. **HOW WE ARE DOING**

Modified measurable data.

4. **HOW WE COMPARE**

N/A

5. **FACTORS AFFECTING RESULTS**

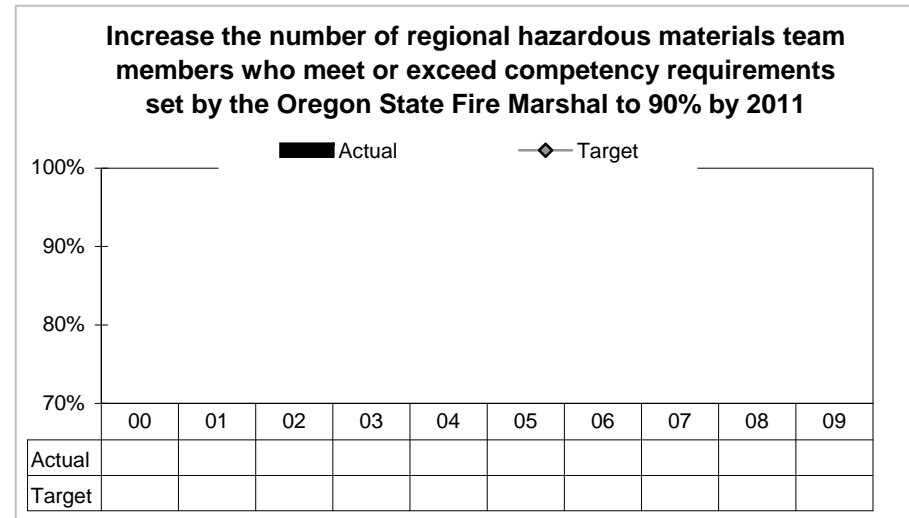
N/A

6. **WHAT NEEDS TO BE DONE**

N/A

7. **ABOUT THE DATA**

New data targets and actual numbers will be added when a baseline is established in 2007.



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).	Measure since: 2002
Goal	Fire Safety – Reduce loss of life and property as a result of fire and hazardous materials.	
Oregon Context		
Data source	Oregon State Fire Marshal’s annual resource directory report	
Owner	Oregon State Fire Marshal, Nancy Orr, 503-733-1540	

1. **OUR STRATEGY**

Increase fire code enforcement to reduce fire risk.

Fire departments and districts are our key partner for this measure.

2. **ABOUT THE TARGETS**

Where the fire code is regularly enforced, fires are less likely to occur. For example, very few fires occur in child care centers, which are inspected annually by the state or local fire marshal.

3. **HOW WE ARE DOING**

The number of inspections conducted is steadily increasing. We are increasing the competency standards for those who enforce the State Fire Code.

4. **HOW WE COMPARE**

Comparing the number of inspections performed by the fire service against the number of new business applications registered with the Secretary of State’s Office, the increase in inspections (90.67%) exceeds increased business applications (13%).

5. **FACTORS AFFECTING RESULTS**

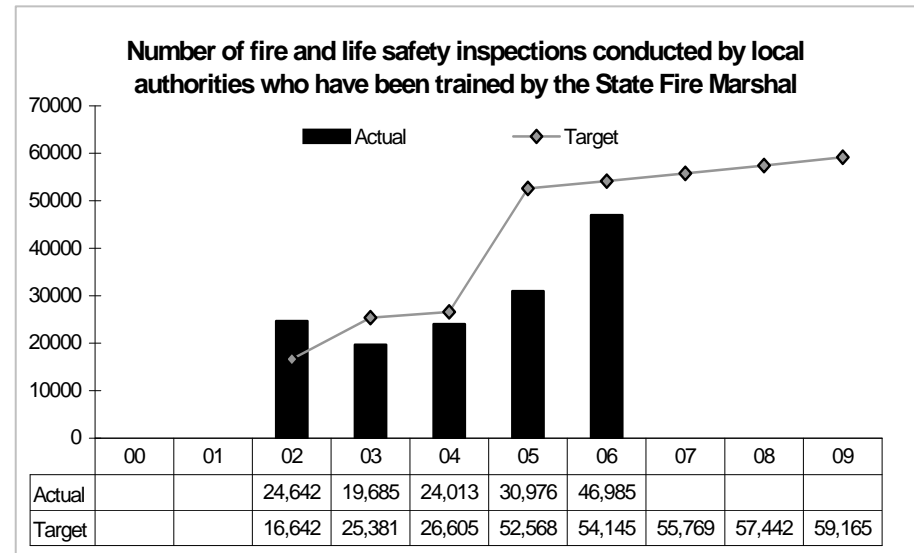
Limited staffing at community level; increased competency expectations for those conducting inspections and giving plans review input to building officials.

