Appendix

- Agency Budget / Management Overview
- Other Funds Ending Balance Form
- Secretary of State Audit Results (ORS 297.070)
- Span of Control Report
- Technology Projects Summary

Agency Budget and/or Management Flexibility Impact on Department of Oregon State Police Operations

Addition of 5 Positions for Ignition Interlock Device Program (Other Funds)

In the 2019 session, the Legislature authorized the addition of 5 positions to manage the Ignition Interlock Device (IID) Program. The IID Program was transferred from ODOT to the Patrol Division in July 2019 in an effort to increase compliance with the requirement of offenders to install IIDs and provide oversight of installers to reduce alcohol-related crashes.

The IID Program Troopers are located geographically around the state to conduct on-site inspections of service centers, resolve disputes between offenders and vendors, and seek non-compliant offenders. The ultimate measure of the success of the program will be a reduction of alcohol-related crashes and repeat offenders, and an increase in IID compliance.

Additional Patrol Vehicles

During the 2019 session, the Legislature approved the final phase of a three-phase implementation to move the Patrol Division to a 1:1 vehicle ratio in the field. The goal was to improve Troopers' response time when they are called out to an incident from their home. During the civil unrest in the Willamette Valley and the wildfires in 2020, the Department was able to bring Troopers from southern and eastern Oregon while continuing patrol operations (responding to calls for service, enforcement contacts, etc.) throughout the state due to each Trooper having their own assigned vehicle.

Addition of 5 Positions for Anti-Poaching Program (Other Funds)

In the 2019 session, the Fish and Wildlife Division received 5 new positions from the Legislature to implement the Oregon Department of Fish and Wildlife's (ODFW) Anti-Poaching Initiative. The positions are geographically located around the state and work in partnership with ODFW to reduce poaching and increase the health of Oregon's wild-game population. These positions are unique compared to other Fish and Wildlife Troopers in that their sole focus is on reducing the number of wildlife illegally harvested through detection, investigation, and apprehension.

Fire Season Costs

The worst fire event in State history occurred in September 2020. Wildfires burned more than 1 million acres, burned more than 5,000 homes and businesses, and displaced thousands of Oregonians. The costs incurred by local fire districts during the 17 conflagration orders ($26,500,000 est.) are reimbursed by the Oregon State Fire Marshal (OSFM). Although OSFM may be reimbursed from the Federal Government, the process may take years and only up to 75% of the eligible costs will be recovered. The State is responsible for the remaining 25% balance between the cost of the fires (money sent to local fire districts) and money eventually received

from the Federal Government. In addition, Federal grant guidelines and generally accepted accounting principles require federal reimbursement revenues be recorded when the reimbursable expenditures are incurred. This accounting treatment presents cash flow problems for the Department.

In January 2021, the Legislative Emergency Board approved emergency funding ($6,625,000 Emergency Fund | $19,875,000 Other Funds expenditure limitation increase) and 25 limited duration positions for the Oregon State Fire Marshal as recommended by the Governor's Council on Wildfire Response. The approval of the emergency funding will help the Department avoid the cost-saving measures used in the past as a result of fire-related cash flow issues (delayed hiring, training, and purchasing services and supplies). The addition of the 25 limited duration positions will help OSFM implement the recommendations made by the Governor's Council on Wildfire Response in an effort to reduce the risks posed by wildfires.

UPDATED **OTHER FUNDS ENDING BALANCES FOR THE 2019-21 & 2021-23 BIENNIA**

Agency: Oregon State Police (Agency #25700)
Contact Person (Traci Cooper, CFO - (503) 934-0994)

(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)
Other Fund Type	Program Area (SCR)	Treasury Fund #/Name	Category/Description	Constitutional and/or Statutory reference	2019-21 Ending Balance In LAB	2019-21 Ending Balance Revised	2021-23 Ending Balance In CSL	2021-23 Ending Balance Revised GB	Comments
Limited	25700-001-00-00-00000	2570000401 State Police Cash Account	Administrative - Operations	Chapter 568 Sec 2 Sub 4	41,546	355,891	0	399,156	EAIP Funds (employer at injury program)
Limited	25700-002-00-00-00000	"	Patrol - Operations	Chapter 568 Sec 2 Sub 1	3,115,327	2,939,215	(1,471,323)	4,407,703	2019-21 ending balance is reflective of anticipated OF cash balance associated with working capital for two programs: Capital Mall contract & IID Fee Program 2021-23 ending balance is reflective of Gov Budget OF limitation balance, which does not include anticipated merits/COLA's. This 2021-23 OF ending balance will change if add'l OF limitation is provided for salpot in the 2021-23 biennium.
Limited	25700-003-00-00-00000	"	F&W - Operations	Chapter 568 Sec 2 Sub 2; ORS 496.610 & 506.511	614,685	659,503	1,367,657	1,582,339	2019-21 ending balance is reflective of anticipated OF cash balance; 2021-23 ending balance is reflective of Gov Budget OF limitation balance, which does not include anticipated merits/COLA's. This 2021-23 OF ending balance will change if add'l OF limitation is provided for salpot in the 2021-23 biennium.
Limited	25700-004-00-00-00000	"	Criminal - Operations & Forfeitures	Chapter 568 Sec 2 Sub 1; ORS 476.110, ORS 181.580, ORS 181.505, ORS 146.171, ORS 475.945, ORS 181.586	310,182	4,946,125	(1,316,461)	5,343,505	2019-21 ending balance is reflective of anticipated OF cash balance associated with Marijuana Tax Revenue. This balance equates to 2 months of operating cash for the Criminal Division. Ballot Measure 110 (as currently codified) will have a significant impact on funding for the Criminal Division. Future Legislative actions to Ballot Measure 110 is unknown. This two month working capital balance will provide the agency with a small amount of funding in the event of future reductions.
Limited	25700-005-00-00-00000	"	Forensics - Operations	Chapter 568 Sec 2 Sub 3	179,098	411,402	5,988	418,236	2019-21 ending balance is reflective of anticipated OF cash balance associated with the Criminal Fines Account allocation the agency receives each biennium. This is a set amount of $351,572. This biennial transfer is codified in Oregon Laws 2019, Chpt 670, Sec 20, Sub 3. The agency has held these funds in reserve as a small "contingency" for the Forensics and Medical Examiner's Programs.
Limited	25700-006-00-00-00000	"	Medical Examiner - Operations	Chapter 568 Sec 2 Sub 3; ORS 146	857	0	7,176	11,750	2019-21 ending balance is anticipated to be $0 2021-23 ending balance is reflective of Gov Budget OF limitation balance, which does not include anticipated merits/COLA's. This 2021-23 OF ending balance will change if add'l OF limitation is provided for salpot in the 2021-23 biennium.

UPDATED **OTHER FUNDS ENDING BALANCES FOR THE 2019-21 & 2021-23 BIENNIA**

Agency: Oregon State Police (Agency #25700)
Contact Person (Traci Cooper, CFO - (503) 934-0994)

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Other Fund Type	Program Area (SCR)	Treasury Fund #/Name	Category/Description	Constitutional and/or Statutory reference	2019-21 Ending Balance In LAB	2019-21 Ending Balance Revised	2021-23 Ending Balance In CSL	2021-23 Ending Balance Revised GB	Comments
Limited	25700-007-00-00-00000	"	Agency Support - Operations	Chapter 568 Sec 2 Sub 4	139,913	0	125,300	125,861	2021-23 ending balance is reflective of Gov Budget OF limitation balance, which does not include anticipated merits/COLA's. This 2021-23 OF ending balance will change if add'l OF limitation is provided for salpot in the 2021-23 biennium.
Limited	25700-008-00-00-00000	"	Criminal Justice Information Services - Operations	Chapter 568 Sec 2 Sub 4; ORS 181.730, ORS 181.066, ORS 137.225; ORS 166.291; ORS 166.414	7,959,361	7,805,933	6,692,840	3,455,691	2019-21 ending balance is more accurate estimate of the projected ending balance. The Other Funds in the CJIS Division are being used to fund the LEDS 20/20 (aka CRIMEvue) replacement project. The Other Fund ending balance may change as the agency continues making progress on this replacement project.
Limited	25700-009-00-00-00000	"	Gaming Enforcement - Operations	Chapter 568 Sec 2 Sub 1; ORS 463	378,454	527,841	1,809	641,386	2019-21 ending balance is reflective of anticipated OF cash balance associated with working capital for the Vendor Investigation Unit program. This represents 10 months of working capital. Vendors are billed annually.
Limited	25700-044-00-00-00000	"	State Fire Marshal - Operations - FIPT & Other Smaller Programs	Chapter 568 Sec 2 Sub 1; ORS 476.030-270, ORS 479.015-305, ORS 478, ORS 476.510 & .610, ORS 476.130/210-270, ORS 476.755-856, ORS 480.340-460	12,938,528	10,209,157	13,066,842	9,992,978	2019-21 ending balance is reflective of anticipated OF cash balance associated with the Fire Insurance Premium Tax (FIPT) revenue stream as well as other smaller permit, license and fee based programs within the Oregon state Fire Marshal's Office. Hazardous Substance Possession Fee and Petroleum Load Fee are identified separately (see below). The 2021-23 ending balance does not include any anticipated FEMA/FMAG reimbursements from the 2020 fire season.
Limited	"	"	State Fire Marshal - Operations - Community Right to Know Program; Hazardous Substance Possession Fee	Chapter 568 Sec 2 Sub 1; ORS 453.370-520	2,810,551	2,768,310	2,032,883	3,426,213	2019-21 ending balance is reflective of anticipated OF cash balance associated with working capital for the Community Right to Know Program. 2021-23 ending balance is reflective of Gov Budget OF limitation balance, which does not include anticipated merits/COLA's. This 2021-23 OF ending balance will change if add'l OF limitation is provided for salpot in the 2021-23 biennium. Funding for this program is billed annually.
Limited	"	"	State Fire Marshal - Operations - statewide/regional Hazmat Program; Petroleum Load Fee	Chapter 568 Sec 2 Sub 1; ORS 476.610	903,596	614,872	456,484	269,205	2019-21 ending balance is reflective of anticipated OF cash balance associated with working capital for the statewide/regional Hazmat Program. This represents 3 months of working capital.
Debt Service	25700-010-00-00-00000	"	Debt Service	Chapter 568 Sec 2 Sub 5	0	0	0	0	
Capital Construction	25700-089-00-00-00000	"	Capital Construction	New for 2021-23 Governor's Budget - Policy Option Pkg #117	0	0	0	0	

UPDATED **OTHER FUNDS ENDING BALANCES FOR THE 2019-21 & 2021-23 BIENNIA**

Agency: Oregon State Police (Agency #25700)
Contact Person (Traci Cooper, CFO - (503) 934-0994)

(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)
Other Fund Type	Program Area (SCR)	Treasury Fund #/Name	Category/Description	Constitutional and/or Statutory reference	2019-21 Ending Balance In LAB	2019-21 Ending Balance Revised	2021-23 Ending Balance In CSL	2021-23 Ending Balance Revised GB	Comments

Objective: Provide updated Other Funds ending balance information for potential use in the development of the 2021-23 legislatively adopted budget.

Instructions:

Column (a): Select one of the following: Limited, Nonlimited, Capital Improvement, Capital Construction, Debt Service, or Debt Service Nonlimited.

Column (b): Select the appropriate Summary Cross Reference number and name from those included in the 2019-21 Legislatively Approved Budget. If this changed from previous structures, please note the change in Comments (Column (j)).

Column (c): Select the appropriate, statutorily established Treasury Fund name and account number where fund balance resides. If the official fund or account name is different than the commonly used reference, please include the working title of the fund or account in Column (j).

Column (d): Select one of the following: Operations, Trust Fund, Grant Fund, Investment Pool, Loan Program, or Other. If "Other", please specify. If "Operations", in Comments (Column (j)), specify the number of months the reserve covers, the methodology used to determine the reserv amount, and the minimum need for cash flow purposes.

Column (e): List the Constitutional, Federal, or Statutory references that establishes or limits the use of the funds.

Columns (f) and (h): Use the appropriate, audited amount from the 2019-21 Legislatively Approved Budget and the 2019-21 Current Service Level at the Agency Request Budget level.

Columns (g) and (i): Provide updated ending balances based on revised expenditure patterns or revenue trends. Do not include adjustments for reduction options that have been submitted unless the options have already been implemented as part of the 2019-21 General Fund approved budget or otherwise incorporated in the 2019-21 LAB. The revised column (i) can be used for the balances included in the Governor's budget if available at the time of submittal. Provide a description of revisions in Comments (Column (j)).

Column (j): **Please note any reasons for significant changes in balances previously reported during the 2019 session.**

Additional Materials: If the revised ending balances (Columns (g) or (i)) reflect a variance greater than 5% or $50,000 from the amounts included in the LAB (Columns (f) or (h)), attach supporting memo or spreadsheet to detail the revised forecast.

Secretary of State
OSP Audits Response Report

Reports issued by the Joint Legislative Audit Committee since February of 2018

There were no financial or performance audits completed of OSP by the Division of Audits at the direction of the Joint Legislative Audit Committee since February of 2018

Reports issued by the Secretary of State (SOS) since February of 2018

The Secretary of State Audits Division issued the following Audit Report and Management Letter:

- **Oregon State Police:** Oregon Should Improve Child Safety by Strengthening Child Care Background Checks and the State's Sex Offender Registry
  Report No. 2020-21
  Date: June 2020

- **Oregon State Police:** Cybersecurity Controls Audit
  Report No. 2020-17
  Date: May 2020

- **Oregon State Police:** Recommendation Follow-Up Report: Forensic Division Has Taken Appropriate Steps to Address Oregon's Sexual Assault Kit Testing Backlog
  Report No. 2019-16, Performance Audit
  Date: April 2019

- **Oregon State Police:** Forensic Division Has Taken Appropriate Steps to Address Oregon's Sexual Assault Kit Testing Backlog
  Report No. 2018-16, Performance Audit
  Date: May 2018

- **Oregon State Police:** Statewide Single Audit of Selected Federal Programs for the Year ended June 30, 2019
  Management Letter 257-2020-02-01
  Date: April 2020

- **Oregon State Police**: Review of SPOTS Card Purchases
  Management Letter No. 257-2020-02-02
  March 2020

Summary response to Audit Report No. 2020-21 - Oregon Should Improve Child Safety by Strengthening Child Care Background Checks and the State's Sex Offender Registry:

The focus of the audit was to examine statewide child care investigation coordination risks and challenges. Newly expanded federal background check requirements for child care providers and all other persons with unsupervised access to children in child care, along with a 2018 state statute and governor directive, dramatically expanded Oregon's child care background check requirements. Conducting these background checks involves three state agencies: the Oregon Department of Human Services (DHS), Oregon Department of Education (ODE), and Oregon State Police (OSP). OSP's SOR Section agreed with both recommendations 7 & 8 directed to OSP.

Response and action taken by management:

(Recommendation 7) The Secretary of State's Audit Division recommended that OSP propose legislative changes to allow proactively providing information to DHS, such as when registered sex offenders state their occupation involves caring for a vulnerable population. This would allow a check to ensure the care being provided is in a safe manner.

OSP responded that OSP is committed to proactively sharing information with its partners in the interest of community safety within legislative bounds. The SOR Section will identify the most expeditious way to accomplish this change and will provide its recommendations to the Governor's office in the form of a legislative concept for the 2021 Legislative Session. As a member of the executive branch, OSP must obtain approval from the Governor's office prior to submitting a request for legislative change.

Action taken by management:

The OSP Criminal Division has submitted the following legislative concept that has been approved by senior management and forward to legislative counsel for review. It modifies ORS 163A.215 (Release of sex offender information according to classification) as follows:

(1)(a) A notifying agency or a supervising agency shall release, upon request, any information that may be necessary to protect the public concerning sex offenders who reside in a specific area or concerning a specific sex offender.
(b)A notifying agency or a supervising agency may release sex offender information to a law enforcement agency, **or to an authorized agency or qualified entity, as defined in ORS 181A.215(1),(4), [proposed change in bold]** if the notifying agency or supervising agency determines that the release of information is in the public interest.
(c)In addition to the release of information described in this subsection and ORS 137.540 (Conditions of probation), 144.260 (Notice of prospective release on parole or post-prison supervision of inmate) and 441.373 (Admission to or removal from long term care facility, residential care facility or adult foster home of person convicted of sex crime), a notifying agency or a supervising agency may release sex offender information to the public in accordance with subsections (2) to (4) of this section.
(2)If the sex offender is classified as a level three sex offender under ORS 163A.100 (Risk assessment methodology) (3): (a)The Department of State Police shall release sex offender information on a website maintained by the department; and (b)The supervising agency or a notifying agency may release sex offender information to:
(A)A person that resides with the sex offender;
(B)A person with whom the sex offender has a significant relationship;
(C)Residential neighbors and churches, community parks, schools and child care centers, convenience stores, businesses and other places that children or other potential victims may frequent;
(D)A long term care facility, as defined in ORS 442.015 (Definitions), or a residential care facility, as defined in ORS 443.400 (Definitions for ORS 443.400 to 443.455), if the agency knows that the sex offender is seeking admission to the facility; and (E)Local or regional media sources.
(3)Notwithstanding subsection (2)(a) of this section, the Department of State Police may not use the Internet to make available to the public information concerning a sex offender classified as a level three sex offender under ORS 163A.100 (Risk assessment methodology) (3) while the person is under the supervision of the Psychiatric Security Review Board, unless the department is authorized to do so by a request of the supervising agency.
(4)If the sex offender is classified as a level two sex offender under ORS 163A.100 (Risk assessment methodology) (2), the supervising agency or a notifying agency may release sex offender information to the persons or entities described in subsection (2)(b)(A) to (D) of this section.
(5)If the sex offender is classified as a level one sex offender under ORS 163A.100 (Risk assessment methodology) (1), the supervising agency or a notifying agency may release sex offender information to a person described in subsection (2)(b)(A) of this section.
(6)As used in this section:
(a)"Notifying agency" means the Department of State Police, a city police department, a county sheriff's office or a police department established by a university under ORS 352.121 (University police departments and officers).
(b)"Sex offender information" means information that the Department of State Police determines by rule is appropriate for release to the public.
(c)"Supervising agency" means a governmental entity responsible for supervising a person required to report as a sex offender under ORS 163A.010 (Reporting by sex offender discharged, paroled or released from correctional facility or another United States jurisdiction) or 163A.015 (Reporting by sex offender discharged, released or placed on probation by court or another United States jurisdiction). [Formerly 181.835; 2017 c.442 §33]

(Recommendation 8) The Secretary of State's Audit Division recommended that OSP for Oregon's sex offender registry public site, OSP propose legislative changes to follow SORNA standards. Also, OSP should work with the Board of Parole and Post-Prison Supervision to regularly obtain the required offender profile information and include further information on the public registry site such as general victim profiles.

OSP responded that the OSP SOR Section has begun a procedural review of its public website and relevant state and federal legislation to identify ways to better communicate information about offenders, to include relevant victim characteristics. OSP supports efforts to bring the State of Oregon into greater compliance with SORNA standards and, in conjunction with its agency partners, will consider including language in future legislative concepts which furthers that goal, where changes cannot be addressed through administrative rule updates.

Action taken by management:

The OSP Criminal Division continues to support efforts to bring the State of Oregon into greater compliance with SORNA standards, but amendments to existing statute would be required for OSP to implement changes to the public-facing website that more align with those standards. SOR will continue to make the improvements it has control over through other means at its disposal.

The OSP Criminal Division has corresponded with the Oregon Department of Corrections and discussed with Board of Parole and Post-Prison Supervision on how to best acquire offender profile information. In the interim, OSP is looking into ways to enhance the public-facing website that can be accomplished without the need for legislative changes, that would enhance public safety.

Identified Policy Option Packages within Agency Requested Budget:

N/A

Enhanced funding or savings included in the budget as a result of implementation of audit findings or recommendations:

N/A

Summary response to Audit Report No. 2020-17 - Cybersecurity Controls Audit:

The audit objective was to determine the extent to which OSP has implemented an appropriate IT security management program, as well as selected controls from the Center for Internet Security's CIS Controls™, version 7.1.5. The scope included a review of security management and the first six of the 20 CIS Controls™ in place at OSP during the third and fourth quarters of 2019. The Basic 6 include,

- Security Management
- Inventory and Control of Hardware Assets
- Inventory and Control of Software Assets
- Continuous Vulnerability Management
- Controlled Use of Administrative Privileges
- Secure Configuration for Hardware and Software on Mobile Devices, Laptops, Workstations and Servers

Response and action taken by management:

OSP's Executive Management agrees with all seven recommendations made by the Secretary of State's Audit Division. As noted in the Audit, OSP lost its IT Security Program with the passage of Executive Order 16-13 and Senate Bill 90. OSP has yet to receive any IT Security planning and program support services from the Enterprise Cyber Security Services (CSS) program. CSS support has been in the form of limited Business Information Security Officer (BISO) assignments in support of specific IT projects and IT security review and advice.

(Recommendation 1) The Secretary of State's Audit Division recommended that OSP implement a security management and compliance program that includes an established framework and continuous cycle of activity for assessing risk, developing and implementing effective security controls and procedures, and monitoring the effectiveness of those procedures.

OSP responded that OSP will continue to work with Cyber Security Services (CSS) on a regular basis. OSP continues to seek guidance and clarity on the roles and responsibilities of OSP and CSS and how that relates to protecting OSP technology assets and to establish an Information security program.

OSP is hiring for a Chief Information Officer (CIO), whose first duty will be managing and coordinating OSP's security program, policies and initiatives. The CIO will put OSP on a path to greater security awareness, appropriate the correct positions needed, and direct OSP down a path of a higher security posture. This position has been vacant for a year and six unsuccessful recruitment cycles have occurred.

To assist with completing these recommendations, OSP has taken the initial steps to request the establishment of two permanent IT risk abatement personnel in the 21-23 legislative session. Completing these recommendations isn't contingent on hiring these personnel but it will assist in long term security and risk abatement for OSP. These personnel would be doing the following:

- Establish and maintain a permanent security management and compliance program for OSP.
- Collaborate security and risk assessment efforts with CSS.
- Periodically assess and validate risks.
- Document and implement security control policies and procedures.
- Implement and monitor effective security awareness trainings.
- Remediate information security weaknesses.
- Ensure external third-party activities are adequately secured.

OSP has engaged with CSS to complete a Security Assessment and for a continued Security Evolution.

Action taken by management:

- OSP temporarily transferred the Information Security Officer duties to the IT Infrastructure Manager, as well as re-assigning 2 other Infrastructure Analysts to IT Security duties for 50% of their time. This is at the detriment of their other duties.
- OSP has reached out to other agencies for guidance and advice.
- OSP is still waiting for IT Security strategy, program development and planning from CSS.
- OSP has hired a Chief Information Officer (May 4th, 2020) who has now been assigned the responsibility of planning and setting up an IT Security Program.
- OSP is submitting a POP in the 21-23 Biennial Budget to establish two permanent IT Risk Abatement personnel; IT Risk Abatement Officer and IT Risk Abatement Analyst. These positions will allow OSP to expedite the IT Security Program implementation and more effectively monitor and maintain IT Security at the Agency. These positions are central to OSP's IT security standing.

(Recommendation 2) The Secretary of State's Audit Division recommended that OSP remedy weaknesses with CIS Control #1- Hardware Inventory- by developing written policies and procedures, fully automating asset discovery and inventory, and fully implementing hardware authentication controls.

OSP responded that OSP has recently migrated to a new Hardware inventory software that will greatly assist with automating asset discovery and inventory. Policies and procedures are being crafted to provide guidance and for safeguarding OSP's network. Full integration of this software, policies, and verification is expected by early 2021.

OSP will seek in the 21-23 legislative session to establish two permanent risk abatement personnel. These personnel will verify OSP's hardware inventory and continue to monitor for further improvement of OSP's security and risk posture.

A port security program is being planned for implementation in the future. This will prevent unauthorized hardware from introducing vulnerabilities. OSP's risk abatement personnel will continue monitoring and verification of this program.

Action taken by management:

- OSP purchased and established a new inventory tool called LANSweeper.

  - Started this process on January 2019 and the tool was activated on February 2020 (after the SOS Audit was completed).
  - The tool maintains an active inventory, where the software periodically goes out and "touches" all network attached computers, inventories them and updates the system records.
- LANSweeper implimentation took a year to install and configure in production because it is also our Service/Help Desk ticketing system used by four different OSP programs. But it now provides instant access to information on all our IT assets including user workstations and laptops for our Service Desk and support personnel.
- OSP has started addressing formal IT policies and procedures by establishing an IT Policy that directs the IT Division and CIO to establish IT Procedures (ITP). ITPs will then be established for hardware and software inventory and all IT Security controls.
- OSP continues to repurpose other IT staff to fulfill IT Security duties. The risk abatement personnel in 21-23 legislative session POP will expedite verification and hands on remediation of IT inventory, i.e., fixing hardware and software security issues.

(Recommendation 3) The Secretary of State's Audit Division recommended that OSP remedy weaknesses with CIS Control #2 - Software Inventory - by developing written policies and procedures, updating documentation of approved software and software versions, and implementing software whitelisting.