6. **WHAT NEEDS TO BE DONE**

Provide local fire officials with low cost or free training at the regional or local level to increase local fire code enforcement capacity.

7. **ABOUT THE DATA**

Inspection data is reported by local fire authorities annually. New business application data is derived from the Secretary of State’s monthly business reports.



KPM #14	HAZARDOUS SUBSTANCE REPORTING - Percent of required reporting facilities that submit the Hazardous Substance Information Survey on time.	Measure since: 2002
Goal	Fire Safety – Reduce loss of life and property as a result of fire and hazardous materials.	
Oregon Context		
Data source	Oregon State Fire Marshal's annual Hazardous Substance Report	
Owner	Oregon State Fire Marshal, Nancy Orr, 503-733-1540	

1. OUR STRATEGY

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

2. ABOUT THE TARGETS

By increasing the number of facilities submitting the Hazardous Substance Information Survey on time, emergency responders and planners will have the most current hazardous substance information available to them. This information is used to plan, prepare and respond to fires and incidents involving hazardous materials.

3. HOW WE ARE DOING

For 2006, our target goal of 93% was not met.

4. HOW WE COMPARE

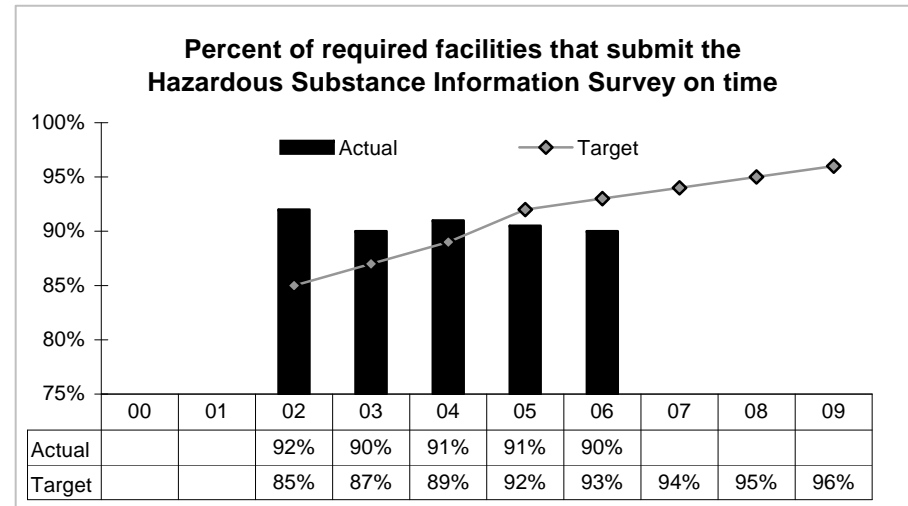
Our 2006 on time submission rate of 90% is less than DEQ’s 2006 hazardous waste generators submission rate of 99% and more than EPA’s 2006 Toxic Release Inventory on time submission rate of 87%.

5. FACTORS AFFECTING RESULTS

In 2005, compliance specialists were assigned several new job duties significantly reducing the amount of time available to conduct auditing and outreach activities. In mid-2006, we began the process of reorganizing the unit and moving these duties to a more appropriate position in order to correct this situation. In addition, the number of facilities being surveyed has continued to increase each year with a total of approximately 55,000 in 2006. This creates a greater challenge to our ability 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

The reporting cycle is annual. 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 survey within 60 days.

KPM #15	CUSTOMER SERVICE SURVEY - Percent of customers rating satisfaction with the agency services above average or excellent for: A) Timeliness; B) Accuracy; C) Helpfulness; D) Expertise; E) Information Availability	Measure since: 2006
Goal	Customer Service - Percent of customers (stakeholders and Oregon registered voters) that agree or strongly agree that they are satisfied with the overall quality of services provided by the Oregon State Police.	
Oregon Context		
Data source	Oregon State Police 2006 Customer Service Survey conducted during the spring/summer of 2006, with consultation from Portland State University and a private contractor to ensure that survey design and methods were sound.	
Owner	Deputy Superintendent Gregory Willeford, Office of the Superintendent, 503-934-0231	