OSP responded that OSP has migrated to a new Software inventory tool that will assist with automating software discovery and inventory. Policies and procedures are being crafted to provide guidance and for safeguarding OSP's network. Full integration of this software, policies, and verification is expected by early 2022.

OSP will seek in the 21-23 legislative session to establish two permanent risk abatement personnel. These personnel will work at establishing controls to implement software whitelisting, automate software inventory, and monitoring software installation on all systems.

All new software is following the guidelines set from DAS (Department of Administrative Services), for software review through EIS (Enterprise Information Services), and through the procurement EULA (End User License Agreement) review guidelines.

Action taken by management:

- OSP purchased and established a new inventory tool called LANSweeper.
  - Started this process on January 2019 and the tool was activated on February 2020 (after the SOS Audit was completed).
  - The tool maintains an active inventory, where the software periodically goes out and "touches" all network attached computers, inventories them and updates the system records.
- LANSweeper implimentation took a year to install and configure in production because it is also our Service/Help Desk ticketing system used by four different OSP programs. But it now provides instant access to information on all our IT assets including user workstations and laptops for our Service Desk and support personnel.
- OSP has started addressing formal IT policies and procedures by establishing an IT Policy that directs the IT Division and CIO to establish IT Procedures (ITP). ITPs will then be established for hardware and software inventory and all IT Security controls.
- OSP continues to repurpose other IT staff to fulfill IT Security duties. The risk abatement personnel in 21-23 legislative session POP will expedite verification and hands on remediation of IT inventory, i.e., fixing hardware and software security issues.

(Recommendation 4) The Secretary of State's Audit Division recommended that OSP remedy weaknesses with CIS Control #3 - Vulnerability Assessment - by refining and implementing written policies and procedures, and formally tracking the status of identified vulnerabilities to ensure timely remediation.

OSP responded that Formal policies and procedures around vulnerability assessment, will be identified, created, and followed to minimize OSP's vulnerabilities. OSP will continue to utilize currently provided CSS tools to

proactively scan for vulnerabilities and address them as possible given personnel, funding and time limitations. These tools will be added to the policies and procedures for vulnerability assessment in OSP.

OSP will seek in the 21-23 legislative session to establish two permanent risk abatement personnel. These personnel will work at continuously engaging in identifying, remediation, and minimizing security vulnerabilities at OSP. OSP currently has repurposed other IT staff to fulfill these duties. If the additional staff are not approved, work on this recommendation will continue, although at a slower pace.

Action taken by management:

- OSP is in the process of creating formal IT Procedures around IT Security vulnerability management to minimize OSP's IT Security risks, threats and exposure. OSP is in the process of completing a CSS vulnerability assessment (June 2020) and taking that information and incorporating it into the IT Security Program planning.
- OSP continues to repurpose other IT staff to fulfill these IT Security duties. The risk abatement personnel in 21-23 legislative session POP will work at expediting the vulnerability management by continuously engaging in identifying, remediating, and minimizing security vulnerabilities at the Agency.
  OSP continues to follow IT request, procurement and installation guidelines from DAS and EIS that are aimed at reducing IT risk of failed IT procurements and ineffective IT contacts.

(Recommendation 5) The Secretary of State's Audit Division recommended that OSP Remedy weaknesses with CIS Control #4 - Privileged Access - by developing written policies and procedures for granting, reviewing, and removing access for privileged accounts, removing end users' administrative access to workstations, maintaining an inventory of administrative accounts, ensuring the use of dedicated administrative accounts, and implementing multifactor authentication for all administrative access.

OSP responded that OSP will establish formalized policies and procedures for granting, logging, and monitoring privileged access accounts. OSP will establish Privileged Access Management (PAM) to automatically monitor and inventory privileged access accounts. OSP will seek in the 21-23 legislative session to establish two permanent risk abatement personnel. These personnel will work at continuously engaging in identifying, remediation, and minimizing security vulnerabilities at OSP. If the additional staff are not approved, work on this recommendation will continue, although at a slower pace.

Action taken by management:

- OSP is in the process of creating formal IT Procedures around granting, logging, and monitoring privileged access accounts.
- OSP still needs to establish Privileged Access Management (PAM) system to automatically monitor and inventory privileged access accounts.
- OSP continues to repurpose other IT staff to fulfill these IT Security duties. The risk abatement personnel in 21-23 legislative session POP will work at continuously monitoring and managing the privileged access accounts.

(Recommendation 6) The Secretary of State's Audit Division recommended that OSP remedy weaknesses with CIS Control #5 - Secure Configurations - by establishing secure configurations for all workstations, servers, and network devices and by establishing appropriate monitoring and alerts to ensure all changes to configurations are authorized and appropriate.

OSP responded that OSP will establish policies and procedures for configuring servers and workstations. OSP will seek in the 21-23 legislative session to establish two permanent risk abatement personnel. These personnel will verify that no changes have been made to these configurations. If the additional staff are not approved, work on this recommendation will continue, although at a slower pace.

OSP has repurposed current IT staff to configure and establish secure configurations for all workstations and servers. Other efforts will be established for appropriate monitoring and alerts on configurations.

Action taken by management:

- OSP is in the process of creating formal IT Procedures around configuring servers and workstations.
- OSP has currently repurposed IT staff to fulfill these IT Security duties. The risk abatement personnel in 21-23 legislative session POP will configure and establish secure configurations for all workstations and servers, and establish appropriate monitoring and alerts for any configuration changes.

(Recommendation 7) The Secretary of State's Audit Division recommended that OSP remedy weaknesses with CIS Control #6 - Audit Logs - by developing a central logging solution, implementing log analytic tools, and automating log review for all domains.

OSP responded that OSP will establish a centralized logging solution that will collect, manage, analyze, and report on events that could help the agency detect, understand, or recover from an attack. OSP is in process to purchase a product that will satisfy these requirements, as well as professional services to expedite the process. OSP will seek in the 21-23 legislative session to establish two permanent risk abatement personnel. These personnel will take over this system to monitor and respond to logs and reports.

Action taken by management:

- OSP has purchased its own IT system log management solution (Netwrix) for all the Agency's IT Security logging requirements. We have verified that this will work with other Law Enforcement agencies to meek CJIS Security Policy requirements. OSP has also confirmed that Netwrix will meet all its IT logging requirement, such as:
    - CJIS Security Policy
    - CIS Standards
    - Statewide Cybersecurity Standards
    - Statewide Security Plan
    - HIPAA Standards
    - PCI Standards
    - And more
- OSP still needs to install and configure the Netwrix solution, plus develop the import process for IT logs, as well as any agreements to ingest log data from external parties, e.g., SDC and CSS.

Identified Policy Option Packages within Agency Requested Budget:

See management response & action 1-7

Enhanced funding or savings included in the budget as a result of implementation of audit findings or recommendations:

N/A

Summary response to Audit Report No. 2019-16 & No. 2018-16: Forensic Division Has Taken Appropriate Steps to Address Oregon's Sexual Assault Kit Testing Backlog and Recommendation Follow-up Report

The purpose of the original audit (No.2019-16) was to report on whether OSP took actions consistent with statute and best practices to deal with the influx of SAFE kits as a result of Melissa's Law. The purpose of the follow-up report (No.2018-16) was to provide a status on the auditee's efforts to implement the audit recommendations. OSP agreed with all three recommendations.

Response and action taken by management:

(Recommendation 1) The Secretary of State's Audit Division recommended that OSP post SAFE kit processing reports on the agency's website on a regular basis.

OSP responded that OSP Forensic Services Division started on a project of modeling the Houston website within a week of discussing the idea with the Secretary of State's audit team. Our web page is running and accessible using the Chrome browser.

Action taken by management:

Beginning in spring 2018, the Forensic Service Division posted status updates on the SAFE kit backlog. Currently, year-end statistics are available for 2017 and 2018, and monthly statistics are available for January 2019.

Secretary of State's Audit Division Follow-up Status:

Implemented/ Resolved

(Recommendation 2) The Secretary of State's Audit Division recommended that OSP examine available options for tracking SAFE kits, including efforts in other states, such as Washington and Idaho.

OSP responded that OSP Forensic Services Division started looking for software tracking solutions in the early spring of 2016, as it appeared to be the quickest and most economical means of giving victims the information access required by SB-1571. We built our 2016 grant application upon the assumption that we would purchase tracking software that was already in use in another state. We were successful, with notice of the grant awarded coming to the Division in September of 2016, and related funding becoming available in January 2017. While working through the grant process we became aware of a capable and economical app-based alternative being developed by Portland Police Bureau (PPB) as part of their Sexual Assault Management System (SAMS) program development. OSP reached out to PPB and have been working with their IT leadership to determine the most efficient and cost-effective way to host and deploy the program at OSP. The "SAMS lite" tracking program is expected to be ready for deployment before the end of 2018.

Action taken by management:

The Legislature passed House Bill 4049 in 2018 mandating that OSP convene a multi-disciplinary committee to develop recommendations on establishing a statewide electronic SAFE kit tracking system. Since then, OSP has contracted with the City of Portland to host the Sexual Assault Management System (SAMS) 1.0 tracking software. This cell phone accessible program will enable victims to track their SAFE kit from hospital to local law enforcement agency to OSP crime lab. OSP expects the software will be ready for statewide deployment in mid-2019.

Secretary of State's Audit Division Follow-up Status:

Implemented/ Resolved

(Recommendation 3) The Secretary of State's Audit Division recommended that OSP create a plan to reintroduce DNA analysis for property crime evidence. Collect information from local law enforcement agencies about unprocessed property crime evidence to inform future OSP lab capacity planning.

OSP responded that OSP is focused on fully eliminating the SAFE-kit backlog by the end of 2018. By the time the backlog has been retired, we should have sufficient experience with the balance between our DNA-analysis capacity and the increasing DNA request volume related to all crimes of violence. We need confidence in that balance before we can allocate capacity for DNA analysis on felony property crimes. Assuming we remain on our current trajectory, we could be accepting some DNA work on property crime investigations in early 2019.

Oregon's felony property crime volume is significantly higher than the volume of violent felonies, so accepting DNA analysis requests on ALL felony property crime would more than double the workload in our DNA unit. We are not staffed to manage that much volume, so we expect to gradually and incrementally restore DNA analysis on property felonies as capacity allows. Property crime requests will remain subordinate to work on violent crimes. Prioritization within the property crime pool will be based on multiple considerations, including a public safety risk assessment, custody status of the defendant and the request date.

Action taken by management:

OSP has created a multi-part plan to reintroduce DNA analysis of property crime evidence. In mid-2018, OSP reached out to DNA high-throughput property crime (HTPC) pilot program participants to determine how many DNA kits each local law enforcement agency had in their possession. With this knowledge, in January 2019, OSP began accepting DNA property crime kits that are still within the statute of limitation. OSP's next steps include systematically expanding the HTPC program statewide.

Secretary of State's Audit Division Follow-up Status:

Implemented/ Resolved

Identified Policy Option Packages within Agency Requested Budget:

N/A

Enhanced funding or savings included in the budget as a result of implementation of audit findings or recommendations:

N/A

Summary response to Management Letter No. 257-2020-02-01: Statewide Single Audit of Selected Federal Programs for the Year Ended June 30, 2019.

This federal compliance audit was performed as part of our annual Statewide Single Audit. The Single Audit is a very specific and discrete set of tests to determine compliance with federal funding requirements, and does not conclude on general efficiency, effectiveness, or state-specific compliance issues. The Office of Management and Budget (OMB) Compliance Supplement identifies internal control and compliance requirements for federal programs. Auditors review and test internal controls over compliance for all federal programs selected for audit and perform specific

(Recommendation) The Secretary of State's Audit Division recommended that OSP management strengthen existing controls to include verification of suspension and debarment for vendors with non-procurement agreements that equal or exceed $25,000. We further recommend the department maintain evidence demonstrating the verification was performed audit procedures only for those compliance requirements that are direct and material to the federal program under audit.

OSP responded that it agreed with findings and recommendation.

Action taken by management:

To address the deficiency, effective February 27, 2020, OSP has developed a new Suspension and Debarment Verification procedure 100.1 that strengthens the department's internal controls for verification of Suspension and Debarment

Identified Policy Option Packages within Agency Requested Budget:

N/A

Enhanced funding or savings included in the budget as a result of implementation of audit findings or recommendations:

N/A

Secretary of State
OSP Audits Response Report

Summary response to Management Letter No. 257-2018-01-01:

The Secretary of State review was part of a periodic review of SPOTS card transactions at state agencies. The purpose of the review was to verify the department had established and implemented internal controls for SPOTS cards in accordance with the Oregon Accounting Manual (OAM) and that SPOTS card purchases complied with OAM requirements.

Response and action taken by management:

#	Audit Findings or Recommendations	OSP Response to Recommendations, Work Completed through June 2020	OSP Proposed Actions in Response to Recommendation	OSP Target Date to Complete our Response to the Secretary of State Recommendations
1	For various travel purchases, the department did not always ensure the purpose of the travel was sufficiently documented. We identified several instances for both in-state and out-of-state travel where the purpose of the travel was vague or not stated.	OSP received the Secretary of State Management Review Letter on February 27, 2020. Due to COVID-19, the agency is still working through our response to this recommendation.	The agency will provide additional training to agency SPOTS cardholders to implement the recommendations included in the Secretary of State Management review letter.	7/31/2020
2	For various meal costs, the business purpose and justification for incurring costs did not appear to be a reasonable use of state resources. For example, OSP incurred meal costs of $700 for 20 attendees to attend a one hour debriefing after a fire. In addition to why the meal was necessary, the cost per person of $35.40 exceeded the travel per diem rate of $25.50. In other examples, OSP purchased meals for suspect(s) in custody and employees without providing justification for the business need. OSP currently doesn't have a policy on when to feed suspects in custody and when it is appropriate to use state funds to provide meals for its employees.	OSP received the Secretary of State Management Review Letter on February 27, 2020. Due to COVID-19, the agency is still working through our response to this recommendation.	The agency will provide additional training to agency SPOTS cardholders to implement the recommendations included in the Secretary of State Management review letter.	7/31/2020
3	OSP staff purchased plaques for two retiring employees totaling $377. The OAM does not allow for retirement gifts, and state policy limits employee recognition awards to $50 per individual per year.	OSP received the Secretary of State Management Review Letter on February 27, 2020. Due to COVID-19, the agency is still working through our response to this recommendation.	The agency is reviewing this item to ensure compliance with OAM 10.40.10 and State HR Police 50.040.01. That review is expected to be completed and the appropriate action taken by 12/31/20.	12/31/2020
4	We noted three instances where small office supplies were not purchased using the State's required price agreement vendor and there was no documentation to support the basis for this decision.	OSP received the Secretary of State Management Review Letter on February 27, 2020. Due to COVID-19, the agency is still working through our response to this recommendation.	The agency will provide additional training to agency SPOTS cardholders to implement the recommendations included in the Secretary of State Management review letter.	7/31/2020

Identified Policy Option Packages within Agency Requested Budget:

2021-23 Policy Option Packages to Address Recommendations: OSP is requesting an additional Procurement staffing resource which would help to address the items noted above. This would be part of OSP's ongoing efforts to continually review and improve our SPOTS processes whenever possible.

Enhanced funding or savings included in the budget as a result of implementation of audit findings or recommendations:

N/A

Secretary of State Audits in process or to be started in the 2020-21 Audit Plan that involve OSP

Highway Patrol – Has not started
Measure 76 – State Lottery Monies Distribution and Utilization – In process

PROPOSED SUPERVISORY SPAN OF CONTROL REPORT

In accordance with the requirements of ORS 291.227, Oregon State Police presents this report to the Joint Ways and Means Committee regarding the agency's Proposed Maximum Supervisory Ratio for the 2021-2023 biennium.

Supervisory Ratio for the last quarter of 2019-2021 biennium

The agency actual supervisory ratio as of June 16, 2020 is 1: 10.69 (from last Published DAS CHRO Supervisory Ratio)

The Agency actual supervisory ratio is calculated using the following calculation;

124	=	120	+	5	- (	1	)
(Total supervisors)		(Employee in a supervisory role)		(Vacancies that if filled would perform a supervisory role)		(Agency head)	

1,360	=	1,197	+	163
(Total non-supervisors)		(Employee in a non-supervisory role)		(Vacancies that if filled would perform a non- supervisory role)

The agency has a current actual supervisory ratio of-

1: 10.97	=	1,360	/	124
(Actual span of control)		(Total non - Supervisors)		(Total Supervisors)

When determining an agency maximum supervisory ratio all agencies shall begin of a baseline supervisory ratio of 1:11, and based upon some or all of the following factors may adjust the ratio up or down to fit the needs of the agency.

← Narrow Span		Wide Span →
High	RISK TO PUBLIC/EMPLOYEE SAFETY	Low
Dispersed	GEOGRAPHIC LOCATION(s) OF SUBORDINATES	Assembled
Complex	COMPLEXITY OF DUTIES/MISSION	Not complex
Low	BEST PRACTICES/INDUSTRY STANDARDS	High
Small	AGENCY SIZE/HOURS OF OPERATION	Large
Many	NON AGENCY STAFF/TEMPORARY EMPLOYEES	Few
High	FINANCIAL RESPONSIBILITY	Low
← More Supervisors		Fewer Supervisors →

Ratio Adjustment Factors

Is safety of the public or of State employees a factor to be considered in determining the agency maximum supervisory ratio? Yes.

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11

The safety of Oregonians is a major governmental priority and is the impetus for which Oregon State Police operates. The work of the agency presents a high risk to the safety of the public and state employees. OSP's activities are indicative of public safety, and include:

- **Patrol** – provide uniform presence and law enforcement services all across Oregon, with a primary responsibility for crash reduction, crime reduction, and other transportation safety issues; as well as to respond to emergency calls for service on Oregon's state and interstate highways (i.e. Collision Reconstruction Program, Commercial Motor Vehicle Enforcement program, Criminal Apprehension through Patrol Enforcement (CAPE), Ignition Interlock Device (IID) program, Special Weapons and Tactics (SWAT), Traffic Incident Management (TIM), Driving Under the Influence of Intoxicants (DUII) program, etc.)
- **Criminal Investigations** – detectives are located across the state to support field investigative services, local law enforcement with major criminal investigations and are the primary criminal investigative services on state property and at state institutions
- **Sex Offender Registration** – track the registrations of persons convicted of sex crimes who reside, work or attend school in Oregon
- **Forensic Services** – provides scientific, technical and investigative support to the criminal justice system (i.e. DNA analysis, toxicology, trace evidence, crime scene/field investigations, controlled substance analysis, etc.)
- **State Fire Marshal** – protects citizens, their property, and the environment from fire and hazardous materials (i.e. fire & life safety education, regulatory services, emergency response services, fire & life safety services)
- **Fish & Wildlife** – ensure compliance with the laws and regulations that protect and enhance the long-term health and equitable use of Oregon's fish and wildlife resources and the habitats upon which they depend
- **Gaming Enforcement** – provide gaming enforcement activities for the Oregon Lottery and regulatory functions for Tribal Gaming as well as provide vendor background investigations
- **Automated Biometric Identification System (ABIS)** – As it relates to safety of the public, the ABIS system is used for electronically searching, retrieving and maintaining fingerprint files for use in processing criminal and applicant fingerprints
- **Firearms Instant Check System (FICS)** – State Police also conducts firearms background checks on persons attempting to purchase a firearm (ORS 166.412) to ensure safety of the public

These Agency functions and programs aim to carry out the mission of the Oregon State Police, which is to serve the State of Oregon with a diverse workforce dedicated to the protection of people, property and natural resources.

Is geographical location of the agency's employees a factor to be considered in determining the agency maximum supervisory ratio? Yes.

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11

OSP employees work in 43 offices throughout Oregon with locations across the state. Services provided touch on every county in Oregon and span many rural and all major metropolitan areas. The geographic nature of our state, and the core functions of OSP demonstrate that the agency has a large, dispersed work force across the state. This demonstrates the need for a span of control that is manageable given the displacement of the agency's workforce across the state.

Is the complexity of the agency's duties a factor to be considered in determining the agency maximum supervisory ratio? Yes.

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11

Oregon is ranked 16 in the US News rankings of the "Best States" for quality of life in the United States. The public's safety is a major indicator of quality of life. OSP's mandate is a primary driver affecting quality of life. To ensure that the Agency's mandate is met requires a complex framework of activities. This complexity is further reflected through the duties that the Agency is accountable to perform. To determine Agency complexity, the Agency made a thoughtful exposition of the complexity of its programs and has provided an objective framework to determine reasonableness of the span of control ratio based on the complexity of the agency's duties.

In addition, OSP is more than what many people see as highway patrol. The agency's complexity of duties ranges from all the programs from the State Fire Marshal's Office to Fish & Wildlife compliance, to the vast array of services from: Criminal, Tribal Gaming, Forensic and Medical Examiner services, Sex Offender Registration, Oregon State Athletic Commission and many other complex programs ensuring the safety of Oregonians.

Are there industry best practices and standards that should be a factor when determining the agency maximum supervisory ratio? Yes.

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11

Span of control has been a topic of research and exploration for many industries. The following publication was published specifically related to the Police Services industry. The Police Executive Research Forum (PERF) published an article in their Critical Issues in Policing Series called: *Promoting Excellence in First-Line Supervision: New Approaches to Selection, Training, and Leadership Development (2018). Here are some excerpts from the publication.* Below are some excerpts from the research publication:

- PERF queried member agencies on their average ratios of officers to sergeant. The numbers ranged from a low of 1:4 to a high of 1:15. The average ratio was approximately 7 officers for each sergeant.
- PERF also asked what members thought the ideal ratio of officers to sergeants would be. Among agencies that responded, the average "ideal" ratio was 6 officers for one sergeant.
- **Administrative work vs. supporting officers in the field**: As the role of sergeants shifts from largely administrative to a more hands-on approach, these numbers take on added importance. Sergeants who supervise large numbers of officers must spend more of their time on administrative tasks (scheduling, timekeeping, and other human resource issues). Sergeants with fewer officers are free to devote more of their time to being in the field and providing direct supervision and guidance to their officers.

- **Technology can help**: If agencies are to be successful in effectively managing the types of incidents that "keep chiefs up at night"— potential use-of-force situations, police pursuits, active shooters, and other critical incidents — they need to ensure that sergeants have time to be in the field. For some agencies, that means increasing their cadre of sergeants. It can also mean implementing new technologies that allow sergeants to complete administrative tasks more efficiently, and to handle paperwork electronically while they are on the street. Several participants at the Critical Issues conference discussed officer-to-sergeant ratios and how span of control has a significant impact on the performance of first-line supervisors and their ability to fulfill the range of their duties effectively.
- "Sometimes the span of control gets too far out of proportion. I've handled six, eight, 10 officers before. With 10, I hardly spent any time on the street. Give me six officers and a I can get my paperwork done but also spend time with the officers. I can mentor them, and my team can perform if I can be there with them. I think if the numbers get too high, you can't do that." – Houston Sergeant Charles Corgey
- Question & Answer between Chuck Wexler, Executive Director for PERF and Seattle Lieutenant Shanon Anderson:
  - **Mr. Wexler**: Lieutenant Anderson, are there things that you want to do but can't do, because you're spending so much time on documentation?
  - **Lieutenant Anderson**: It depends on span of control. If you have enough sergeants to oversee your officers, and your span of control is reasonable for the workload, your sergeants can be out on the street. Your sergeants and your first-line supervisors are like on-field coaches. They're your base coaches. They're the ones telling the officers when they need to run, when they need to slow down, and when they need to take risks now and then. They're vital to the efforts on the street.
- Question & Answer between Chuck Wexler, Executive Director for PERF and Portland Chief of Police Danielle Outlaw:
  - **Mr. Wexler**: Danielle, you were Deputy Chief in Oakland, which had a consent decree, and now you're Chief in Portland, which also has a consent decree. What's your perspective on how these settlement agreements affect sergeants?
  - **Chief Outlaw**: The agreements increase the work sergeants must do. One of the things we did to address this issue is create "administrative sergeant" positions. But that still did not lessen the workload of the sergeants in the field. That's why I talk about span of control being extremely important, because the sergeants' workload increases as our expectations for accountability and oversight are getting pushed down to the sergeants. Today, these expectations aren't just for the command staff, they really stand on the shoulders of the sergeants as well.
- Summary: The Role of Sergeants, as Seen by Chiefs—and by Sergeants
  - **A sergeant's span of control matters**: How many officers a sergeant supervises has a direct bearing on the sergeant's job. Sergeants who supervise large numbers of officers tend to have less time available to be out in the field, working directly with their officers and engaging with the community, because they need more time to manage their administrative duties. PERF queried police agencies on their average ratios of officers to sergeants. The numbers ranged from a low of 4:1 to a high of 15:1. The average ratio was approximately seven officers for each sergeant. PERF also asked police officials to suggest an ideal ratio of sergeants to officers. Among agencies that responded, the average ideal ratio was six officers for one sergeant.
- Conclusion: 11 Steps Agencies Can Take to Improve First-Line Supervision
  - Step 7. **Keep officer-to-sergeant ratios down, so sergeants have more time to spend on the street.** Managing their administrative tasks and field supervision duties has always been a difficult balancing act for sergeants. The more officers they supervise, the more time sergeants must spend on administrative tasks, usually in a station house. If agencies are to give sergeants the discretionary time they need to supervise officers in the field, they must strive to limit sergeants' administrative burdens. Promoting more sergeants or designating some as "administrative sergeants" are two ways to help keep officer-to-sergeant ratios manageable. The appropriate ratio of officers to sergeants can vary, depending on the workload of a particular unit. But as a general matter, PERF asked police officials for an estimate of an ideal average "span of control" ratio, and among agencies that responded, the average "ideal" ratio was six officers for one sergeant.

Is size and hours of operation of the agency a factor to be considered in determining the agency maximum supervisory ratio? Yes.

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11

The Oregon State Police operates 24/7 with a FTE authority over thirteen hundred. In addition to OSP operating as an agency 24/7, OSP is the primary agency for three emergency support functions:

- ESF 4—Firefighting
- ESF 10—Hazardous Materials
- ESF 16—Law Enforcement

In addition, OSP is a supporting agency for the following emergency support functions:

- ESF 1—Transportation
- ESF 2—Communication
- ESF 9—Search and Rescue
- ESF 10—Hazardous Materials
- ESF 14—Public Information
- ESF 17—Agriculture and Animal Protection

The breadth and scope of these emergency functions demonstrates the complexity of work performed across OSP and the criticality of the work performed. These critical functions provided by the Agency requires the associated

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11

There are many unique personnel needs across OSP. Below are examples of the unique personnel needs for the agency:

- **Health, wellness and resiliency** – The Oregon State Police has seen an increasing trend in a number of areas concerning employee well-being in the last several years. Increased public scrutiny, stressful working conditions and a lack of resources all contribute to the factors that negatively impact our employee's wellness and resiliency. Working with the victims of violence and trauma changes the worldview of responders and puts individuals and organizations at risk for a range of negative consequences. The Agency is taking strides to address these issues by adding additional resources to build a health, wellness and resiliency program which will incorporate an evaluation of officer safety procedures, support programs for our law enforcement, and first responders for traumatic or critical incidents. Education and training for agency leaders to promote a supportive culture within our Agency.

  By decreasing our supervisor ratio level the agency will reduce investigation times, ensure quality control, and increase public accountability. Addressing and resolving complaints in an efficient manner will return employees to work faster which is beneficial to their mental health and wellbeing.

- **State Fire Marshal** – The Office of the State Fire Marshal responds to wildfires across Oregon, specifically when the Governor calls a conflagration (ORS 476.510 to 476.610). The Office of the State Fire Marshal then coordinates and provides direction to local fire departments and firefighting volunteers to respond accordingly to the conflagration.
- **Legislative** – Oregon State Police provides sworn protection for the Governor through hiring temporary employees within the Dignitary Protection Unit.
- **Oregon State Athletic Commission** – OSP recruits qualified medical personnel to serve as Ringside Physicians. OSP requires medical personnel at all regulated events and they must be licensed in Oregon.

Are there unique personnel needs of the agency, including the agency's use of volunteers or seasonal or temporary employees, or exercise of supervisory authority by agency supervisory employees over personnel who are not agency employees a factor to be considered in determining the agency maximum supervisory ratio? Yes.

Is the financial scope and responsibility of the agency a factor to be considered in determining the agency maximum supervisory ratio? Yes.

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11

In Oregon $5.260 billion dollars is budgeted for the Public Safety/Judicial program area of the state's budget. OSP's budget is $506,033,169 million, or 9.6% of the public safety/judicial program area budget for the State of Oregon. This budget constitutes a large allocation of state funds and is commensurate to the complexity and critical nature of the Agency's charge.

Oregon State Police's budget is complex and has multiple fund types. For 2019-21 biennium, General Fund totals $320.6 million. Dedicated Lottery Funds (Ballot Measure 76) partially support the Fish and Wildlife Enforcement Division and account for 2.0% of the budget. Other Funds make up 32.6% of the Department's budget and Federal Funds account for the remaining 2.4%. Other Funds include marijuana tax revenues (15% of tax proceeds); the Fire Insurance Premium Tax, which supports the operations of the State Fire Marshal; and a transfer from the Oregon Department of Fish and Wildlife to support enforcement of fish and wildlife laws. Federal funds come primarily from agreements with and grants from federal agencies.

The complex budget authority that OSP has a high financial responsibility to manage and ensure good use of state funds.

Below is a high-level chart of the agency's budget:

2019-21 Budget Summary	
General Funds:	$ 318,119,100
Other Funds:	$ 164,788,531
Federal Funds:	$ 12,616,262
Lottery Funds:	$ 10,004,076
GF Debt Service:	$ 356,360
OF Debt Service:	$ 148,840
Total	**$ 506,033,169**

Based upon the described factors above the agency proposes a Maximum Supervisory Ratio of 1:8.

Unions Requiring Notification:

- American Federation of State, County and Municipal employees (AFL-CIO)
- Oregon State Police Officers' Association

Date unions notified:

- American Federation of State, County and Municipal employees (AFL-CIO) – October 8, 2020
  - American Federation of State, County and Municipal employees – Local 896 / Council 75
  - American Federation of State, County and Municipal employees – Office of the State Fire Marshal; Local 3765
- Oregon State Police Officers' Association – October 8, 2020

OREGON STATE POLICE (Authorizing signatures)

OSP Superintendent: Travis Hanni **Date:** 10-07-2020

OSP Deputy Superintendent: Jon Harrington **Date:** 10-07-2020

OSP HR Appointing Authority: [signature] **Date:** 10/7/2020

OSP Chief Financial Officer : Travis D Cooper **Date:** 10-07-2020

IT Prioritization Matrix

CRITERIA	WEIGHT	SCORING GUIDE	CAD System Replacement Project	
TOTAL WEIGHTED PROJECT SCORE			153	
Strategic Value			Raw	Weighted
Required Service/Product-Business Alignment (are any of these are true?) • Mandate (legislative, federal or state) • Meets a strategic business need • Governor Initiative/Strategy • Priority/Compliance for industry	5	0: none are true 3: one is true 6: two or three are true 9: all are true	6	30
Value to Customer Number of users and the level of positive impact for using the product/service. Consumers or users of the service, product or data. Customer could be citizens, internal agency users, other state/local agencies or other external stakeholders. Or, projects that are funded through grants, IGAs, etc.	5	0: no value to customer 3: low value to customer 6: medium value to customer 9: high value to customer	9	45
Leverage Potential Multiplier effect: • Service/product can be leveraged as a shared or managed service across agencies or policy area • Service/product can be leveraged as a utility service • Service/product adds value for external partners	3	0: no potential, isolated service 3: low potential 6: medium potential 9: high potential	6	18
Risk				
Importance to Risk Mitigation Would the agency, state, or its customer be exposed to a risk or impact if the service or product is not offered? Or, is an existing service at risk? Do other current services/products depend on it? This could be security, safety, legal or any other risk related in loss.	5	0: no risk to state/ customer if not offered 3: low risk to state/customer if not offered 6: medium risk to state/customer if not offered 9: high risk to state/customer if not offered	9	45
Financial				
Return on Investment (ROI) / Cost Avoidance Project ROI reduces cost in expenditures once a project becomes a program. Must have a way to measure ROI and the amount of cost that will be avoided due to implementation of the project.	5	0: ROI none or unknown 3: ROI gained over two biennia 6: ROI gained within two biennia 9: ROI gained within one biennium	3	15

Due to the size of this document, this Business Case is available in the Addendum section of Governor's Budget Binder or upon request from the Department of State Police CFO.

Business Case for the *CRIMEvue Replacement Project*

Oregon State Police, Public Safety Systems Bureau, Criminal Justice Information Services Division

Date: May 14, 2020
Version: 4.0
MTG Management Consultants, LLC
Revised by OSP

(206) 442-5010
ccollins@mtgmc.com
www.mtgmc.com

Business Case for

Core Operational Policing Systems (COPS Project)

Oregon State Police,
Public Safety Services Bureau

Date: July 31, 2020
Version: 2.0

Authorizing Signatures

The person signing this section is attesting to reviewing and approving the business case as proposed.

This table to be completed by the submitting agency Agency Head or Designee	
Superintendent Travis Hampton	(Date)
Signature	
Agency Executive Sponsor	
Major Tom Worthy	(Date)
Signature	
Steering Committee Chair	
Rebecca David	(Date)
Signature	
Agency Chief Information Officer (CIO) or Agency Technology Manager	
Dr. Richard Appleyard	(Date)
Signature	

Table of Contents

Executive Summary

The Oregon State Police (OSP) is a multi-disciplined organization that is charged with protecting the people, wildlife, and natural resources in Oregon. To accomplish this charge and in alignment with the agency roadmap (Appendix A), we must provide troopers, dispatchers, evidence technicians, records management professionals, and professional staff with the right technology in support of our core business services.

There are three separate systems identified as OSP's core operational policing systems which support the agency's mission. They are the Computer Aided Dispatch and Mobile First Responder (CAD/MFR) and Mobile CAD, known commonly as CAD; the e-Citation and e-Crash software, known commonly as ReportBeam; and the Records Management System (RMS) and Mobile RMS, known commonly as Niche.

The COPS project is an opportunity to modernize, integrate, and improve the overall structure, efficiency, supportability, and user-experience of our core operational policing systems while addressing the fact that our current contracts will soon expire and cannot be renewed.

The Niche RMS contract will expire in April 2021. Work is in progress to extend the contract to April 2023. This is the final extension. OSP and DAS-PS procurement teams have reviewed the contract and determined that OSP is required to engage in procurement activity and can no longer leverage the existing contract.

There are also challenges with the current vendors for ReportBeam and CAD. CentralSquare, the vendor for ReportBeam, does not want to continue support our version of the product. The company is pushing us to move to a newer version on a new platform which does not meet our needs. For CAD, the support contract with the vendor Hexagon gives us a system upgrade every three years but does not include any enhancements. This has made it difficult to keep the CAD map up to date and useable to telecommunicators and troopers in the field; which is an officer safety issue.

OSP has examined the marketplace for offerings from the vendor community. Through use of posting a Request for Information and engaging in vendor demonstrations, we have found more than a dozen vendors provide at least two of the three core operational policing systems in a single integrated solution. The estimated costs obtained from the RFI support the assumption that we can purchase a modernized and integrated solution while maintaining a budget similar to what we have now with the current disparate CAD, RMS, and e-Citation and e-Crash systems – approximately $1 – 2 M per year.

Moving to an integrated, vendor-hosted solution is the best choice for OSP and is an investment to serve us for the next decade. This initiative will produce improvement to the technology in support of the agency's mission to provide premier public safety services to the citizens of Oregon and in alignment with both OSP's strategic roadmap and the Governor's strategic plan.

Overview and Background

Overview

This document presents the business case supporting the replacement and modernization of OSP's core operational policing systems to an integrated solution known as the COPS project. The problem is our current core operational policing systems are reaching end of life and end of contract. This is an opportunity to modernize and move from three disparate systems with outdated ESB technology for data transfer to a single integrated solution as is presently available in the marketplace.

This initiative aligns with the Governor's strategic plan metric of "User-friendly, Reliable and Secure: Modernizing State Information Technology Systems and Oversight." The current systems are aged to end of contract. Moving forward with modernizing these core systems while using project management best practices and in partnership with Enterprise Information Services will ensure project success and maximize the investment benefits for Oregonians.

In alignment with OSP's 5 year strategic roadmap, this project supports developing OSP's internal capabilities: investing in IT infrastructure to automate our business processes and investing in upgrades to increase operational effectiveness. Leveraging out information technology is also essential, as the trend of asking our workforce to perform tasks quicker while still maintaining a high level of quality continues. It also improves our stewardship and transparency. To fully comply with public record laws and initiatives we must have a system that properly secures data and allows for retrieving data. To continuously improve service delivery, we need modern systems to allow for more efficiencies for Troopers and citizens.

In addition to alignment to strategic planning, OSP works to ensure agency practices, procurement plans, and direct project drivers take into account improving services for under-represented communities. OSP's practices, procurement plans, and direct project drivers follow OSP's Affirmative Action and non-discrimination policy 301.1, OSP Inclusion Team Policy 102.3, and OSP Affirmative Action plan. OSP's commitment and action to Diversity, Equity, and Inclusion when engaging in Information Technology projects is described in Appendix C: DEI Assessment.

In 2018, OSP completed the Statistical Transparency in Policing (STOP) project. From the 79th Oregon Legislative Assembly (2017), House Bill (HB) 2355 was enacted into law. One of the primary purposes of this bill was to identify patterns and practices of profiling by law enforcement agencies (LEAs). For the purpose of the bill, "profiling" means targeting an individual based on "real or perceived age, race, ethnicity, color, national origin, language, sex, gender identity, sexual orientation, political affiliation, religion, homelessness or disability." The data captured resulting from the STOP project is stored in the RMS system. (This data is described in Appendix B.)

Background

The Oregon State Police (OSP) is a multi-disciplined organization that is charged with protecting the people, wildlife, and natural resources in Oregon. To accomplish this charge, we:

- Enforce the traffic laws on the state's roadways
- Investigate and solve crimes
- Conduct post-mortem examinations and forensic analysis
- Provide background checks and law enforcement data
- Regulate gaming
- Regulate the handling of hazardous materials and fire codes
- Educate the public on fire safety
- Enforce fish, wildlife, and natural resource laws

To meet our mission, we employ over 1,400 sworn and professional staff. These employees fulfill the many roles at OSP. In this business case, we will focus specifically on the roles of trooper, dispatcher, evidence technician, records management professionals, and professional staff as primary users of the core operational policing systems.

There are three separate systems identified as OSP's core operational policing systems. They are the Computer Aided Dispatch and Mobile First Responder (CAD/MFR) and Mobile CAD, known commonly as CAD; the e-Citation and e-Crash software, known commonly as ReportBeam; and the Records Management System (RMS) and Mobile RMS, known commonly as Niche. Approximately 900 employees depend on our set of core operational policing systems every day to carry out their duties in support of our agency's mission.

What are these systems and how are they used?

Computer Aided Dispatch and Mobile First Responder

The CAD system provides standardization and streamlined dispatching services. OSP's current CAD software system is named Integraph provided by the vendor Hexagon, but it is commonly referred to as CAD.

This type of software system is widely used in many Public Safety Answering Points (PSAPs) as it significantly aids in performance of dispatcher duties. Call entry, mapping, dispatching, tow rotations, NCIC and LEDS inquires, unit monitoring, and communication with outside agencies are examples of dispatcher duties accomplished through a CAD-to-CAD interface.

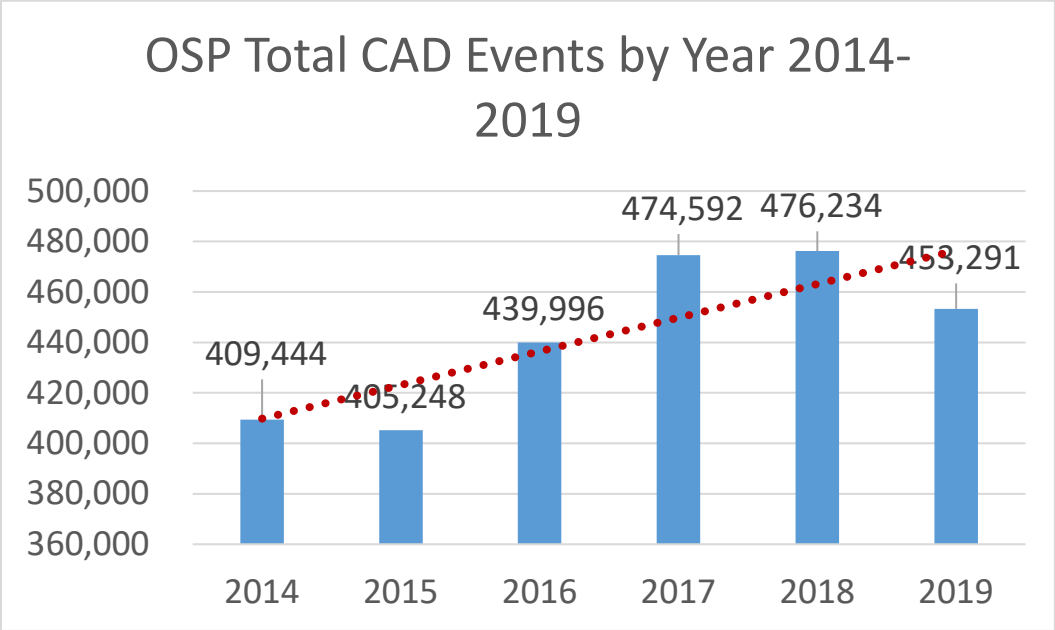
Calls for service are created, updated, and eventually closed in a shared workflow between the multiple call-takers, dispatchers, responders (troopers), supervisors, and Command Centers. Troopers interact with dispatch services through the CAD system using a standard issue Panasonic laptop computer.

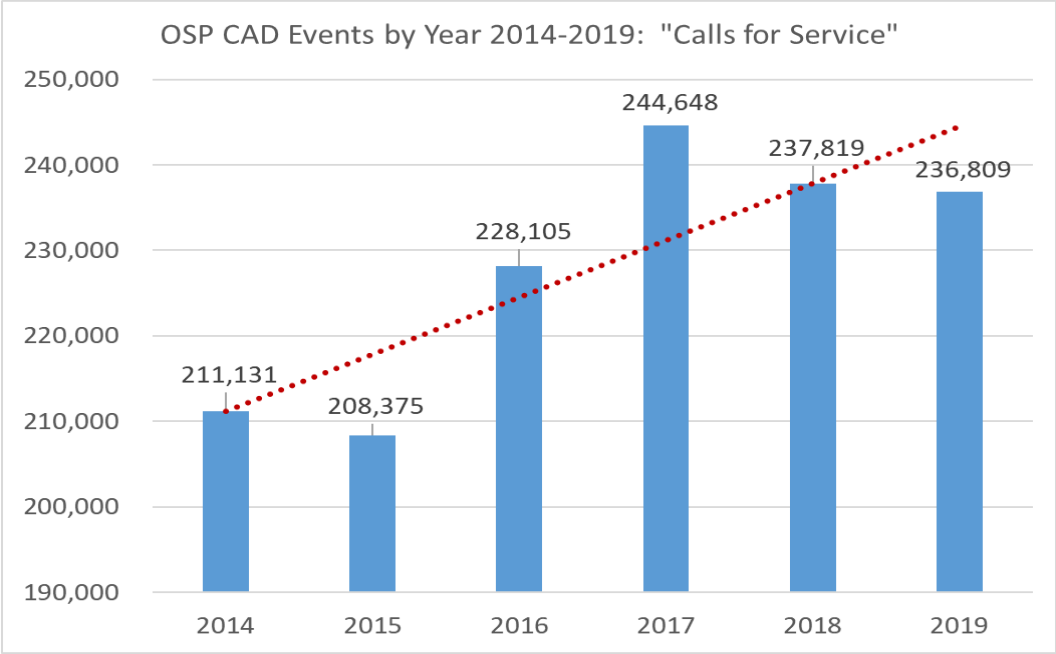
The following are metrics and trends related to CAD-generated events by the event categories "Calls for Service" and "Routine Contacts" from 2014-2019. "Routine Contacts" are officer-initiated subject or vehicle contacts (e.g. traffic or pedestrian stop), and "Calls for Service" are all other events (e.g. driving complaint, disabled vehicle, crashes, possible hazard, and agency assist).

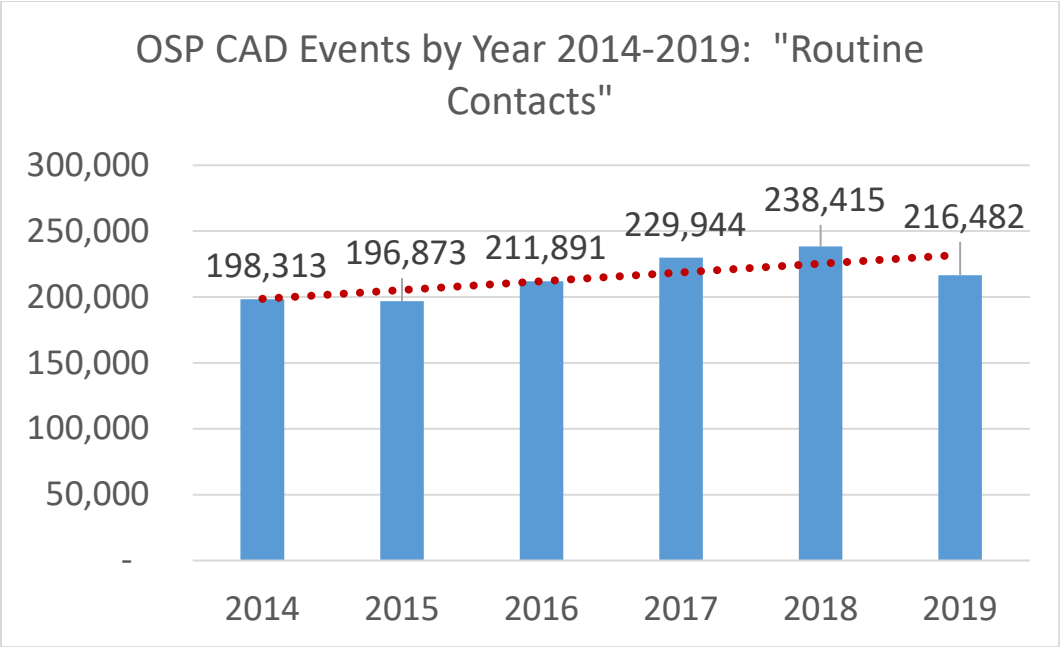
Table 1 – Events by Category

Year	Event Type Category	Total
2014	Calls for Service	211,131
2014	Routine Contacts	198,313
	2014 Total	**409,444**
2015	Calls for Service	208,375
2015	Routine Contacts	196,873
	2015 Total	**405,248**
2016	Calls for Service	228,105
2016	Routine Contacts	211,891
	2016 Total	**439,996**
2017	Calls for Service	244,648
2017	Routine Contacts	229,944
	2017 Total	**474,592**
2018	Calls for Service	237,819
2018	Routine Contacts	238,415
	2018 Total	**476,234**
2019	Calls for Service	236,809
2019	Routine Contacts	216,482
	2019 Total	**453,291**
	2014-2019 Total	**2,658,805**

Analysis of total events created in CAD 2014-2019 indicated a mostly upward trend. See bar graphs below for records by year, first by total events followed by “Calls for Service” and “Routine Contacts”.







Electronic Citation and Electronic Crash Reports

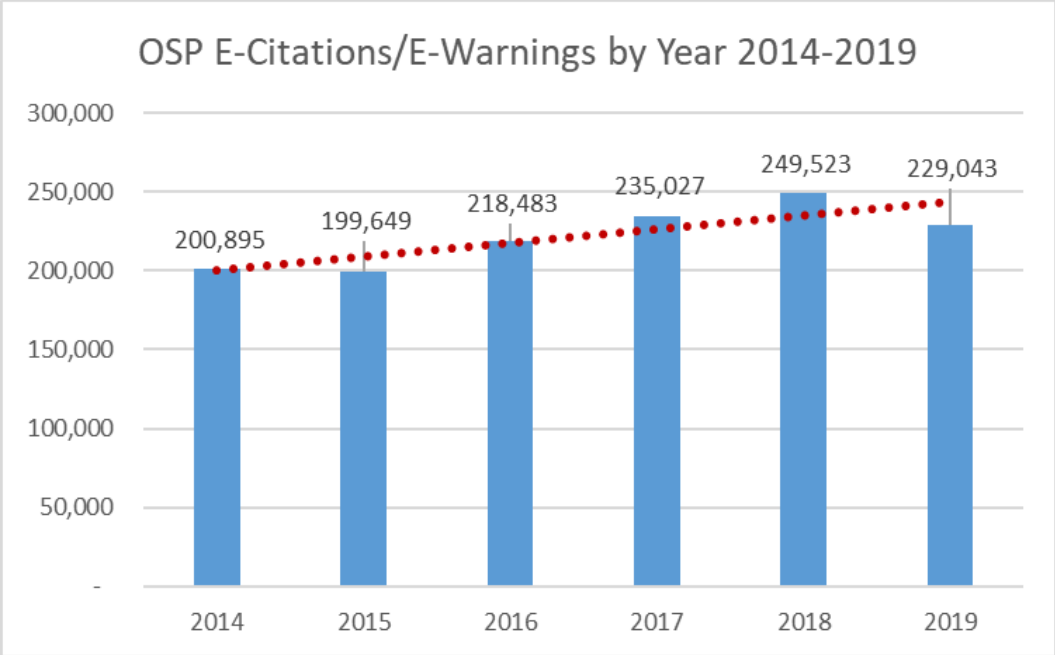
Troopers are required to enter all enforcement data into ReportBeam. This includes written warnings (e-Warning) and issued citations (e-Citation); as well as DMV Police Traffic Crash reports (e-Crash). ReportBeam is currently supported by the vendor, CentralSquare. However, the version of software we use is coming to the end of support. Additionally, the software system has been bought out several times by different companies, making vendor management and receiving satisfactory customer service a challenge.