1. **OUR STRATEGY**

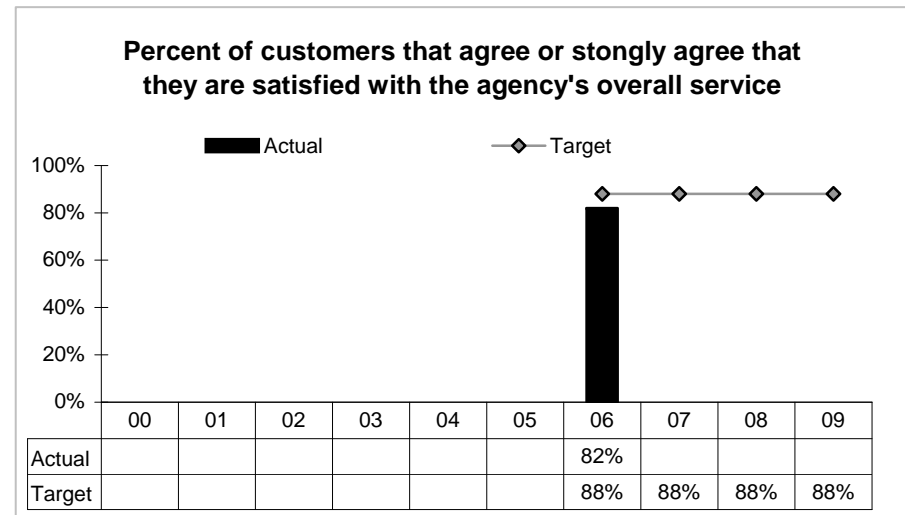
Conducted a formal customer satisfaction survey by U.S. mail sampling State Police key stakeholders (Oregon District Attorneys, Sheriffs, Police Chiefs and legislators) and the general public (Oregon registered voters), during Spring/Summer 2006.

2. **ABOUT THE TARGETS**

The 2006 survey results will establish a baseline of customer satisfaction that will be used to measure future targets.

3. **HOW WE ARE DOING**

2006 data will establish the baseline for measuring customer satisfaction for State Police services in the future. The 2006 survey data shows that timeliness of services was the lowest scoring customer service criteria among key stakeholders, with 71% of respondents agreeing or strongly agreeing with this service delivery criterion. Expertise was most highly rated, at 96%. 82% of key stakeholders rated high satisfaction with the overall quality of services provided by the State Police. 2007-09 targets were established using 2006 data as a baseline.



4. **HOW WE COMPARE**

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

5. **FACTORS AFFECTING RESULTS**

The 2006 survey results will establish a baseline of customer satisfaction that will be used to measure future targets.

6. **WHAT NEEDS TO BE DONE**

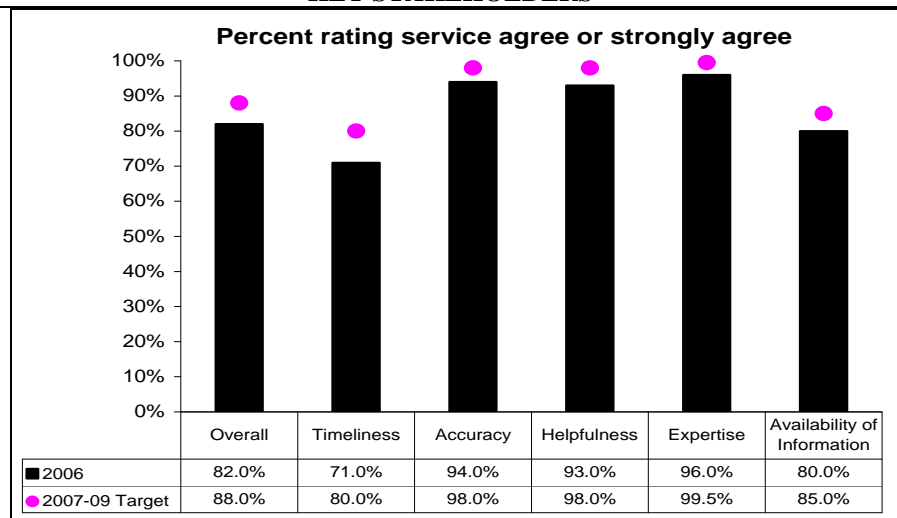
State Police will examine the timeliness of services provided to key stakeholders.