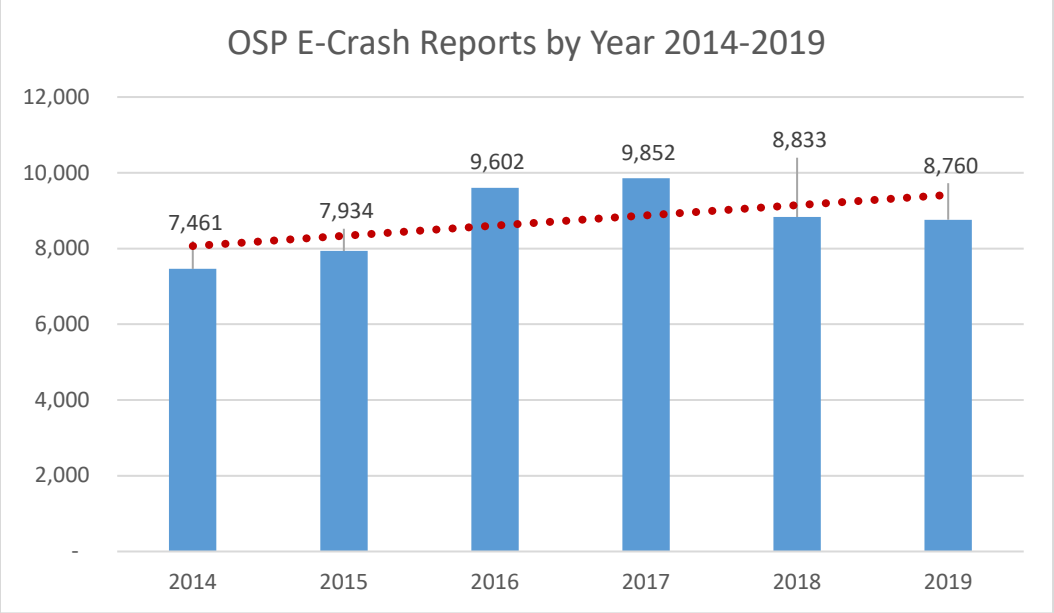
The following are metrics and trends related to ReportBeam (2010 to Current), including total current records and database size:

Database Size	336.12GB	
Total Number of Reports		1,895,298
e-Citations/e-Warnings		1,828,421
e-Crashes		66,877
Total Attachments		56,551

* Note: Data reflects records currently in the database, as of December 23, 2019, and does not include purged records.

Analysis of electronic warnings and citations issued and crash reports generated from 2014-2019, for records and reports submitted as of January 2, 2020, indicated a mostly upward trend. This takes into consideration the monetary increase for a reportable crash that went from $1,500 to $2,500 in 2018. See bar graphs below for records by year.





Records Management System

A standard (non-law enforcement) RMS is simply a solution for record maintenance, retrieval, and retention. Niche, as a law enforcement RMS, is used for this purpose; plus, has more robust functionality and has additional complexity in how it is configured, utilized, and managed.

Niche is used by administrative staff to run statistical reports and perform system administration and maintenance functions. We also have a mobile version formatted for ease of use by troopers on MDTs, including day/night mode and a touchscreen, with all the same tasking function and security as the Desktop client.

See table below for a total number of current database records by main entity record type. *

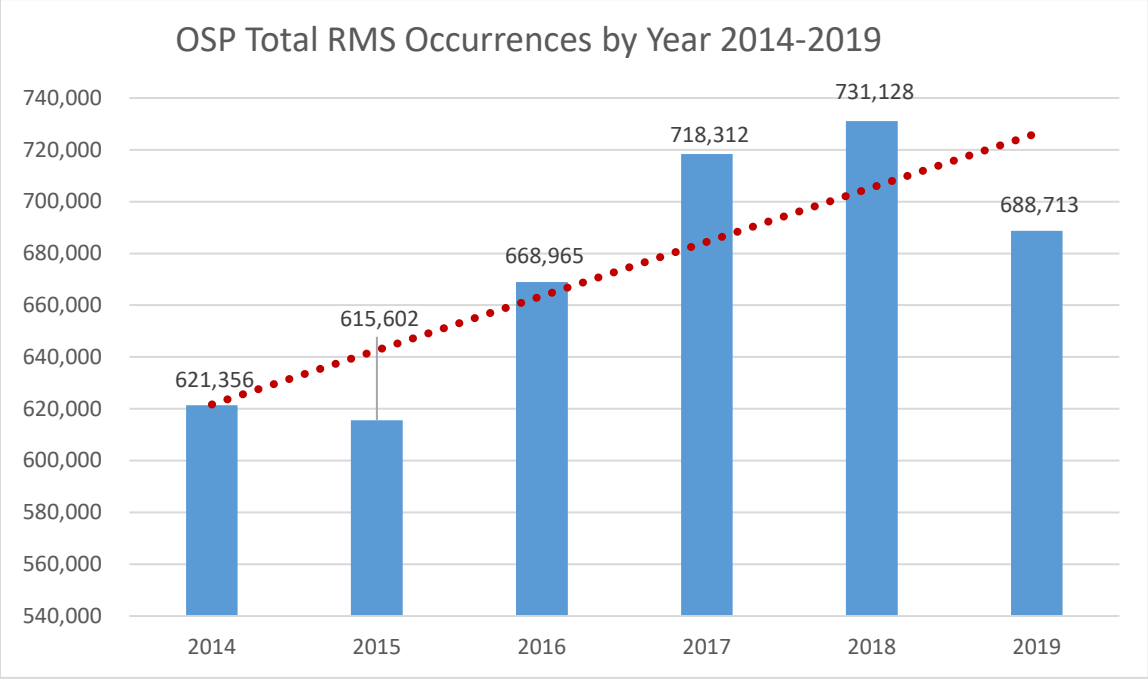
Table 2 – Records by Type

Occurrences (all events/incidents, FIRs, and imported e-Citations)	**Total**
Incidents (CAD-generated events/incidents and self-generated incidents)	3,169,527
Field Interview Reports (FIRs)	70,812
Masterfiled Citations	1,493,902
Total	**4,734,241**
People/Business/Organizations	
Persons (including employee records)	1,439,350
Businesses/Organizations	6,388
Organizational Units and Courts	372
Total	**1,446,110**
Vehicles	
General Vehicles	1,319,686
Watercraft	680
Aircraft	64
License Plates	1,350
Total	**1,321,780**
Property/Evidence (non-vehicle)	**243,899**
Address/Telephone/E-mail	**808,771**
Reports and Documents	
Occurrence (Incidents and FIRs)	1,101,962
General, Supplemental, and FIR Narratives and Paper Crash Reports	133,118
External Documents and Notes	968,844
Person (all reports and documents, including Arrest, Victim, DUII, and masterfiled citation Violation Ticket reports)	3,092,734
Property/Vehicle Documents/Misc. Reports	32,453
Vehicle Tow Report	68,932
Total	**4,296,081**

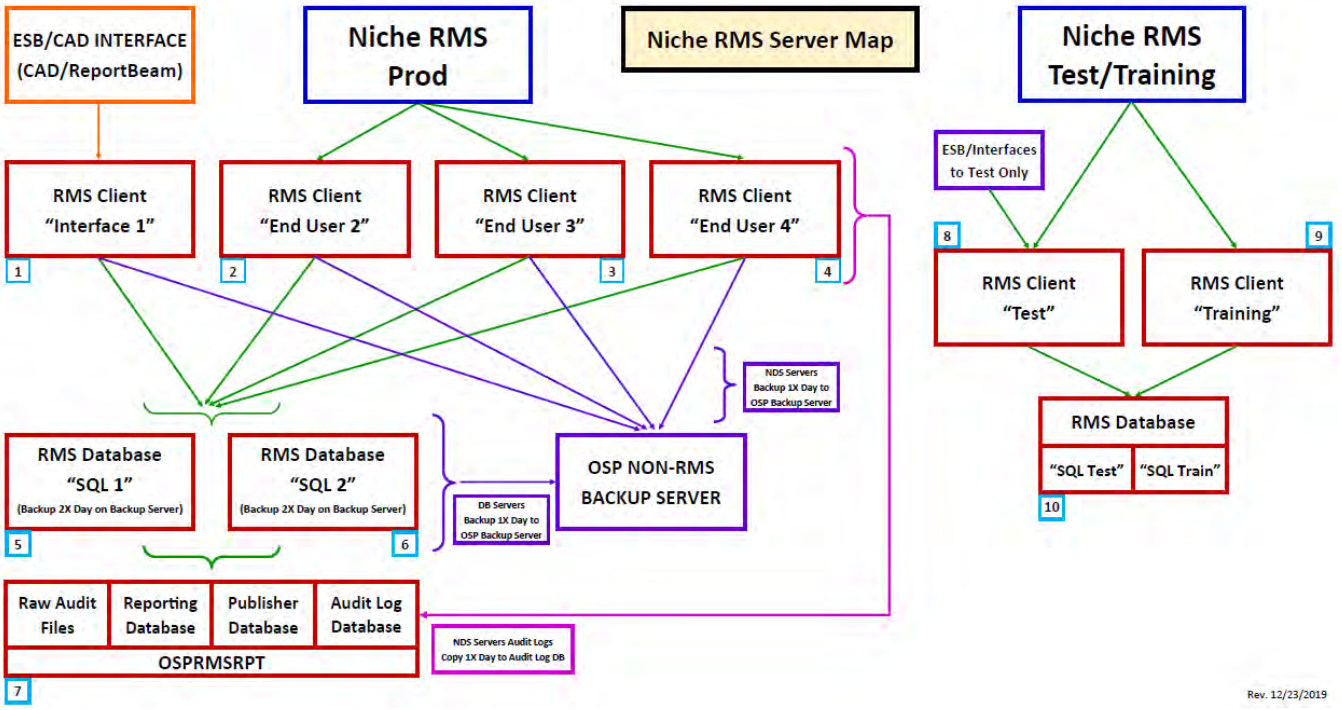
Crime Reporting (reportable incidents coded followed by entities and offenses within those incidents)	
ONIBRS Incidents	75,717
Offenders/Arrestees	81,928
Offenses	115,243
Victims	89,610

* Note: Data reflects records currently in the database, as of December 20, 2019, and does not include purged records.

Analysis of total occurrences created in the RMS (CAD-generated events and incidents, self-generated incidents, field interview reports, and masterfiled citations) by created date from 2014-2019 indicated a mostly upward trend. See bar graphs below for records from 2014-2019.



Below is an overview of the OSP RMS server architecture.

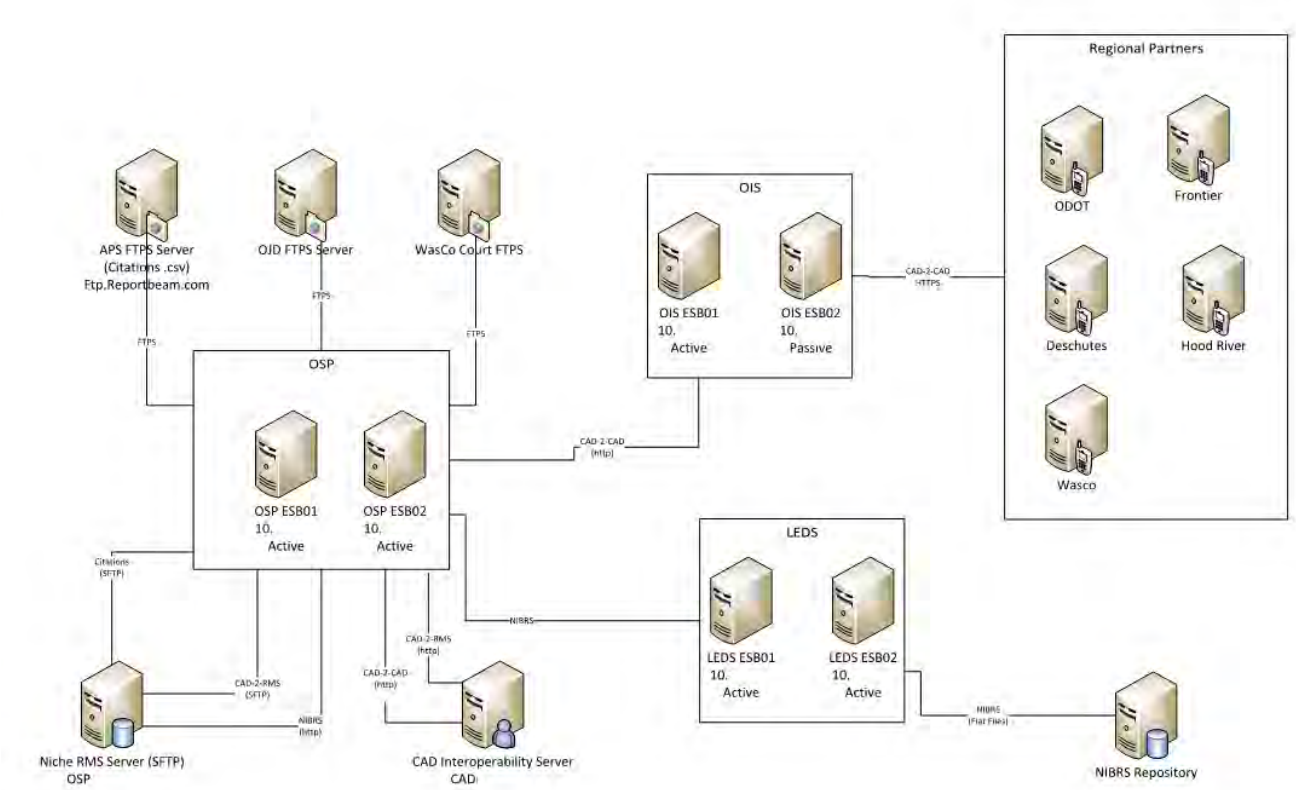


As you can see, CAD events, e-Citations and e-Crashes, and RMS occurrences are all on the rise. In order to provide premier public safety dispatch services, we must utilize the right tools and technologies to handle this volume. When considering our requirements, this analysis will inform the size and scalability we need when selecting a solution.

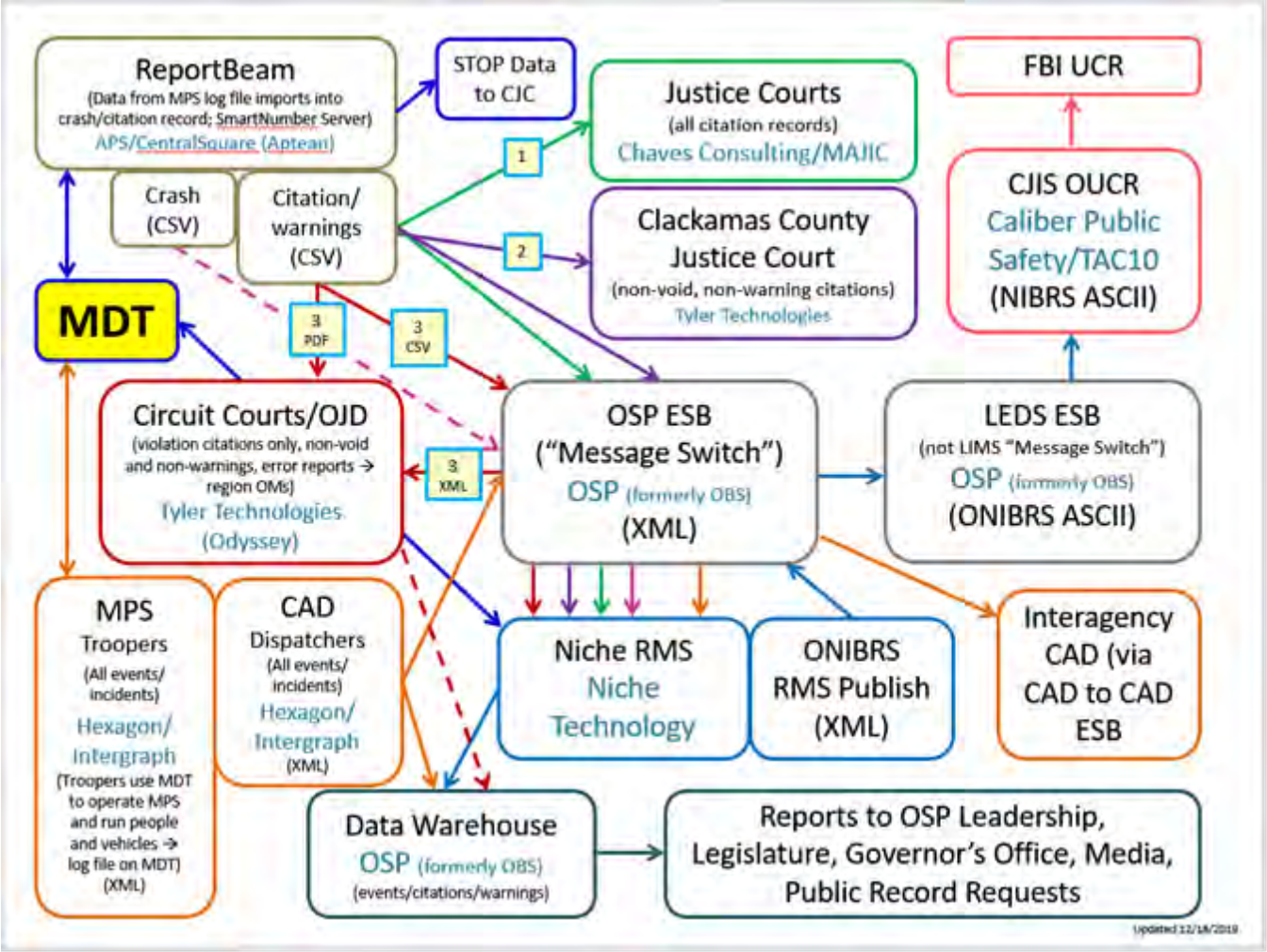
Since each of these three systems are separate, we had to create interfaces between the systems. This interface solution is known as an Enterprise Service Bus (ESB). An ESB is a tool used to manage communication between application systems. OSP contracted with a vendor, Online Business Systems, to provide the ESB. The ESB also interfaces between other partners such as the Circuit, Justice, and Municipal Oregon courts to allow OSP to electronically submit citations.

At the time of its creation, using an ESB was a common solution to enable the customer to make easy and flexible changes to interfaces without being dependent on multiple vendors. The ESB is currently managed in-house by OSP IT Division employees.

Below is diagram of the OSP ESB architecture:



This diagram illustrates the current core systems' environment and data flow:



During the 2019-2021 IT Prioritization planning, OSP proposed a business case for modernizing the CAD system. At that time, the agency determined the state of the CAD system and the impending Hexagon contract expiration made replacing and modernizing CAD the agency's primary need.

The ReportBeam and Niche systems were thought to be in a stable status; meaning the vendors were meeting the business functional needs and contract provisions were in place for ongoing support.

ReportBeam's maintenance agreement is currently under review. Once we complete Niche's contract extension the new expiration date will be April 2023. Hexagon's contract expires December 2022. We must act now to replace and modernize our suite of core operational policing systems.

The replacement of the core operational policing systems aligns with our IT mission and strategy and the agency's 5-year Strategic Roadmap in the areas of developing internal capabilities (investing in IT infrastructure to automate our business processes, investing in upgrades to increase operational effectiveness) and collaboration. A copy of the roadmap is attached as Appendix A.

Measurable Business Benefits

The benefits and measurements of this effort are listed in the table below. These each align with the objectives within the OSP Strategic 5 year roadmap.

Table 3 – Benefit and Measurement

Benefit	Measurement
Staff Utilization: reduced support of multiple vendor systems	Reassignment of staffing duties
Staff Utilization: reduced support of internal ESB	Reassignment of staffing duties
Streamlined Process: reduced redundant steps	Comparison of steps with separate systems with steps of the integrated solution
Improved internal controls: Accountability and increased audit compliance & recordkeeping	Comparison of ability to report data out of systems
More stable IT environment: Move from multiple servers to a single cloud-based solution	Comparison of environment issues with access over a period of 1 year
New and improved service: updated technology and functionality	Comparison of functionality not previously available
Strategic alignment of State	User-friendly, Reliable and Secure: Modernizing State Information Technology Systems and Oversight
Strategic alignment of Agency	Developing OSP's internal capabilities, stewardship and transparency, continuous improvement
Achieve policy objectives: Citizens receive better quality & timely services	Reduction in emergency response times from initial call to arrival time

Assumptions & Constraints

Assumption 1 – There are vendors who can provide the entire suite of core operational policing systems in one solution.

Assumption 2 – There are solutions available that would allow a much better user experience, reduce training requirements, and create efficiencies over current processes.

Assumption 3 – It's possible to replace the yearly operations and maintenance expenses of the current core systems for a net neutral cost. (This assumption is based upon current support and maintenance agreement, subscription licensing, server lifecycle, data center hosting, and mapping contractor costs.)

Assumption 4 – We will not spend time and money updating outdated technology. For example, the ESB.

Assumption 5 – After implementing the new solution, OSP will still employ internal business and technical resources to administer the systems and perform various tasks. However, the amount of time spent and complexity of the tasks may be reduced because of improvements present in the new solution. This may free up resources for other duties.

Assumption 6 – OSP will plan a 5 – 10-year lifecycle window with options for extensions in the contract for the new COPS solution. This will balance the speed in which technology advances with the need for stability and continuity for business processes.

Assumption 7 – Many of the key persons in both business and technical roles who implemented the IBOTT project (the project that implemented CAD, ReportBeam, and Niche) will remain employed at OSP and will be assigned to the COPS project team.

Assumption 8 – The COPS project can be implemented prior to current contracts expiring.

Assumption 9 – Short-term extensions to current CAD system and e-Citation and e-Crash system contracts will be available, if needed.

Assumption 10 – The new COPS solution will be scalable to meet the expanding capacity and storage demands of the agency for the next 15 years to include photographs, scanned documents, and video files.

Constraint 1 – contract expiration dates: The Hexagon contract for CAD expires December 2022. The Niche contract for RMS expires April 2023. The CentralSquare contract for ReportBeam (e-Citation & e-Crash reporting) expires June 2023.

Alternatives

Alternatives Identification

Alternative 1 – Do Nothing (maintain status quo)
Doing nothing and continue to use the current vendor systems until the contracts expire.

Alternative 2 – Replace the RMS, maintain status quo with CAD and ReportBeam
Engage with a vendor for RMS and maintain status quo with CAD and ReportBeam.

Alternative 3 – Engage with multiple vendors for each core operational policing system
Engage in a solution similar to the current in that multiple vendors provide CAD, e-Citation and e-Crash, and RMS systems.

Alternative 4 – Engage with a single vendor for a fully integrated COPS solution
Implement a fully integrated CAD, e-Citation and e-Crash, and RMS solution from a single vendor.

Alternative 5 – In-house Custom Developed RMS, maintain status quo with CAD and ReportBeam
Develop and support an RMS in-house and maintain status quo with CAD and ReportBeam.

Alternative 6 – In-house Custom Developed COPS solution
Develop and support a CAD, e-Citation and e-Crash, and RMS suite of systems in-house.

Selection Criteria and Alternatives Ranking
The table below defines the selection criteria and alternatives ranking. Each alternative is given a score of 1 to 5 based on how that alternative meets the selection criteria. A score of 1 means the alternative minimally satisfies the selection criteria and a score of 5 means the alternative significantly satisfies the selection criteria.

No.	Selection Criteria	Do Nothing	Replace RMS only	Multiple Vendor COTS	Single Vendor COTS	In-house RMS only	In-house Custom Developed solution
1	Ease of Use/Stakeholder Benefit	1	2	1	5	1	2
2	Integration between functions/Systems	1	1	1	5	1	4
3	Address Core Business Problems	1	2	1	5	1	2
4	Reduction of Required Interfaces	1	2	1	5	1	4
5	Time to Implement	3	1	1	2	1	2
6	System Stability/ Uptime	4	2	1	4	1	1
7	Level of OSP resources to support	3	2	1	4	1	1
8	System Flexibility for future changes or enhancements	2	2	1	5	1	1
9	Ability to Collaborate and Share Data with Partner agencies	1	1	1	4	1	1
10	5 Year Total Cost Ownership	3	1	1	3	1	1

11	Implementation Costs	5	1	1	1	1	1

Alternative Option	Alternative Description	Calculated Score	Relative Rank
Alternative 1	Do Nothing	25	2
Alternative 2	Replace the RMS, maintain status quo with CAD and ReportBeam	17	4
Alternative 3	Engage with multiple vendors for each core operational policing system	11	5
Alternative 4	Engage with a single vendor for a fully integrated COPS solution	43	1
Alternative 5	In-house Custom Developed RMS, maintain status quo with CAD and ReportBeam	11	5
Alternative 6	In-house Custom Developed COPS solution	20	3

Alternatives Analysis

Alternative 1 – Do Nothing:

The option to 'Do Nothing' describes the continued use of the current vendor systems. This is not a viable option due to the impending expiration of the Niche contract in April 2023.

Cost:
Currently, OSP spends approximately $1.8 M per biennium to maintain the CAD, ReportBeam, and Niche software systems.

Benefit:
None.

Risk:
If we do not act, we risk running our RMS unsupported. Unsupported software is at risk for security vulnerabilities. We would not be able to update the software with functionality changes or bug fixes as required for business use.

Alternative 2 – Replace RMS and continue with CAD and ReportBeam:

This option is to 'do the minimum' and describes engaging in a procurement process for a new RMS contract only. This solves our immediate need of the Niche contract expiration. The continued use of the current CAD and ReportBeam vendor systems impacts the budget over time due to multiple licensing fees, hardware upgrades, and vendor costs associated with upgrades. The challenges will continue with the structure of the system interfaces and the difficulty in training the users on multiple systems.

Cost:
Currently, OSP spends approximately $626,000.00 for Niche support per biennium. Internal OSP IT and dispatch staff required to support the system is 1 ISS4 and 2 ISS8 positions for 50% of the time. This is estimated at $150,000 per year.

Benefit:
The benefit of replacing only the Niche system is that it is a smaller effort compared to replacing multiple systems at once. We can focus resourcing, training, and change management on a single system. These benefits specifically

are less staff-time and resources are required to implement, less immediate cost, and less training required as the ReportBeam and CAD systems are already known and adopted by users.

Risk:
By replacing only one of the core operational policing systems, we miss the opportunity to configure a fully integrated system by piece-mealing functionality and to move from server based to a cloud based solution. This also extends the timeline for the modernization of the COPS solution. We risk encountering similar contract and license issues to what we experienced with the Niche contract. Vendor support and engagement may continue to deteriorate on the ReportBeam and CAD systems. The ReportBeam and CAD contracts are right behind Niche time wise for needing contract activity.

Alternative 3 – Engage with multiple vendors for each core operational policing system:

This alternative is to engage with more than one up to as many vendors as is required to provide our core operational policing systems. This solves our problem of needing a new RMS while modernizing the e-Citation and e-Crash and CAD systems.

Cost:
Estimation is done based on the current cost of approximately $1.8 M per biennium with an additional $3-6M amount for implementation. Factoring an annual increase of 5% for inflation at $45,000, the estimated project cost is $4.8 – 7.8 M with an annual cost of $2-3 M for the life of the systems.

Benefit:
The implementation of the systems can be done with a phased approach, beginning with the immediate need for a new RMS. Rolling out in this manner can be a strategy for change management within the agency. With vendors engaged we can ensure best practice in data transfer and communication between systems.

Risk:
By using multiple vendors, we are still at risk of impact when requirements change and when vendors release updates to their individual systems. Dealing with multiple vendors, as well as rolling out over time, prolongs our project timeline. Extended timelines can be a project risk due to the potential for staff turnover or project stagnation.

Alternative 4 – Engage with a single vendor for a fully integrated COPS solution:

This alternative is to implement a single vendor's solution for the core operational policing systems. This solves our problem of needing a new RMS while streamlining the e-Citation and e-Crash and CAD functionality into a single system.

Cost:
The estimated costs for a single vendor COPS solution is $1 – $3 M, based on the responses collected from our Request for Information completed in May 2020. The support and maintenance of this solution is expected to be cost neutral or we may even see a slight reduction in cost from our current operations and maintenance costs. A 12 – 18 month implementation period for this solution is estimated to be $500,000 – $1.5 M.

Benefit:
By reducing the number of vendors involved, we would improve data workflows, data integrity, and reporting.

Risk:
By only having one vendor, we create a single point of failure with all our core operational policing systems.

Alternative 5 – In-house Custom Developed RMS, maintain status quo with CAD and ReportBeam:

A custom-built solution would allow the agency to design an RMS solution that would meet our specific needs. A custom product would allow for ultimate control, versatility, functionality, and standardization of our systems.

Cost:
It is estimated in order to design and build an RMS in-house; we would need 1 ISS8 Project Manager position, 1 ISS8 System Analyst positions, 2 ISS8 developer positions, and 1 ISS5 QA tester position. Estimated at top-range salary for each position, the cost is $525,000 per year. It is estimated with this staff at 100% resourced to this project to take 24 months to complete.

Benefit:
The benefit of a custom-built system is the ability to develop and enhance to our specifications and needs.

Risk:
The agency currently does not have staff with the full range of expertise design and build such a system. We may not be able to recruit and retain staff with adequate skill sets for all the needed positions for the duration of the project. Our budget may not be able to support the staffing levels required for system maintenance for the life of the solution.

Alternative 6 – In-house Custom Developed COPS solution:

A custom-built solution would allow the agency to design every core operational policing system to meet our specific needs. A custom product would allow for ultimate control, versatility, functionality, and standardization of the systems.

Cost:
It is estimated in order to design and build an RMS in-house; we would need 1 ISS8 Project Manager position, 3 ISS8 System Analyst positions, 6 ISS8 developer positions, and 2 ISS5 QA tester positions. Estimated at top-range salary for each position, the cost is $1.2 M per year. It is estimated with this staff at 100% resourced to this project to take 36 months to complete. This assumes no delay with accessing the time of business subject matter experts.

Benefit:
The ability to build and maintain a custom solution for CAD and the mobile platform would afford us the ability to update, enhance, and provide user compatibility.

Risk:
The risks are amplified from the risks of in-house development of a single system to developing all our core operational policing systems. The agency currently does not have staff with the full range of expertise design and build such a system. We may not be able to recruit and retain staff with adequate skill sets for all the needed positions for the duration of the project. Our budget may not be able to support the staffing levels required for system maintenance for the life of the solution.

Conclusions

The following conclusions and recommendations in this business case are based on the information available at the time of its writing.

Conclusions

Alternative 1 - Doing nothing and allowing our Niche contract to expire is not a viable solution. While we could continue using Niche after April 2023, supported internally, this only makes sense as a bridge between moving from Niche to our new solution. Alternative 1 is not acceptable.

Alternative 2- Only replacing Niche and keeping ReportBeam and CAD is not desirable for the agency. This is due to the current unresponsiveness of the ReportBeam and CAD vendors to meet our needs. The agency prefers to proceed with evaluating replacements for each of our core operational policing systems.

Alternative 3 – Engaging with multiple vendors is viable but not our first choice. We would remain at risk of data flow and data integrity issues; as well as system impact issues when one system is changed.

Alternative 4 – Engaging with a single vendor allows the agency to acquire a modern system to better meet the agency's needs. A single vendor for the COPS solution eliminates multiple vendor dependencies, reduces interface and data workflow issues between systems, and reduces vendor management overhead.

Alternatives 5 and 6 – In-house Custom Development of either the RMS or the COPS solution are not viable options. Establishing the in-house expertise and executing a development effort of this magnitude is not reasonable given the current expertise and environment. This coupled with products that meet our needs existing in the market space for an affordable cost makes a custom-built solution a poor alternative.

Recommendations

It is recommended to proceed with Alternative 4.

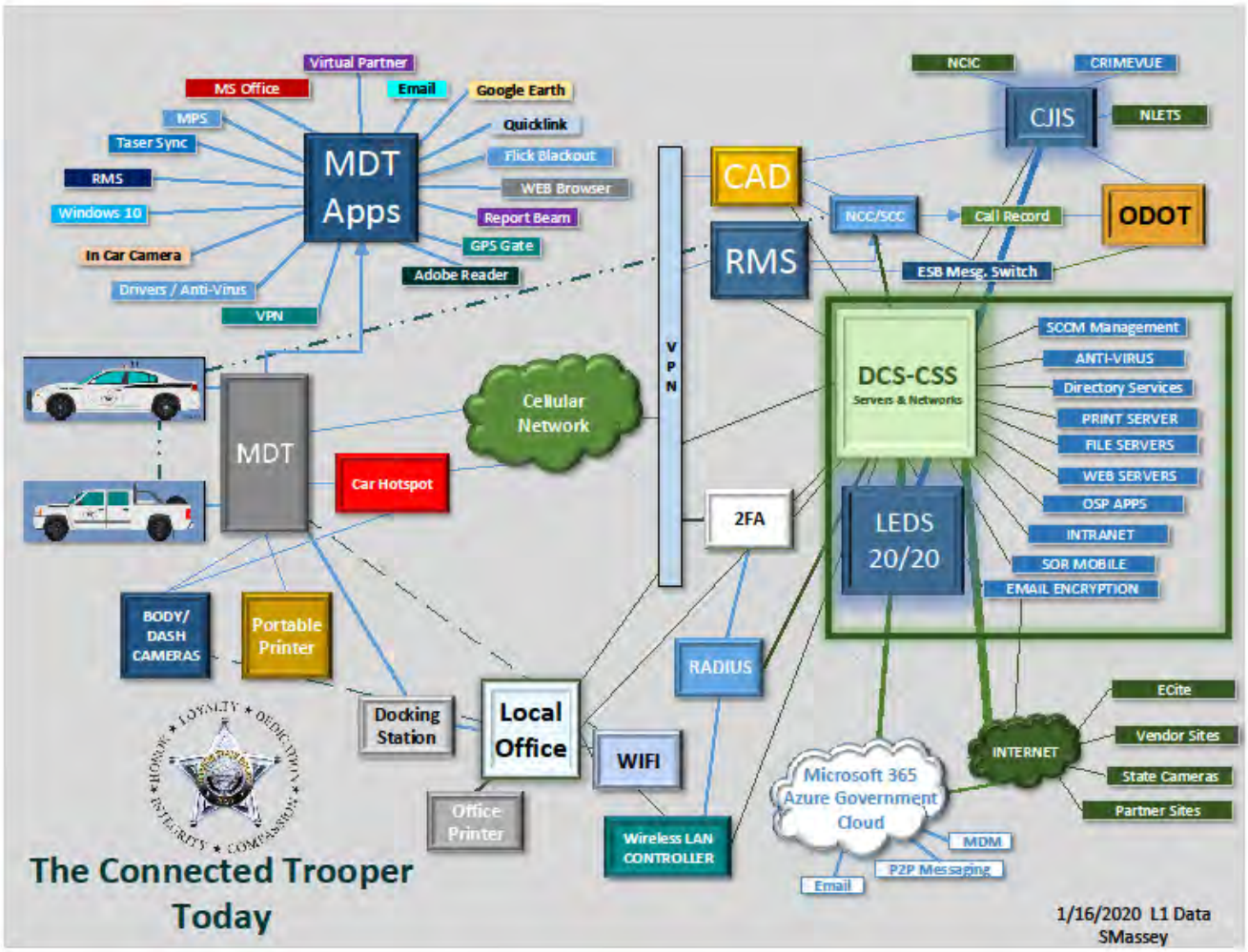
Procuring a COPS solution from a single vendor broadens the potential for improved user experience in a new RMS, new CAD, and new e-Citation and e-Crash system. Reducing the number of vendors and systems that must be managed improves data integrity and supportability. A single system is thought to be best in terms of data integrity and ease of training users.

Reducing the number of vendors adds value to the agency through gained efficiencies, ease of making system fixes and enhancements, as well as streamlines vendor management. A fully integrated system would marry up events and incidents and eliminate duplicate data entry. We would be able to analyze and report with greater confidence on the outcome of contacts, crashes, and investigations, from the stop or event to enforcement. All events and associated reports and entities would be transparent to all appropriate users. The ability of a CAD system to allow visibility of officers' remarks provides dispatchers and officers with valuable information. This aids in officer safety and speed of response. When Central Records professionals have access to these remarks, it would improve response time to records requests.

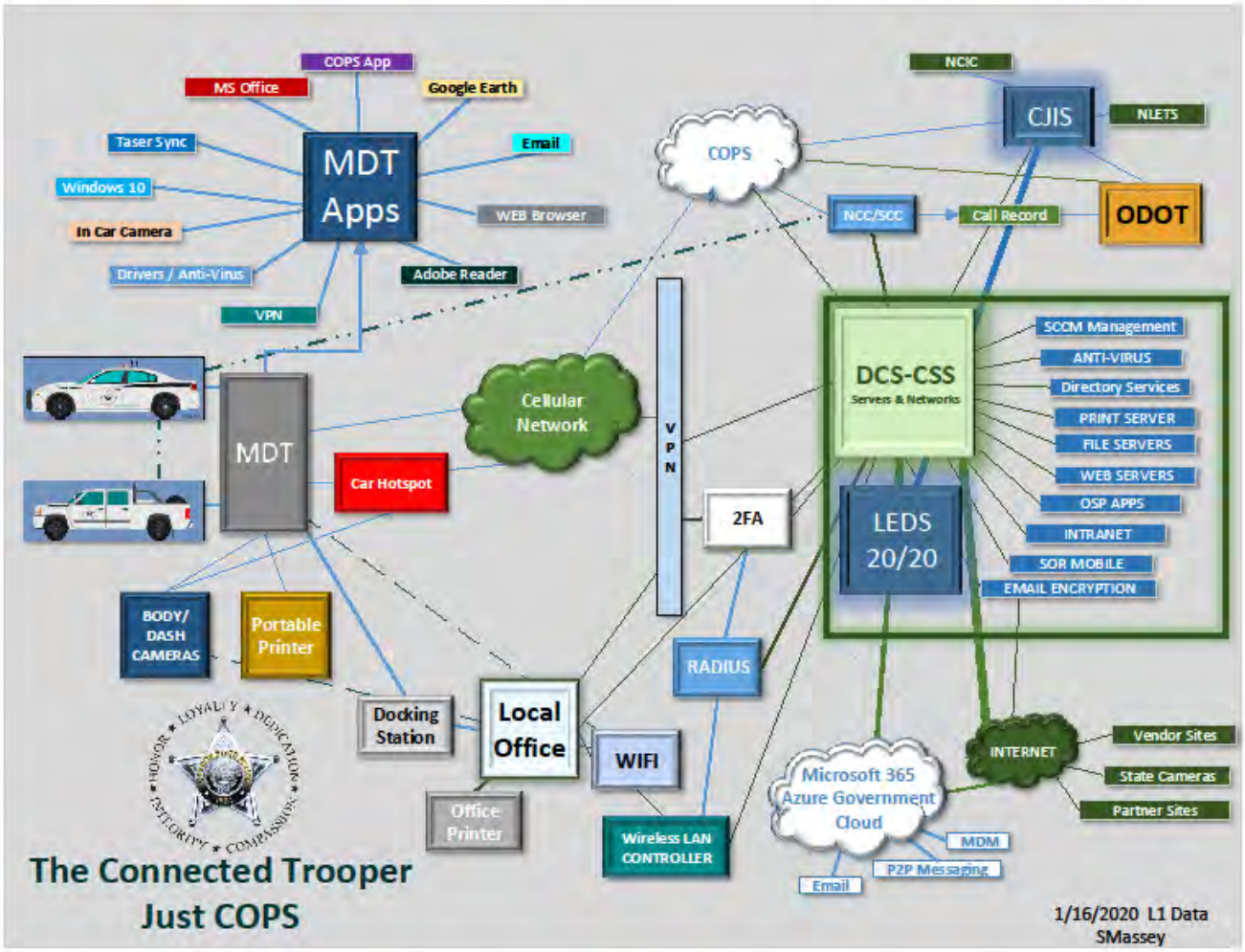
The estimated costs obtained from the RFI support the assumption that we can purchase a modernized and integrated solution while maintaining a budget similar to what we have now with the current CAD, RMS, and e-Citation & e-Crash systems. This excludes the addition cost of implementation.

To illustrate how a single vendor can streamline the data flow, here are diagrams of the current state and the potential future states.

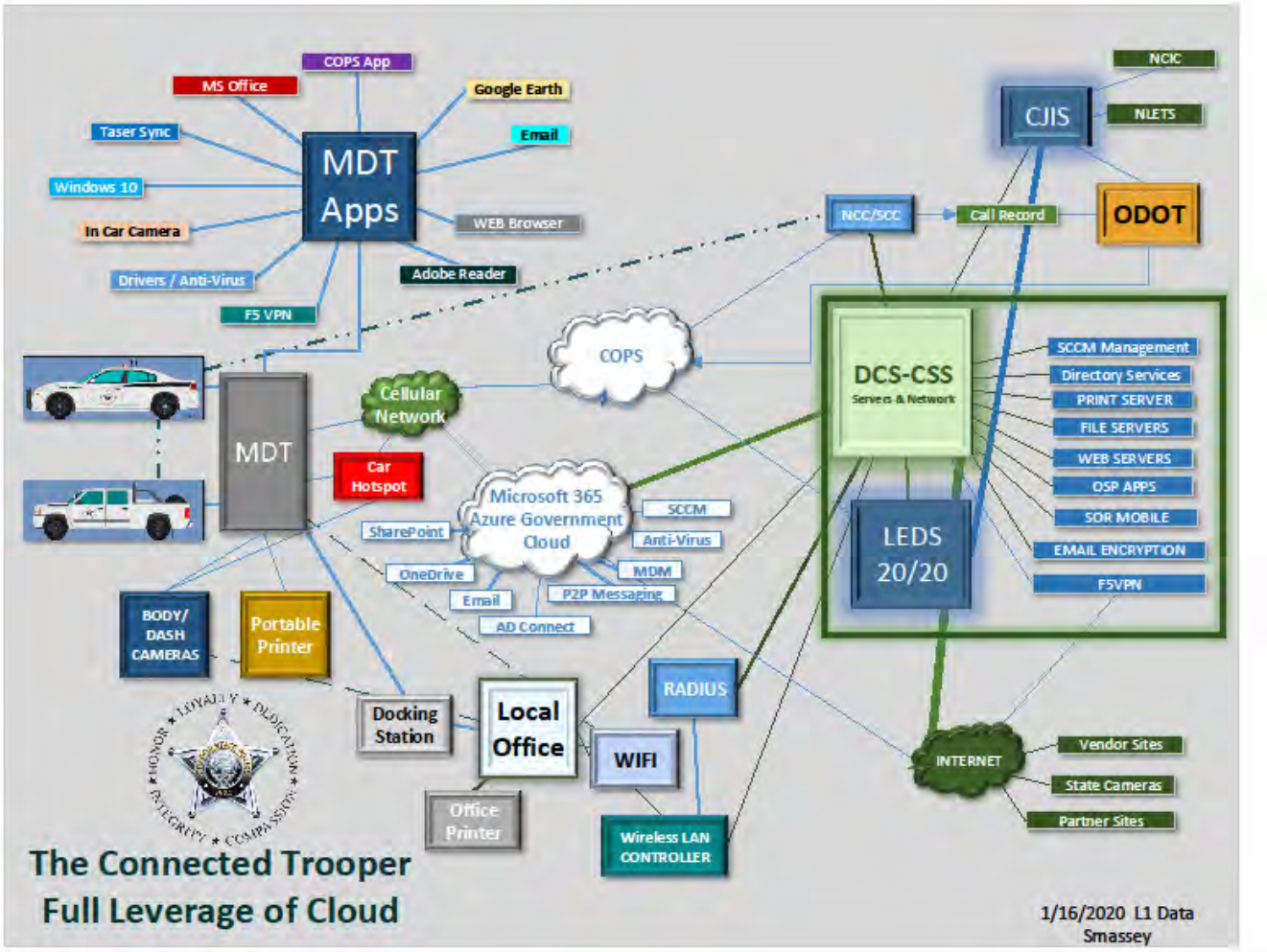
Current State



Future State



Future state leveraging full-cloud solution



Consequences of Failure to Act

Failure to act means the loss of a supported law enforcement RMS for OSP. Failure to replace and modernize the core operational policing systems disregards the investment OSP has made and would place us back to our 2009 state of being significantly behind the standards of today's technology and services.

This specifically means a return to paper. Beyond the obvious increase in time and workload for the troopers and professional staff; downstream impact includes a failure to our court system. We all leverage technological efficiencies in order to do more with less. Court staffing would be negatively impacted if we moved from data transfers to paper copies in our reporting.

Long term consequences of failing to act now include the end of contract and loss of support for the ReportBeam and CAD systems. Without sufficient technology, we cannot provide premier public safety services and fulfill our charge of protecting the people, wildlife, and natural resources in Oregon.

Acronyms and Glossary

The table below serves as a glossary of terms and acronyms used throughout this document.

Acronym	Definition
CAD	Computer Aided Dispatch
COPS	Core Operational Policing Systems
CIO	Chief Information Officer
CJC	Criminal Justice Commission
CJIS	Criminal Justice Information Services
COTS	Commercial Off-the-Shelf
CSO	CJIS Systems Officer
DAS	Department of Administrative Services
DB	Database
DAS	Department of Administrative Services
DMV	Driver and Motor Vehicle Services Division
ESB	Enterprise Service Bus
FBI	Federal Bureau of Investigation
FIR	Field Interview Report
GUI	Graphical User Interface
IBOTT	Integrated Business Operations Technology
IT	Information Technology
LEDS	Law Enforcement Data System
LERMS	Law Enforcement Record Management System
MDT	Mobile Data Terminal
MFR	Mobile First Responder
MPS	Mobile for Public Safety (by Hexagon)
NCIC	National Crime Information Center
NIBRS	National Incident-Based Reporting System
OSP	Oregon State Police
PM	Project Management
PSAP	Public Safety Answering Points
QA	Quality Assurance
RMS	Records Management System
RFI	Request for Information
STOP	Statistical Transparency of Policing

Appendixes and References

Appendix A – Oregon State Police 5-Year Strategic Roadmap

OREGON STATE POLICE

5-YEAR STRATEGIC ROADMAP

2016-2021

OREGON STATE POLICE

5-YEAR STRATEGIC ROADMAP

"If you fail to plan, you are planning to fail."

~ Benjamin Franklin

Background

The Oregon Department of State Police (OSP) is a multi-disciplined organization that is charged with protecting the people, wildlife, and natural resources in Oregon. To accomplish this charge, we enforce the traffic laws on the state's roadways, investigate and solve crime, conduct post-mortem examinations and forensic analysis, and provide background checks and law enforcement data. We regulate gaming, the handling of hazardous materials and fire codes and educate the public on fire safety and enforce fish, wildlife and natural resource laws.

To ensure OSP continues to effectively and efficiently provide public safety services to Oregon into the future, a strategic roadmap for the next five years was developed. Several focus groups, numerous planning meetings, surveys and countless hours went into creating the roadmap. Updated Values, Vision Statement, Mission Statement, and Strategic Themes for OSP are contained in the roadmap. These elements will guide and shape our activities, the manner in which we provide our services, the resources we invest in and standards to which we hold ourselves accountable.

History

Even as we adapt and improve ourselves to ensure we continue to provide the highest quality public safety services throughout Oregon, the history of the Oregon Department of State Police forms our identity.

The Oregon Department of State Police was designed by a committee appointed by Governor Julius L. Meier. The Oregon Senate passed the bill creating the Department on February 25, 1931, and the Oregon House approved it on March 1, 1931. The new law consolidated under one agency the law enforcement activities previously performed by the State Highway Commission, the Secretary of State, the Fish and Game Commission, the State Fire Marshal and the Prohibition Commissioner.

On August 1, 1931, the Oregon Department of State Police officially began operations. The first Superintendent was Charles P. Pray, State Parole Officer and a former Department of Justice Agent. Mr. Pray announced the objective of the new Department to be "dignified and courteous law enforcement service devoted to the needs of the public." This concept has served and will continue to serve as a cornerstone of OSP.

In 1939, the establishment of a Crime Detection Laboratory in the Department of State Police was authorized. Regional laboratories are now operating in Portland (Clackamas), Bend, Central Point, Pendleton and Springfield. In July of 1941, all fingerprint records and photographs were transferred from the Oregon State Penitentiary to the Bureau of Identification and Investigation at the Oregon State Police General Headquarters. In 1993, the Oregon Legislature combined the Office of Oregon State Fire Marshal, Law Enforcement Data Systems and the Oregon State Athletic Commission (formerly known as the Oregon Boxing and Wrestling Commission) within OSP.

Today, the Department of State Police has six bureaus: Police Services Bureau, Field Operations Bureau, Public Safety Services Bureau, Gaming & Employee Services Bureau, Oregon State Fire Marshal and Administrative Services. Police operations are supported by three Region Headquarters with a total of 36 Area Command / Worksite offices.

Values

The following five values represent the "moral compass" of the Oregon Department of 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 and protecting the public's safety.

Loyalty

We are loyal to the agency's public safety mission and the citizens we service.

Dedication

We are dedicated to delivering excellent public safety services.

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.

Vision Statement

To provide premier public safety services.

Mission Statement

Founded in 1931, the mission of the Oregon State Police is to serve the State of Oregon with a diverse workforce dedicated to the protection of people, property and natural resources.

Strategic Themes

The following four themes are the key areas the Oregon Department of State Police must focus on to achieve our vision and mission. These four strategic themes set the stage for enabling Department staff to develop objectives and action items designed to move the Department forward.

1. **Develop Internal Capabilities**

For the Oregon Department of State Police to deliver premier public safety services, having the necessary internal capabilities is critical. The primary area of focus for developing our internal capabilities is our employees. We want to recruit and retain the best and brightest employees to enable the Department to successfully fulfill its mission today and into the future. We will strive to have a diverse workforce that represents Oregon, is healthy and engaged, properly trained and mentored and competitively compensated. We will engage in risk mitigation and succession planning so the future of the Department is secure for the next generation of Oregonians.