7. ABOUT THE DATA AND OUR CUSTOMER SERVICE SURVEY

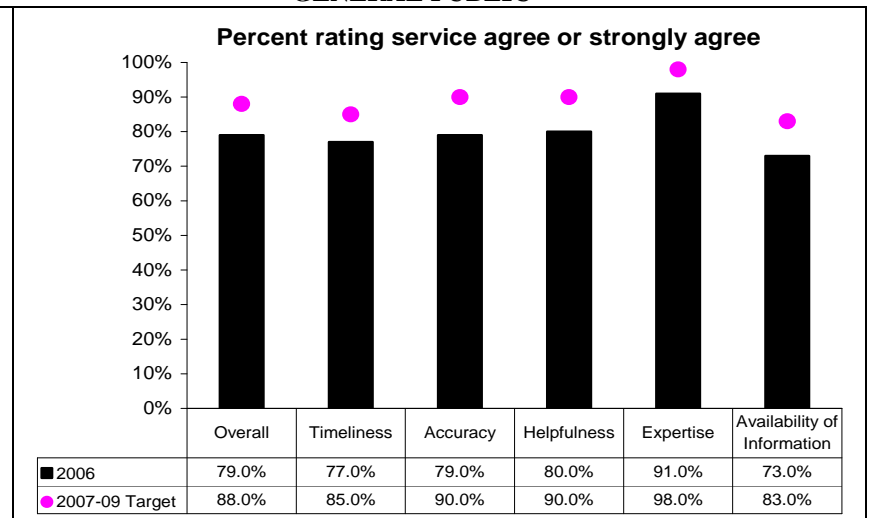
This survey was conducted by a State Police survey team during Spring/Summer 2006. Portland State University and a contractor were consulted to ensure survey design and methods were sound. Surveys targeted the finite population of key stakeholders that utilize State Police services. This population consists 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 will be conducted once each biennium and will be updated in the even numbered years Annual Performance Report. The required questions cover the below listed topics:

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

KEY STAKEHOLDERS



GENERAL PUBLIC



The above graph shows the results of all of the category responses from the State Police stakeholders to this 2006 Oregon State Police Customer Service Survey as required questions covering the six topics: 1. Timeliness; 2. Accuracy; 3. Helpfulness; 4. Expertise; 5. Availability of Information; and 6. Overall Service.

Contact: Glenn Chastain	Phone: 503-378-3725-ext. 4202
Alternate:	Phone: 503-378-3720

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

<p>1 INCLUSIVITY Describe the involvement of the following groups in the development of the agency's performance measures.</p>	<ul style="list-style-type: none"> • Staff: Performance measures were developed with the Divisions 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 heeded and we have amended, added and deleted performance measures as directed by legislative recommendations. • Stakeholders: The Oregon State Police stakeholders were surveyed in the spring/summer of 2006 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 • Citizens: Oregon citizens were also included in the above mentioned survey. Also the State Police Annual Performance Measure is posted on the agency's website for any citizen to view.
<p>2 MANAGING FOR RESULTS How are performance measures used for management of the agency? What changes have been made in the past year?</p>	<p>Each performance measure was developed to assist divisions in meeting their primary mission. The activities that are being measured within each performance measure are not new activities to the agency. The performance measures now give each division manager a tool to measure the successes or shortfalls of their activities in meeting the desired outcome listed in each measure. The agency monitors the progress of its divisions in meeting the agency goals set in each performance measure.</p>
<p>3 STAFF TRAINING What training has staff had in the past year on the practical value and use of performance measures?</p>	<p>Division staff received training on the development of the performance measures, the performance measurement and maintaining the data needed to monitor the progress of the performance measures shortly after agencies received the 2003-05 Budget and Legislative Concept Instructions. A review of the performance measure process, the new components of the process and annual report were discussed with each Division Director that is measuring performance measures to ensure a clear understanding of the performance measure process and its new components.</p>

<p>4 COMMUNICATING RESULTS How does the agency communicate performance results to each of the following audiences and for what purpose?</p>	<ul style="list-style-type: none">• Staff: Division Command Staff are given a copy of each annual report and may provide input for future changes, additions and deletions.• Elected Officials: Communication on agency performance results was and will be done through the legislative process during Ways and Means budget testimony.• Stakeholders: The State Police stakeholders can view the agency's Annual Performance Measure Report online or they can request a copy of the report and one will be sent for their review.• Citizens: Public communication will take place when the measures and the Annual Report are posted on a 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 2007 Annual Report on the agency's web page for public review.• Agency URL is: http://www.oregon.gov/OSP/index.shtml
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