As operational constraints increase, we ask our workforce to perform tasks quicker while still maintaining a high level of quality. As this trend is likely to continue, leveraging our information technology (IT) is essential. We will invest in our IT infrastructure to automate our business processes for increased efficiencies and effectiveness. Similarly, we will replace aging equipment and invest in upgrades to increase operational effectiveness.

2. **Collaboration**

The Oregon Department of State Police works with multiple law enforcement agencies, public safety and fire service partners, government offices, labor unions, retiree organizations, and citizen and under-represented community groups. Partnering with these groups is essential to protecting the people, property,

and natural resources of Oregon. Achieving our mission would be next to impossible without the support and participation of our stakeholders. Earning and keeping the public's trust is also critical to our ability to effectively fulfill our mission. Maintaining a social media presence is essential to keeping the public informed with the most accurate and up-to-date information available.

3. **Stewardship and Transparency**

A core value for the Oregon Department of State Police is honoring our public safety mission by preserving and protecting the public's safety and preserving their confidence in our agency. Living this value requires *transparency* to be more than a buzz word. We will fully comply with all public record laws and initiatives. Responsible stewardship of our budget and resources is essential to honoring our mission. Analysis of operational data and performance measures will help the Department maximize resources and meet Oregon's public safety needs.

4. **Continuously Improve Service Delivery**

As more people move to and visit our amazing state, the need for effective public safety services increase. Staffing levels and operational schedules for critical services will be aligned with the public's needs. Additionally, metrics will be used to ensure services meet quality assurance expectations and improve where necessary. Realizing our resources are finite, we will embrace evidence-based strategies to maximize our service delivery.

Implementation

To put our strategic themes in motion, staff has developed specific objectives and corresponding action items tailored to the unique business model of each Division. Division staff will report on their annual progress via performance measures tied to their specific objectives and action items. Through tracking their performance, staff will be able to identify successes in delivering premier public safety services and areas for improvement. The evaluation of resources, business processes, stakeholder expectations, environmental conditions and risks along with other factors will occur annually to ensure they are positioned to be successful.

"Memorialized in the Strategic Roadmap, we strive to meet Oregon's public safety needs and prepare for the challenges of tomorrow by utilizing the limitless potential of the Oregon State Police employees."

~Travis Hampton, Superintendent

Appendix B – Statistical Transparency of Policing (STOP) Data Capture Requirements

STOP SYSTEM REQUIREMENTS	
ID	Description
DATA CAPTURE REQUIREMENTS	
DC-0	The solution shall capture, consolidate, transform, and store the following data elements for analysis:
DC-1	Law Enforcement Agency Name
DC-2	Date of the Stop
DC-3	Time of the Stop
DC-4	Geographic Location of the Stop
DC-5	Race/Ethnicity of the Individual Stopped
DC-6	Age of the Individual Stopped
DC-7	Sex of the Individual Stopped
DC-8	Nature of the Stop
DC-9	Statutory Citation
DC-10	Disposition of the Stop
DC-11	Whether a Search Was Conducted
DC-12	Type of Search Conducted
DC-13	Whether Anything Was Found as a Result of the Search
DC-14	Whether an Arrest Was Made
DC-15	Residency Zip Code
DC-16	Additional STOP level data fields (10 Total) - A total of 10 additional STOP level data fields will be reserved for the future expansion of STOP data collection.

Appendix C – DEI Assessment

21/23 IT Investment Budget Prioritization
DEI Assessment

Definition of DEI:
Diversity is the appreciation and prioritization of different backgrounds, identities, and experiences collectively and as individuals. It emphasizes the need for representation of communities that are systemically underrepresented and under-resourced. These differences are strengths that maximize the state's competitive advantage through innovation, effectiveness, and adaptability.

Equity acknowledges that not all people, or all communities, are starting from the same place due to historic and current systems of oppression. Equity is the effort to provide different levels of support based on an individual's or group's needs in order to achieve fairness in outcomes. Equity actionably empowers communities most impacted by systemic oppression and requires the redistribution of resources, power, and opportunity to those communities.

Inclusion is a state of belonging when persons of different backgrounds, experiences, and identities are valued, integrated, and welcomed equitably as decision makers, collaborators, and colleagues. Ultimately, inclusion is the environment that organizations create to allow these differences to thrive
Questions to assist agencies with scoring DEI on the IT Project Prioritization Matrix:

1) How are historically underserved populations impacted by this system? Will they benefit or need access to the system being proposed? Does this system provide reasonable accommodations compliance with the ADA requirements?

   The Core Operational Policing Systems (COPS) is an internal set of software used by employees of the State Police to perform enforcement and other supporting functions. The general public will not have access to the system. The underserved populations will not have direct interaction with this system, but they, like all citizens and visitors to Oregon, will benefit from OSP having modern tools when responding to calls for service and performing our duties.

2) Have you evaluated how the proposed system could produce unintended consequences for historically underserved populations? If there are unintended consequences, how have you mitigated?

   As public safety professionals we have been actively reviewing current workflows, processes, and systems. As we review our current practices, we are constantly striving to ensure the system(s) selected will improve services to all people of Oregon.

3) Have you considered where there may be additional opportunities within the proposed system that could benefit historically underserved populations? If so, where have you taken advantage of those opportunities?

   As an agency we try and identify any opportunities to benefit the people of Oregon. However, the system(s) proposed are internal systems for Oregon State Police and will not be accessed by the general public. The system(s) will ensure the Oregon State Police will continue to deliver premier public safety services.

4) How have you intentionally involved stakeholders who are members of communities impacted?

   With the system(s) identified for replacement being internal systems only the agency has not involved members of the public involvement in the process.

5) Have you conducted adequate outreach to all populations to determine impacts and/or opportunities?

   With the system(s) identified for replacement being internal systems only the agency has not involved members of the public involvement in the process.

6) How are you collecting, reviewing, and analyzing demographic data (Race, Ethnicity, Language, and Disability) to inform targeted investments? How are these data being woven into decision making?

   Due to the system(s) being replaced are internal systems only the agency has not collected demographic data as described above. Our agency has looked at data such as population density by areas, call load, number of reports generated by geographical locations, geographical natural resources, geographical barriers, and areas of connectivity.

7) What area(s) of disparity (e.g. economic, employment, health, education, public safety, mobility, housing, etc.) is the decision expected to impact? Are those direct impacts on the disparity of secondary impacts (e.g., improves economic outcomes, thereby improving health and other outcomes)?

   The system(s) propose impact public safety statewide regarding the protection of people, wildlife and natural resources in Oregon. These systems will enhance the services provided and help ensure the public safety of all Oregonians and tourists visiting the state.

8) Is the decision expected to increase or decrease existing disparities, areas of disparity, and for which demographic subgroup?

   The decision on these systems is not expected to increase disparities on any group. The goal is providing premiere public safety services to all people and ensure all feel safe.

9) Were you unable to analyze any specific demographic group, and, if so, why?

   The systems being replaced are internal systems and did not analyze any specific demographic groups.

10) What data sources did you use and which agencies did you contact for the analysis?

    N/A

11) How will the system modify or enhance your strategies to ensure underserved communities are accessing benefits?

    Replacing our current COPS systems with modernized systems provides our employees with more efficient tools to serve all communities. Selecting a system or set of systems that is easy for our employees to use and is highly integrated creates efficiencies and that will bring a positive impact to our interactions with the public. For example, a modern system would have enhanced dispatch capabilities, better mapping services, easier and faster report writing, and enable troopers to respond more efficiently to calls for service.

12) Explain how the proposed system can work toward improving achievement, opportunities and a sense of worthiness for underserved populations?

No matter the person, we all want to feel safe. Whether its at a rest area taking a break from driving, a young boy on his first hunting trip, a family enjoying one of our many state parks, or a group of school children touring the state capitol. The systems being proposed will help the state police in achieving public safety for all Oregonians.

13) How are you ensuring this system is accessible regardless of disability, status, or language?

The system(s) being replaced are for internal use by Oregon State Police personnel and will not be accessed by the public. Software accessibility standards exist and will be incorporated for our users. The agency has other provisions in place to accommodate persons with disabilities to afford them the ability to make calls for service or obtain customer service through a variety of offices state wide.

14) What budgetary tradeoffs are involved for an affected demographic group (e.g., if a reallocation occurs because it produces a favorable outcome then there are no resources to invest in something that would produce another favorable outcome?

There would be no affect for any demographic group.

Current mastery criteria from matrix: *Agency intentionality makes equity, inclusion and accessibility a priority in change management, customer service, leadership development, and community engagement. Investment demonstrates and incorporates diligence in employment, from hiring to retention, promotion, and succession planning. Agency plans to work with Procurement on COBID certified firms. Project substantially benefits underserved communities-including rural communities, low income communities or communities of color.*

OREGON STATE POLICE
STRATEGIC MASTER FACILITIES PLAN
FIRST PHASE

OREGON STATE POLICE
STRATEGIC MASTER FACILITIES PLAN
FIRST PHASE
JUNE 29, 2020

PROJECT PARTICIPANTS

OSP FACILITIES

- Kailean Kneeland, Administrative Services Director
- Sharon Domaschofsky, Business Services Manager
- Shannon Peterson, Facilities Coordinator

POLICE SERVICES BUREAU

- Stephanie Ingraham, Patrol Services Division
- Theodore Phillips, Patrol Services Division – SW Region
- Casey Thomas, Fish & Wildlife Division Captain
- Jon Harrington, Criminal Investigations Division Captain
- Lauren Jarrell, Evidence Program Manager
- Luann Allison, Southwest Region Office Manager
- Mary Resch, East Region Office Manager
- Sarah Furr, Interim Northwest Region Office Manager

FORENSIC SCIENCE & PATHOLOGY BUREAU

- Alex Gardner, Major
- Sean Hurst, Chief Medical Examiner
- Kelsey Evans, Administrative Supervisor
- Chrystal Bell, Director of Forensic Services
- Robert Jones, Lab Supervisor
- Elizabeth Flannery, Portland Forensic Lab Director
- Keith Kerr, Springfield Lab Director
- Melissa Simons, Central Point Lab Director
- Brian Medlock, Bend Lab Director
- Calvin Davis, Pendleton Lab Director
- Robert Hilsenteger, Forensic Services Manager
- Stephanie Winter-Sermeno, Forensic Services Manager
- Victoria Dickerson, Forensic Services Manager
- Robert Jones, Forensic Services Manager

HUMAN RESOURCES/SAFETY/INFORMATION TECHNOLOGY

- Kevin Silbernagel, Information Technology Manager
- Mark Hansen, Information Technology Manager
- Lili Wright, Safety/Human Resources Manager
- Blake Dye, Safety/Human Resources Manager
- Rachelle Knuth, Safety Coordinator
- Trista Robischon, Safety

FINANCIAL SERVICES

- Ben Milner, Deputy Chief Financial Officer

CONSULTANT TEAM

FFA ARCHITECTURE AND INTERIORS, INC.

- Troy Ainsworth, Principal
- Ian Gelbrich, Partner-In-Charge
- John Pete, Project Manager
- Lara Jackman, Project Architect
- Kathleen Strigle, Architectural Staff

MWL ARCHITECTS

- Jim McClaren, Senior Principal
- Russell McElroy, Senior Principal
- Bonnie Carver, Principal

KPFF CONSULTING ENGINEERS

- Stuart Finney, Structural Engineer Lead
- Mark Reuland, Civil Engineer Lead

MERINA + CO

- Brad Rafish, Partner
- Jordan Henderson, Senior Consultant

RIDER LEVETT BUCKNALL

- Daniel Junge, Senior Cost Manager

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01 EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

Oregon State Police Vision Statement: "To provide premier public safety services."

The department of Oregon State Police (OSP) is charged with protecting the people, property, and natural resources of Oregon. Created in 1931, the department is now organized into four bureaus and two offices. OSP provides multi-disciplined services throughout its Area Command, Forensic Services Lab, and Medical Examiner facilities that are essential and wide-ranging. These include transportation safety, major crime investigations, drug investigation, fish and wildlife enforcement, medical examiner services, state emergency response coordination, and specialized forensic services including DNA identification.

With significant population growth in Oregon over recent years coupled with ever-evolving disaster preparedness needs, providing Oregon State Police services throughout the state is no small task. The information shared in this report represents a crucial step towards ensuring that Oregon State Police can provide effective public safety services into the future, for all Oregonians.

CURRENT CONDITIONS

Across the board, Oregon State Police staff have shown tremendous resourcefulness when it comes to performing their duties. However, several key facilities are missing the basic resources and infrastructure that is essential to fulfilling Oregon State Police's role in our communities, state-wide. Inadequacies in terms of space, security, amenities, and technology add unnecessary difficulty to already challenging roles.

A facility survey conducted in the last half of 2019 found that OSP employees highly value facility security, adequate space, and environmental health. However, among the survey respondents facility quality was viewed as inadequate, dated, and substandard. Employees reported that poor technology, environmental distractions, and lack of space consistently presented productivity challenges. All of these factors can lead to adverse impacts on employee health, sense of security, and morale.

A number of deficiencies can be observed first-hand in existing OSP facilities. For example, not all existing Area Command buildings are built to essential facility standards or are provided with emergency backup power. This means that during emergency situations, these facilities would not be adequately equipped to meet Oregon's public safety needs. Additionally, OSP Forensic Services Lab facilities were found to be lacking the appropriate layout of spaces to properly process evidence in keeping with a state-wide model, and will not be able to keep pace with future growth. Furthermore, due to constraints in Medical Examiner facilities, autopsies are deployed relatively rarely compared to population numbers and the capacity to perform this work is easily overloaded. These services are primarily located in Multnomah County with very limited access elsewhere in the state. Recent preparations in response to the COVID-19 pandemic have highlighted the lack of capacity available in state-wide peak demand situations.

The time to invest in this critical infrastructure is now, before another public health crisis, before additional population growth further outpaces OSP facility resources, and before Forensic Services Lab and Medical Examiner capabilities fall further behind.

STRATEGIC FACILITIES MASTERPLAN

In March 2020, OSP completed a Strategic Facilities Framework Plan and developed a new facilities vision statement: *"We aspire to own, operate and maintain appropriate facilities that adequately support our critical public safety mission and enable us to best protect the people, property and natural resources of Oregon."*

The next step in accomplishing OSP's vision is to work towards the following long-range goals that the Framework Plan identified for OSP facilities across the state. In doing so, service delivery can be improved in a way that matches future growth:

- Goal 1 - Control Our Destiny. Develop physical, structural, and financial capacity to ensure adequate facilities.
- Goal 2 - Protect and Preserve. Undertake appropriate measures to ensure employee safety and security, and effective evidence handling/storage.
- Goal 3 - Create Better Space. Ensure adequate/functional space to maximize agency productivity, employee satisfaction, and public perception.

FFA Architecture & Interiors was contracted to develop a strategic master facilities plan for OSP, with the first phase of this effort focused on Springfield and Central Point. The planning process included operational assessments of existing facilities, building prototype tours, staffing and operations workshops, conceptual planning, and facility work packaging. With each step, the team focused on maximizing long term value to achieve the most effective use of state funds.

When the proposed masterplan goals are accomplished, Oregon State Police divisions will be more effectively dispersed throughout the three regions, evolving staffing needs will be prioritized to meet the demands of a growing population, and investments in crucial facilities will allow for continued progression toward national standards and more efficient service distribution.

This strategic masterplan is well-positioned to align with the state facility and agency goals outlined in Oregon Executive Orders 17-01, 17-20, and 20-04. These goals include energy and water efficiency targets, reducing greenhouse gas emissions, accomplishing cost savings by reducing energy footprint, and creating workplace environments that support employee health and well-being.

FIRST PHASE IMPLEMENTATION

This report provides expanded findings for the Springfield Area Command and Lab and the Central Point Command Center and Lab. OSP is prioritizing these facilities due to their significant deficiencies and need to perform critical functions associated with Area Command, Forensic Services Laboratory, and Medical Examiner operations. Investment in these facilities first would have a major positive impact on providing a more equitable distribution of resources across the state.

The first phase outcomes established with this report indicate a number of benchmarks in terms of budget and facility size. For Central Point, the option of an entirely new development on the existing site was evaluated against an alternate scheme that would remodel the existing facilities and build in phases the additional square footage that is needed. This alternate scheme would result in the best value for OSP, and therefore was selected to move forward. The proposed project budget for Central Point is $32,655,066.

Springfield, as an enhanced center of OSP operations, would make use of a strategy that locates Area Command facilities on one site, with Forensic Services Lab and Medical Examiner facilities co-located on another site. This puts the proposed project budget for the two Springfield projects combined at $80,896,527. A further summary of key project data is in the table at right.

Project Data Summary

Springfield Area Command		
	Building Square Footage	17,176 sf
	Site Area	87,120 sf (2 acres)
	Total Proposed Project Budget (2023)	$ 14,603,754
	Initial O&M Budget	$ 205,250
Springfield Lab & Medical Examiner		
	Building Square Footage	68,641 sf
	Site Area	217,800 sf (5 acres)
	Total Proposed Project Budget (2023)	$ 66,292,773
	Initial O&M Budget	$ 1,335,950
Central Point		
	Building Square Footage	46,183 sf
	Site Area	151,441 sf (3.5 acres)
	Total Proposed Project Budget (2022)	$ 32,655,066
	Initial O&M Budget	$ 776,900

NEXT STEPS

This funding application is just one step in a lengthy process to make the proposed facilities a reality and provide these public safety services to Oregonians. The project schedule illustrates the timeline for funding approval in June or July 2021.

For these types of facilities, it is recommended the project manager, architectural & engineering team, and general contractor are hired through a qualification based selection to make sure the selected team has the right experience and knowledge to deliver these essential operations. OSP is currently evaluating which project delivery method(s) would be the best fit for these projects:

- Construction Manager / General Contractor (CM/GC) Delivery
- Developer-led Capital Investment
- Design-Build

The proposed project timelines on the schedules to the right reflect a Design-Build process, although all of the delivery methods listed would have roughly the same design and construction timeline. The difference in schedules would be determined by OSP's desired engagement in the design process and the time needed upfront to establish contracts. The project team recommends the selection of a delivery method that allows OSP, as the future facility owner, to be the final decision maker on design details that have a critical impact on the day to day operation and long term performance of the facility.

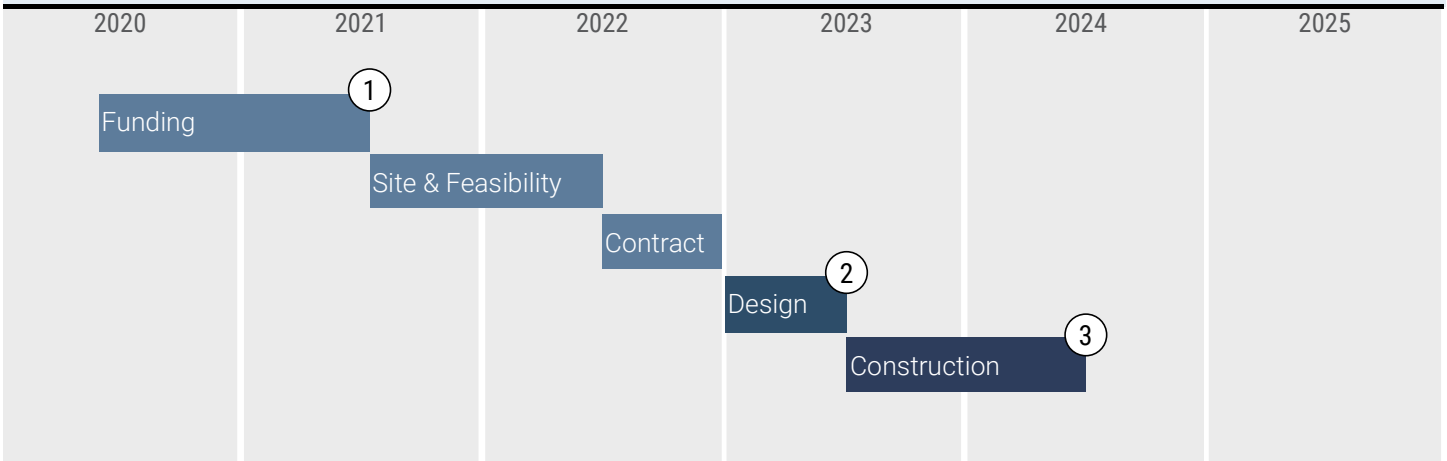
The investments in Springfield and Central Point are an important step towards providing public safety services as well as disaster preparedness here in Oregon. It is critical that funding is approved in June 2021 to meet the proposed budget goals, as well as meet the schedule and operational requirements that sustain OSP operations.

PROJECT MILESTONES

1. Funding Approved
   (June/July 2021)
2. Bid Springfield AC
   (July 2023)
3. Move into Springfield AC
   (June 2024)
4. Bid Springfield FL + ME
   (July 2023)
5. Move into Springfield FL + ME
   (June 2024)
6. Bid Central Point
   (July 2022)
7. Move into Central Point
   (July 2023)

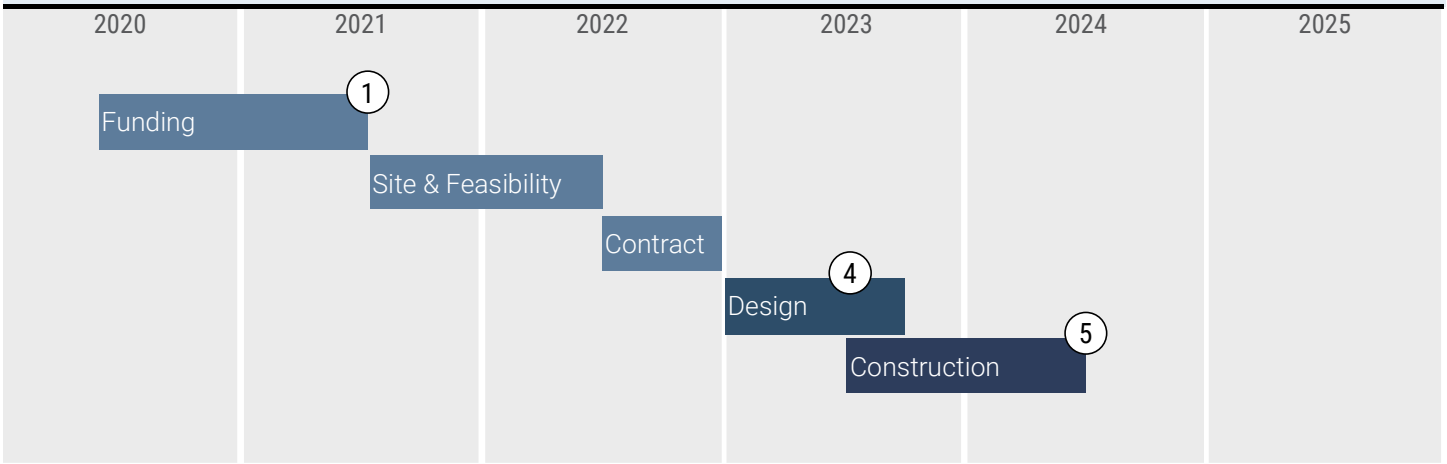
SPRINGFIELD AREA COMMAND

PROJECT SCHEDULE



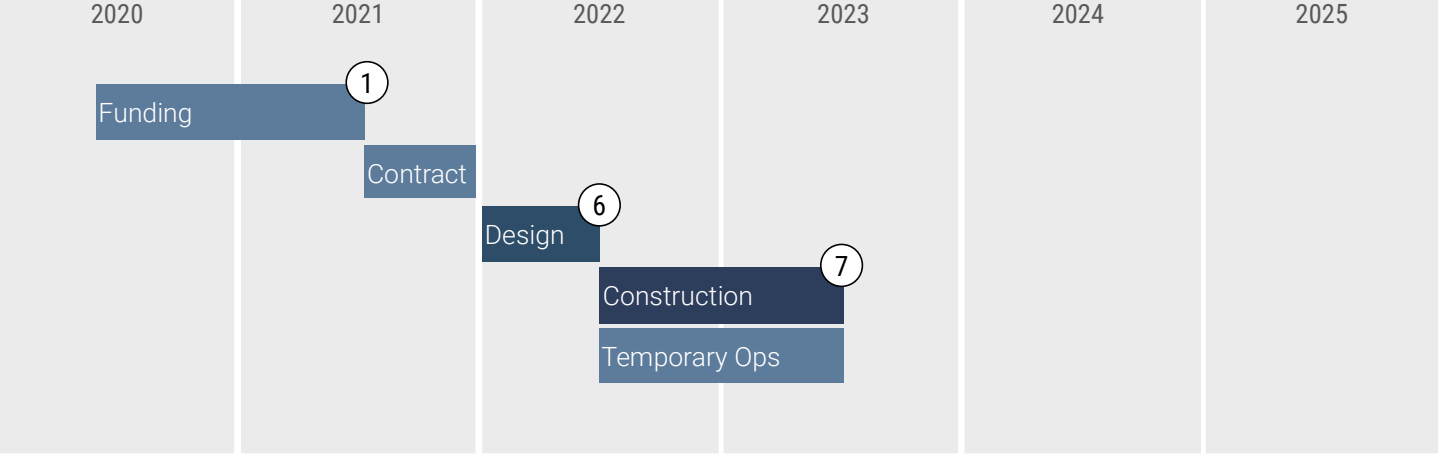
SPRINGFIELD FORENSIC LAB + MEDICAL EXAMINER

PROJECT SCHEDULE



CENTRAL POINT

PROJECT SCHEDULE



02 EXISTING FACILITIES ASSESSMENT

OVERVIEW

The Oregon State Police (OSP) operates out of 44 facilities across the state. The first phase of the strategic master facilities plan focused on the Springfield and Central Point facilities. These facilities were prioritized by OSP due to their significant deficiencies and need to perform critical functions associated with Area Command, Forensic Services Lab, and Medical Examiner operations. In addition, both areas have seen significant population growth beyond the capacity of the existing infrastructure.

The Springfield facility is currently leased, and the assessment consisted of an operational review by the project team. The Central Point facility is owned by OSP. There, the project team toured the facility performing an operational review, a visual assessment of the structure, and a flood plain analysis. A limited boundary and topographic survey was also created to provide a more precise evaluation of the site's relationship to the floodplain.

While observing OSP's existing facilities, the project team took into account operational and visual conditions. Four lenses were used to analyze the existing conditions: resiliency, security, operations, and overall building environment. These lenses help set the stage for how an Oregon State Police facility should function and operate.

A high priority related to resiliency at this time is energy efficiency in the built environment. Oregon Executive Order number 17-20 further reinforces this as a priority for state agencies. The current deficiencies in the Springfield and Central Point facilities make both of these locations unable to meet any of the requirements contained within the Executive Order.

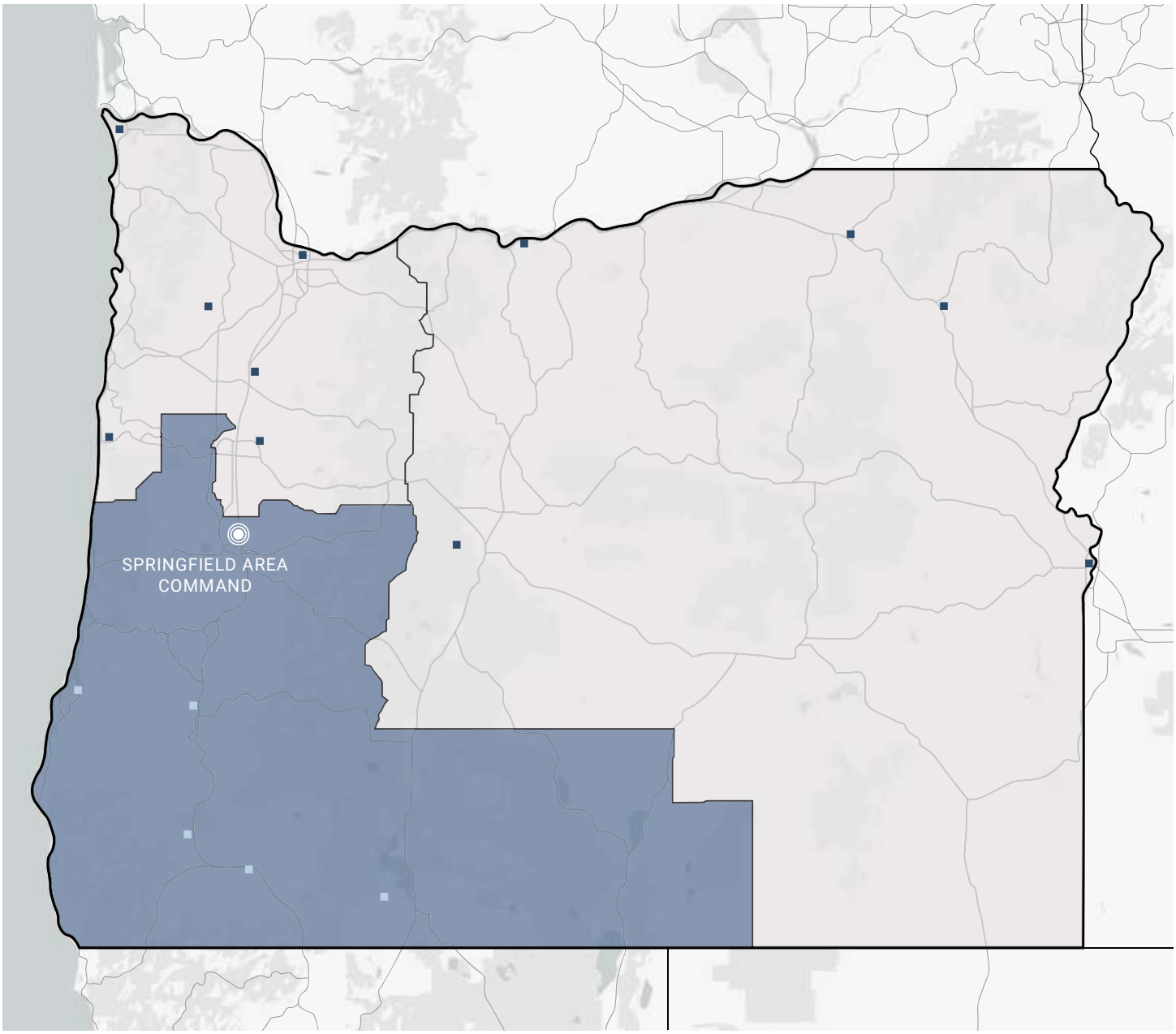
SPRINGFIELD

3620 Gateway St , Springfield, OR 97477

SUMMARY

The Springfield Area Command and Lab building was built in 1984, and Oregon State Police has been leasing the space for 35 years through an inter-agency agreement with ODOT. It has served as the Southwest Regional Headquarters for about 8 years. The property consists of a 10,200 SF primary building toward the eastern side of the site with public access from the south parking lot and secure access from the south, east, and north. The primary building includes Patrol, Detectives, Fish & Wildlife, and Forensic Services Lab functions. There is also a smaller service building located to the west of the primary building, which is accessed via the secure parking lot. The service building provides space for evidence storage, freezers and refrigerators, auto servicing, temporary vehicle evidence storage, and water tank firearms testing. The facility spaces have been adapted and modified according to operational needs over the years, but the infrastructure of the facility itself remains in its original conditions.

SPRINGFIELD PATROL AND LAB



FACILITY ASSESSMENT

BUILDING INFORMATION

YEAR BUILT
1984

TOTAL SQ. FT.
13,548

SEISMICALLY UPGRADED
No

RENT
$174,099 a Year

SECURE PARKING
Yes

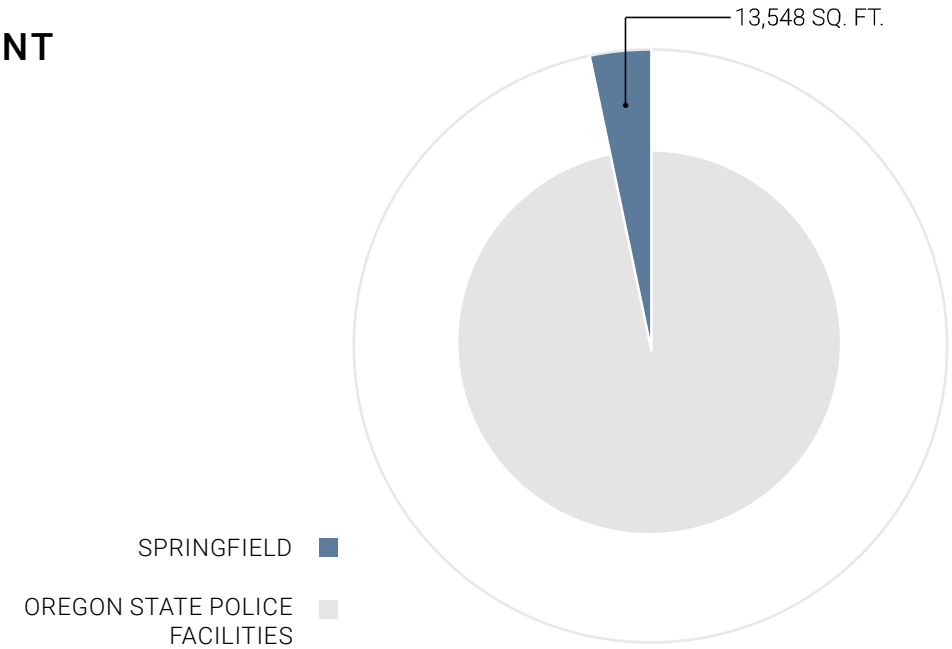
SPECIALTY DIVISIONS
Area Command
Crime Lab

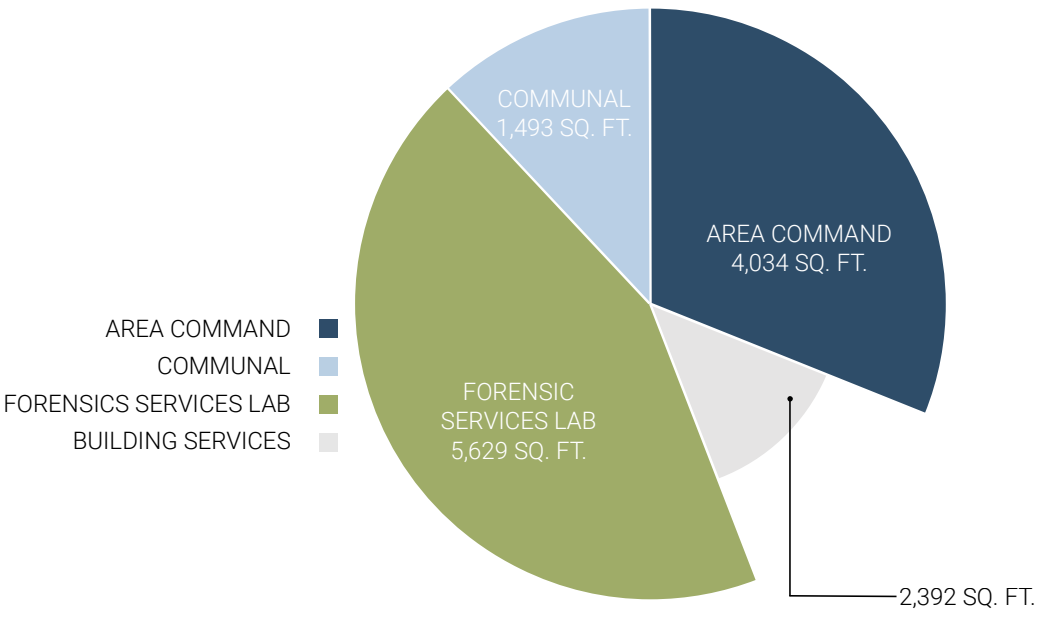
CRIME LAB / ME INFORMATION

REQUEST DISTRIBUTION (OCTOBER 2019)
Springfield Lab - 21%

REQUESTS BY DISCIPLINE (OCTOBER 2019)
Toxicology - 40%
Chemistry - 36%
Latent Prints - 11%
Biology - 11%
Firearms - 1.33%
Trace - 0.57%

ME CASES (2019)
Cases - 581
Autopsy - 132
External Exam - 111





RESILIENCY

The Springfield facility is not equipped with a backup generator at this time. There is a generator on site, but it is non-operational. This means that there is no backup power or emergency lighting provided on site. If the building were to experience a power outage due to a storm, system failure, or other event, OSP operations would be completely shut down at this location and critical evidence could be lost. Evidence storage freezers and refrigerators, Forensic Services Lab freezers and refrigerators, patrol operations, and the server room are all spaces that would benefit from being equipped with emergency backup power.

OSP is currently working with the lessor, ODOT, to determine the cost to add emergency power at this site to preserve critical evidence in the event of a power outage. However, the service building is not sprinklered, which is where evidence is stored for Forensics and Police Services-- therefore, evidence is still highly at risk in the event of a fire.

The primary building is fully sprinklered, but the service building is not. In the event of a fire, critical evidence would be lost and the building would likely sustain significant damage, disrupting OSP operations. The building has not had any seismic upgrades.

Generator

Evidence Refrigerator

SECURITY

Front Entrance

Looking into Lobby

Security was a repeated concern throughout the Springfield site. There are currently no security cameras on site and no visual security or exterior surveillance measures in place to protect building occupants. The service building also creates a blind spot, and there have been encampments set up on the back side of it in the past. At one point, someone living at that encampment started a fire against the shop building.

There is a makeshift audible alert system on the back wall of the Civilian Staff Office. It consists of a doorbell mounted near the Patrol Lieutenant's Office, that sounds a bell in the Patrol Break Room/ Report Writing area. There was no alert system observed at the Lab Front Office, although it does have a separate lobby with a secured entry.

Bollards were installed at the front entry near the public parking lot to protect against ramming vehicles. Earthen berms around the building perimeter in an effort to further protect the facility; however, this has contributed to moisture intrusion. The detective office areas are currently undergoing mold remediation due to such issues.

The only ballistic glazing observed was at the Civilian Staff Office window into the public lobby, including the transaction window. The other exterior windows are mirror tinted, but such a mirror tint only functions in daylight—when it is dark outside one can see into the building.

There is only one small lobby area for people to wait for walk-in reports, evidence release, sex offender registration, vehicle release, and public interviews. There are no public restrooms, and no public interview room or fingerprinting room off of the lobby. To access these functions, members of the public must cross the secure line, presenting a potential risk.

OPERATIONS

Area Command

At the Springfield facility, patrol operations are mostly consolidated to the east side of the building, with some additional functions located in the service building. There is not enough secure parking on site, resulting in a portion of the staff parking in the unsecured area. These parking constraints also mean that there is very limited space for long term evidence vehicle storage. Additionally, since there is no covered parking provided, it is difficult to keep patrol vehicles primed and ready to go in all weather conditions.

On the interior of the building, trooper report writing stations are limited and are in an open area shared with the break room, temporary evidence lockers, print/copy area, and the patrol entry door from the secure lot. There is a lot happening in this one small area, which makes for high noise levels. With these shared functions, evidence storage in this area does not have proper ventilation and there does not appear to be enough area for evidence processing or general storage.

Other needs observed were for a larger women's locker room to accommodate an increased number of troopers, as well as a wellness room. There are currently no interview room toilet or public toilet facilities on site. Communal areas such as the previous fitness room and formal briefing room have now been converted into work areas to meet growing space needs, and there is very limited area to accommodate any future staff. Additionally, when there is the need to have a meeting of 25 people or more staff have to meet off-site due to lack of space.

Forensic Services Lab

Evidence storage is located in a separate building from the lab causing an inefficient workflow. This means that technicians and lab front office staff frequently have to go back and forth between the main building and the service building with evidence, rain or shine. There is not enough parking for staff in the secure lot and the outside area is not well lit. There have also been issues with rodents in the mobile Forensic Services Lab vehicle stored in the secure lot. Evidence vehicle storage is limited, and the shop mechanic's bay area routinely has to be sacrificed for evidence vehicle processing.

In the lab, testing areas are divided into separate areas throughout but share one very narrow central hallway for circulation without bio vestibules, which is an evidence contamination risk. Lack of space also means there are not separate testing rooms for suspect and victim evidence. There is not a drying room for evidence, and more sheltered outdoor space is needed for splatter analysis and firearm angle training. Furthermore, offices are consolidated into shared spaces that would benefit from separation for acoustics and privacy. There is not enough space in the break area for all Forensic Services Lab staff to meet, so conference rooms are rented off-site at the nearby hotel.

In terms of equipment, there is a shortage of fume hoods throughout, and a need for more lab desks, bigger hoods, and additional sinks. The instrument room needs a separate zone to mitigate its inherent heat and noise.

Medical Examiner

Medical Examiner facilities do not currently exist on-site; instead, these functions are performed at the local hospital. However, regulations dictate that service can only be provided at the hospital exclusively for Lane county, leaving the surrounding region underserved. This also means that any samples from the Medical Examiner have to be transported when Forensic Services Lab testing is necessary, leading to inefficiencies in the process.

Report Writing

Evidence Tech

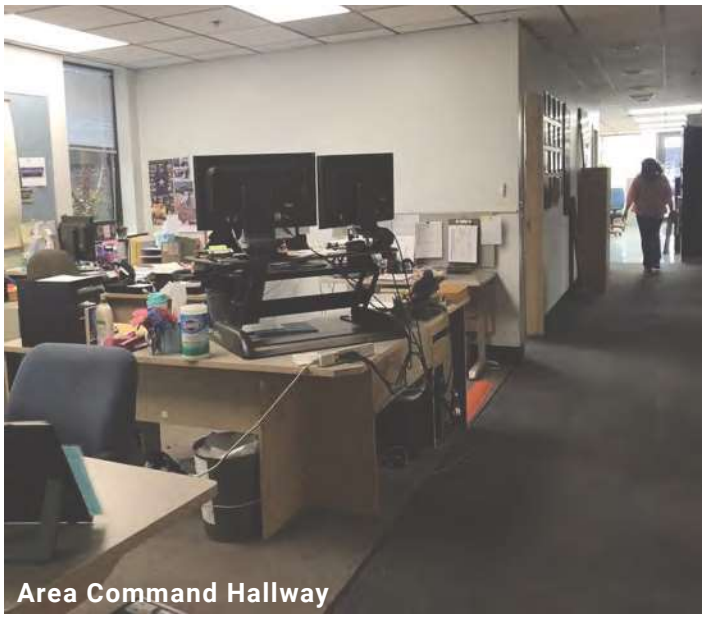
Evidence Storage - Service Building

Toxicology Lab

BUILDING ENVIRONMENT

The overall building environment has not been noticeably updated over the years. Both the HVAC system and the roof are at or nearing the end of their service life. Much of the furniture is still the original furniture, and has not been upgraded to meet current OSP standards. Carpet is installed in high traffic areas such as the main Area Command hallway and locker rooms, which is difficult to keep clean. The original acoustical ceiling tile and fluorescent lights remain. Several storage spaces and print/copy areas have been reclaimed for offices, leaving storage in less efficient locations and some offices without access to daylight.

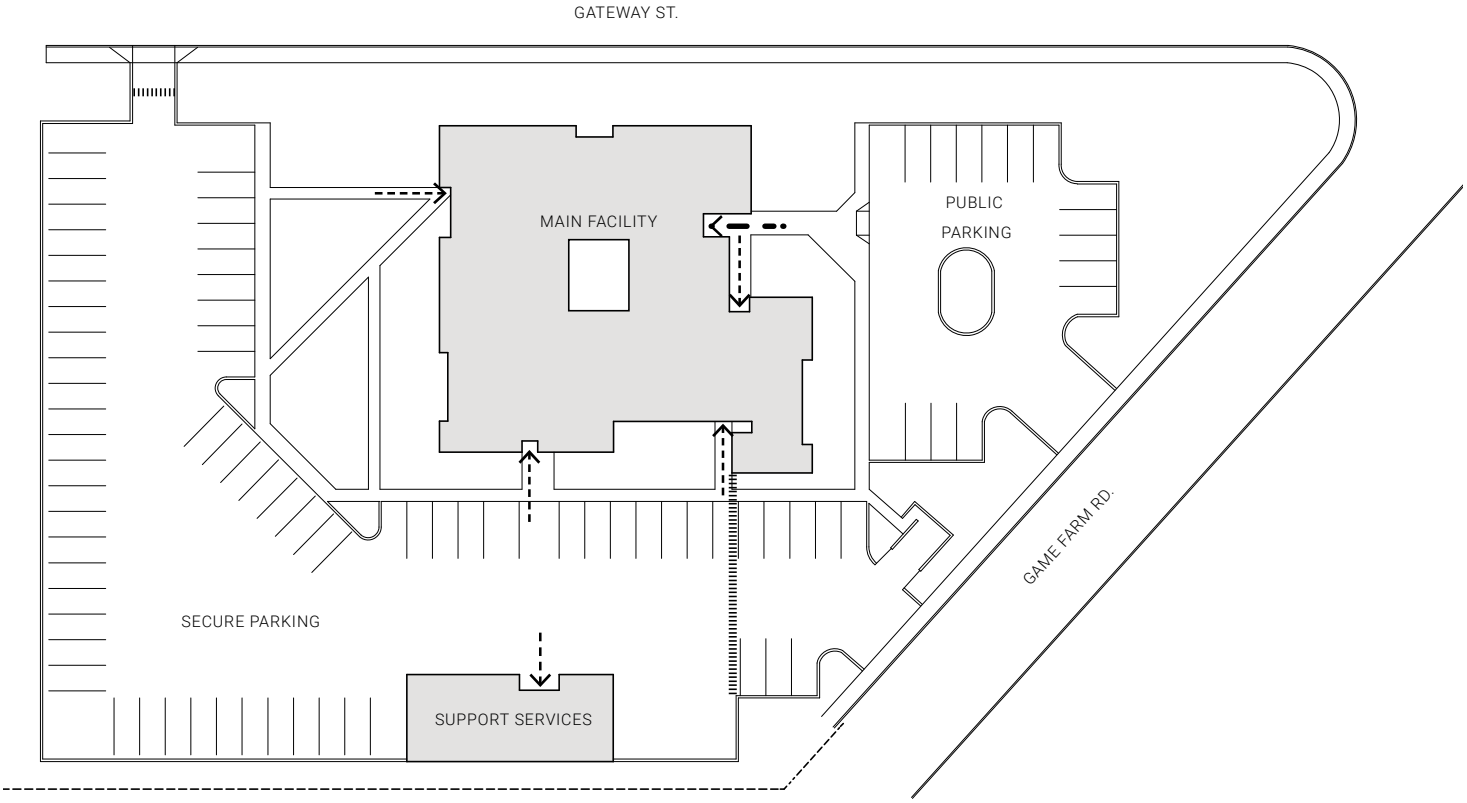
The building is designed around a central courtyard, but this space is not utilized and the pavers are not level due to tree root growth in the area. There is also a lack of access to daylight in areas that would benefit, such as the fish and wildlife office, area command break room, and report writing area. An evidence-based design approach to daylighting and workplace environments would increase employee health and wellness, in alignment with state agency wellness plan goals.



Area Command Hallway

Forensic Services Lab Hallway

SPRINGFIELD SITE PLAN



N

SITE PLAN

1” = 80’-0”

LEGEND

ENTIRE BUILDING OUTLINE

PROPERTY LINE

PUBLIC

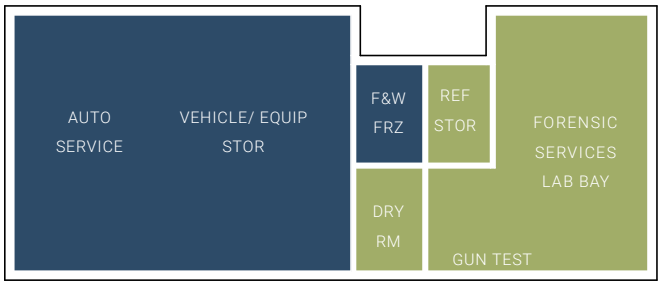
OFFICER

SECURITY LINE

N

MAIN FACILITY FLOOR PLAN

1/32" = 1'-0"



N

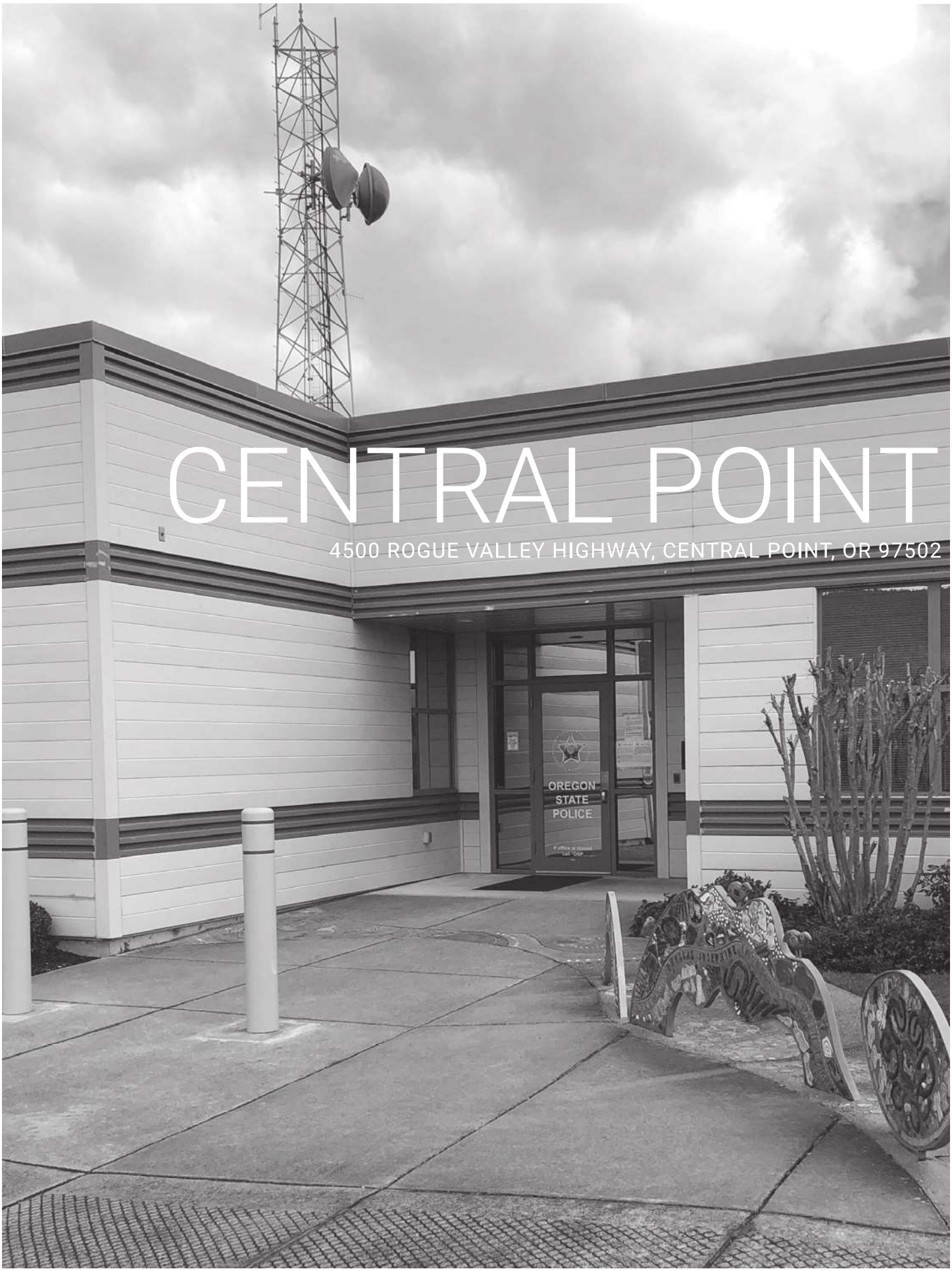
SUPPORT SERVICES FLOOR PLAN

1/32” = 1’-0”

LEGEND

ENTIRE BUILDING OUTLINE

BUILDING ENTRANCE / EXIT



CENTRAL POINT

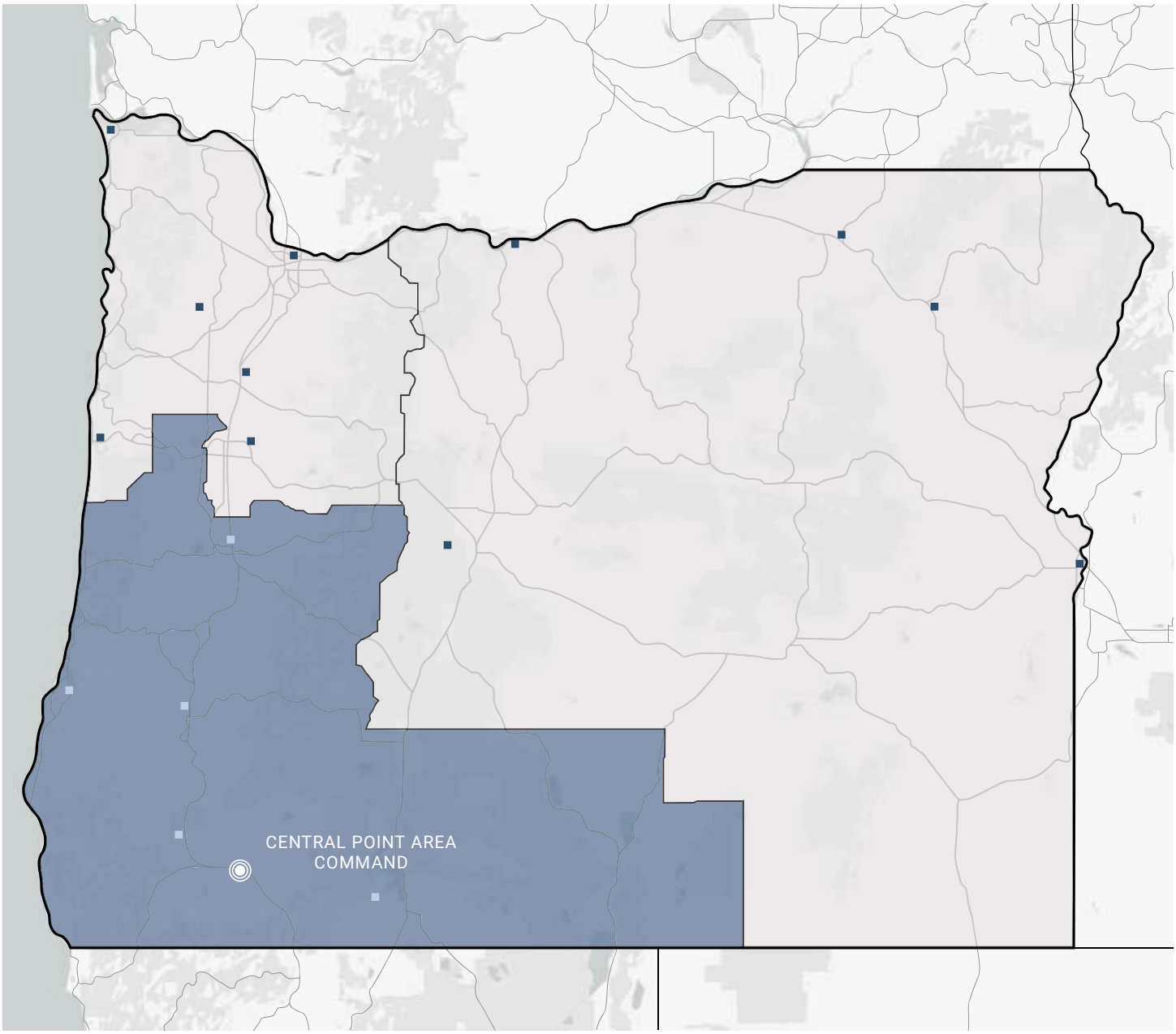
4500 ROGUE VALLEY HIGHWAY, CENTRAL POINT, OR 97502

SUMMARY

Built 23 years ago in 1997, the building has served as the Central Point Command Center and Lab for the Oregon State Police (OSP). Previously leased from the Department of Administrative Services (DAS), in 2017 the property ownership was transferred to OSP. The facility consists of a primary structure centered on the property with public access from the west parking lot and secure access from the south and east. The building, which used to be the Southwest Regional Headquarters, includes Patrol, Detectives, Fish & Wildlife, and Forensic Services Lab. OSP leases a portion of this building out for ODOT services. In the secure parking lot, the facility also includes a service building. The service building provides space for evidence storage, medical exams, auto servicing, vehicle storage, and freezers. The site is large enough for a potential expansion of the main building to the east. Operations have internally shifted around over the years, but the infrastructure of the facility itself remains in its original conditions and has not been improved in 23 years.

CENTRAL POINT

AREA COMMAND / LAB / ME / DISPATCH



FACILITY ASSESSMENT

BUILDING INFORMATION

YEAR BUILT
1997

TOTAL SQ. FT.
23,470

SEISMICALLY UPGRADED
No

RENT
OSP Owned

SECURE PARKING
Yes

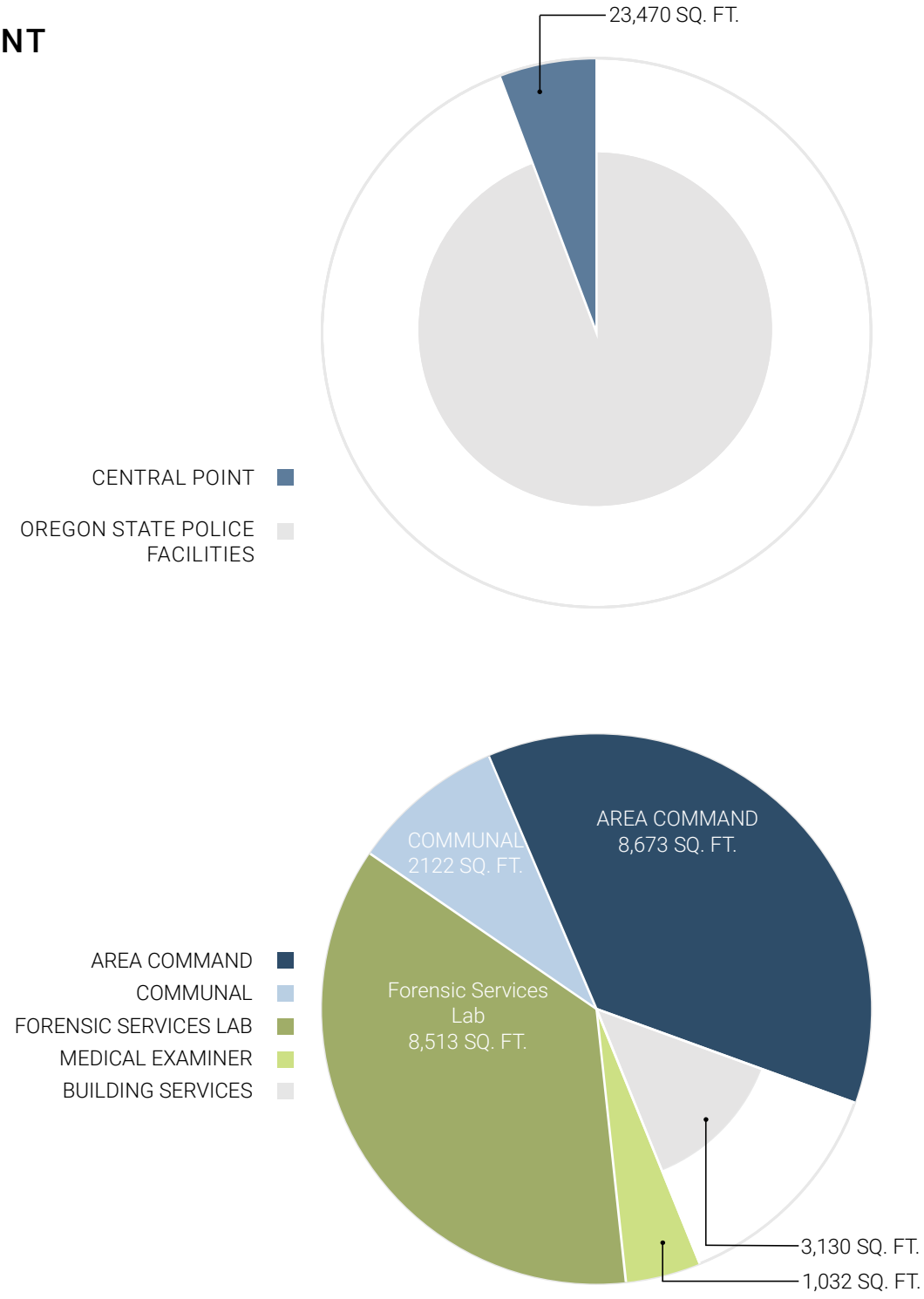
SPECIALTY DIVISIONS
Area Command
Forensic Services Lab
Medical Examiner
Dispatch

Forensic Services Lab / ME INFORMATION

REQUEST DISTRIBUTION (OCTOBER 2019)
Springfield Lab - 11%

REQUESTS BY DISCIPLINE (OCTOBER 2019)
Chemistry - 82%
Biology - 10%
Latent Prints - 7%
Firearms - 0.75%
Field Investigations - 0.37%

ME CASES (2019)
Cases - 607
Autopsy - 115
External Exam - 44



RESILIENCY

The facility includes a backup generator on site, although emergency power is only supplied to dispatch and emergency lighting. Medical Examiner, Lab, and Fish & Wildlife freezers are not on emergency power and neither are the Patrol Operations. The electrical system serving dispatch incorporates an uninterrupted power supply (UPS), but only serves dispatch. If the building experiences a power outage, OSP operations are completely shut down at the facility. The building does not have a fire sprinkler system. In the event of a fire, critical evidence could be lost and the building would likely sustain significant damage.

Through observation of the facility and analysis of the original structural plans, KPFF deduced that the building was originally built to meet the 1994 Uniform Building Code as an Occupancy Category I "Essential Facility" in seismic zone 3. However, the detailing for modern buildings to reach "Essential Facility" has increased in complexity since 1994. Based on this information, KPFF anticipates the building would react much as a modern office building would in the event of an earthquake, meaning occupants of the building would be able to safely exit the building but would not be allowed to reenter. Today's standards for essential facilities preserve full operations after the seismic event.

The site is west of Griffin Creek, a regulatory floodway as defined by FEMA. The eastern portion of the site, including an existing structure, is located within the base flood zone which is considered a Special Flood Hazard Area. A precise evaluation of the site's relationship to the floodplain was created in the form of a topographic site survey. Any future development within the flood zone has limitations and requirements for "Critical Facilities." A summary of these requirements and site diagrams is provided in KPFF's April 14, 2020 memorandum.

Emergency Generator

Emergency Generator (Exterior)

SECURITY

Reception

Main Entrance

Little has been upgraded or added to the facility in terms of security. Bollards were installed at the front of the parking lot to protect against ramming vehicles, though little else. Currently there are only two security cameras on site, both of which are original to the building. One at the front door and one at the back entry. There are no cameras surveying the perimeter, parking area, or security gate. In the event the facility is attacked or there is an active shooter on site, OSP has no ability to survey the exterior and determine the threat.

Glazing is tinted on the exterior, but the exterior wall assembly and windows don't meet level 3 ballistic requirements. The only ballistic glazing observed was at the front lobby transaction window. Access to the multipurpose room as well as the medical examiner office is directly through the public lobby. The lobby is unsecured, and this presents a potential risk to officers as well as undesired interactions with sex offenders coming to the facility to register. A second means of vehicle egress from the secure lot is provided with brick pavers in the grass on the north side of the property. However, this is not an ideal secondary response pathway if the roadway is blocked or in the event of a power outage, when the perimeter security gate becomes disabled.

OPERATIONS

Area Command

Patrol operations are spread throughout the facility. This distance between functions limits an officer's response time and reduces connected, collaborative interactions among staff. The secure parking area provides no covered parking for patrol vehicles, which is essential to keeping the vehicles primed and ready to go in all weather conditions. Furthermore, there is a lack of dedicated evidence vehicle storage.

On the interior of the building, there are limited report writing stations with evidence bag and tag sharing the same space,. This means that the evidence intake area does not have the proper ventilation it requires, and creates a distracting environment for report writing. The evidence lockers are outdated, and evidence storage also does not have proper ventilation, forcing evidence technicians to work in the administrative area instead.

Communal areas such as the former fitness room and briefing room have now been transformed into work areas to meet the growing space needs for increased numbers of OSP staff. The detectives, Fish and Wildlife, and Patrol have limited existing areas in which to accommodate any future staff. There are no temporary holding facilities, interview room toilets, or public restrooms.

Forensic Services Lab

The Forensic Services Lab is facing many operational issues due to lack of space, outdated HVAC equipment and ventilation, and overlapping functions co-located in the same space rather than in separate designated areas. Due to this lack of space, the Lab Technician work areas are spread throughout the lab, either in testing areas or up front by reception, which is not effective. In addition, files and case storage are located in cluttered hallways and there is limited temporary evidence storage. All of the HVAC equipment is original to the building and the lab is encountering on-going issues with fume hood ventilation.

Lack of space and an inherently inefficient building layout means several of the laboratory testing functions are overlapping. Biological lab spaces are not separated from facility walkways by vestibules, and are located near the frequently-used exterior access door which presents an evidence contamination risk. There are not separate testing rooms for suspect and victim evidence. Lab and analysis workspaces are in the same work environment for biological and chemical tests, which should be separated.

The receiving lobby for the Forensic Services Lab is located at the back of the building. This means that any visiting evidence technicians or detectives need access to the whole Central Point facility to drop off or access evidence, presenting a security concern and disruption of functions.

Medical Examiner

The medical examination facility is in the service building. The facility lacks the proper lighting, materials, and ventilation to effectively perform autopsies. The body receiving area is in the parking lot and does not meet privacy or National Association of Medical Examiners requirements. The lack of cooler storage limits the number of autopsies that can be performed and there is no mass disaster infrastructure or ability to expand cooler storage in an emergency. The office, library, and preparation area in the service building are small and deficient. The Medical Examiner office has been moved across the site to an office in the public lobby due to space constraints. The office lacks privacy, has security risks due to its direct access off the public lobby, and is a long way from the operations area.

General Hallway

Patrol Parking

Forensic Services Lab

Officer Evidence Processing

BUILDING ENVIRONMENT

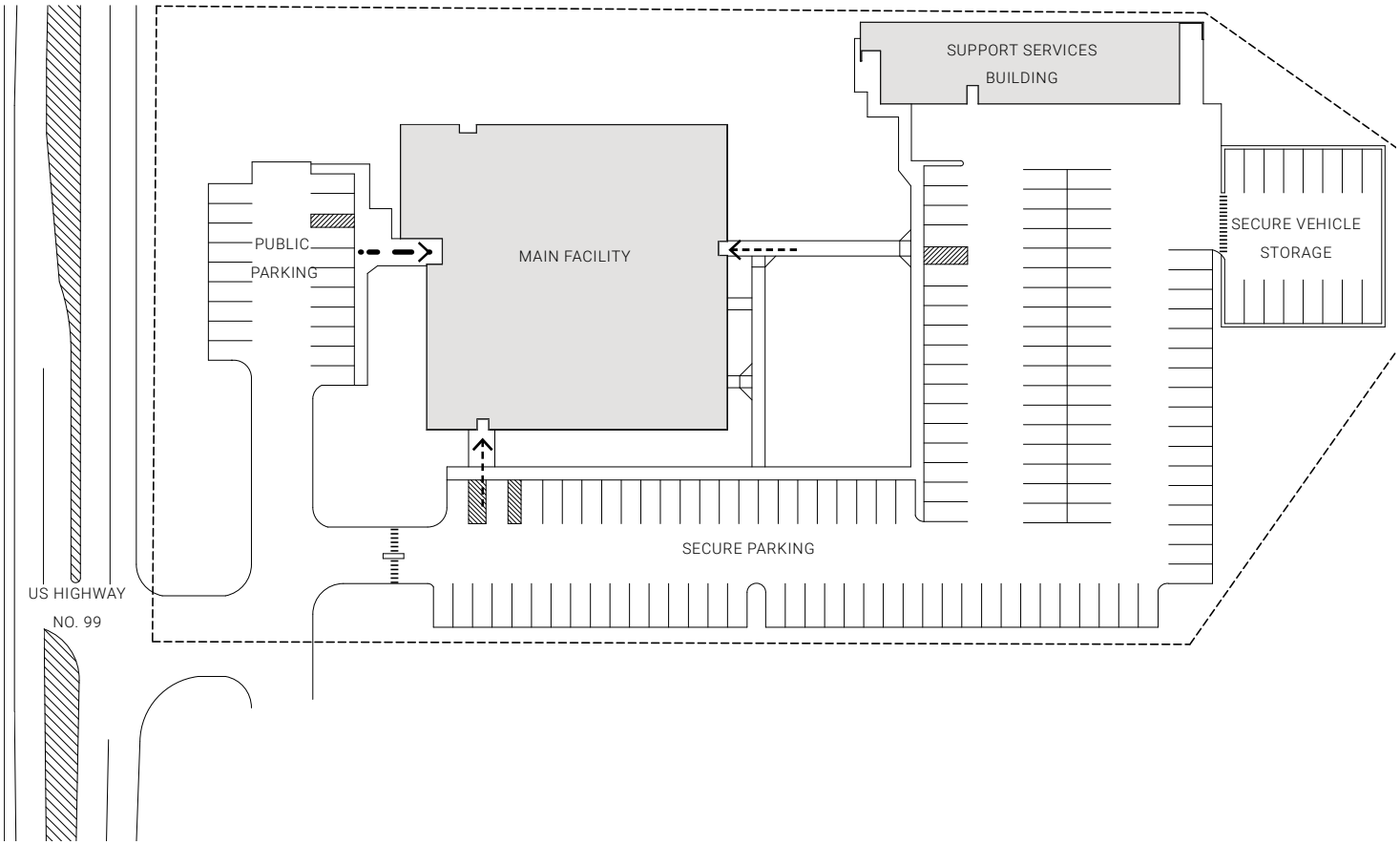
The overall building environment is outdated and has not been updated since initial construction. The majority of HVAC rooftop units have exceeded their estimated useful life and are in poor condition. Furthermore, they operate on a refrigerant with is no longer available. Therefore, full replacement of the HVAC units is recommended.

The furniture is the same furniture from when OSP moved in 23 years ago and does not meet current OSP standards. There is carpet in high traffic areas, which is hard to keep clean, and the original acoustical tile ceiling and fluorescent lights remain. Several storage rooms have been reclaimed for office and meeting spaces, meaning storage and janitorial supplies are in the hallways. There is also a lack of access to natural daylight in the report writing room, sergeants office, and fish & wildlife office. An evidence-based design approach to daylighting and workplace environments would increase employee health and wellness, in alignment with state agency wellness plan goals.

Hallway

Work Stations

CENTRAL POINT SITE PLAN



N

SITE PLAN
1” = 80’-0”

LEGEND

ENTIRE BUILDING OUTLINE

PROPERTY LINE

PUBLIC

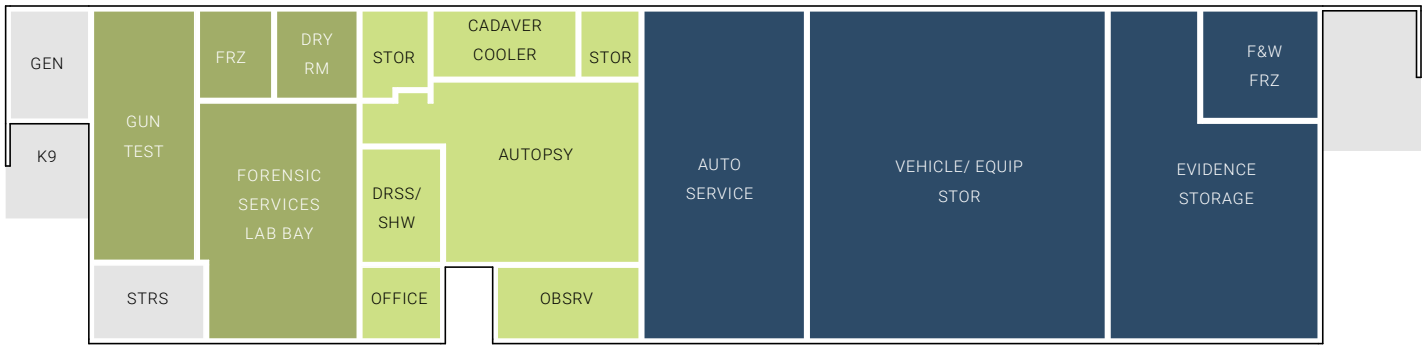
OFFICER

SECURITY LINE

N

MAIN FACILITY FLOOR PLAN

1/32" = 1'-0"



N

SUPPORT SERVICES FLOOR PLAN

1/32" = 1'-0"

LEGEND

ENTIRE BUILDING OUTLINE

BUILDING ENTRANCE / EXIT

03 DESIGN CRITERIA FOR NEW FACILITIES

OVERVIEW

In order to accomplish its vision "to provide premier public safety services", it is imperative that Oregon State Police develops design criteria for new facilities in alignment with the Department's desired long-range outcomes. These outcomes include facilities that are modern, equitably-designed, adequately-sized, safe, and resilient.

To assist in achieving these outcomes, the design team went through a three-step process of focused analysis and research. The first step involved a series of tours of prototypical facilities within the Oregon State Police facility portfolio. The team toured OSP's Central Point Office, Springfield Office, Portland Patrol Office, Portland Forensic Laboratory & Medical Examiner Office, Warrenton Patrol Office, Pendleton Patrol Office, and the Pendleton Forensic Laboratory. These building prototype tours served to help the team understand facility needs that are common to various locations, as well as any recurring challenges for existing facilities. It also added to the team's understanding of OSP operations, efficiencies in building layouts, and working relationships between different divisions.

Next, a variety of state-wide attributes and statistics were analyzed for their service impacts on Oregon State Police facilities. This helped the consultant team to look at the OSP functions as a holistic, interconnected system, while drawing out the specific characteristics of the three regions served and the unique challenges of the Central Point and Springfield areas.

Then, prototype models were developed using first-hand information gleaned from OSP staff workshops specific to Area Command, Forensic Services Lab, and Medical Examiner facilities. These prototype models present area summaries of square footages as a function of anticipated staffing numbers, and are a result of a thorough analysis of program needs specific to Oregon State Police facilities.

As a result of this process, Oregon State Police now has a road map to assist in its long-range goal of purpose-built, standardized facilities to effectively serve functional and operational needs. With these prototype recommendations in place, OSP can now take the next steps toward a well-planned portfolio that balances ownership opportunities with fiscal and political realities.

Step 1 - Prototype Tours

SUMMARY

Tours of existing, prototypical Oregon State Police buildings were a key part of understanding overlaps and separations of functions as well as differing needs between Area Command, Forensic Services Lab, and Medical Examiner facilities. The team heard first-hand from a variety of staff what is working well for them at these prototype facilities, so that these successes can inform future projects.

The Astoria Area Command at Warrenton was toured as an example of a building constructed recently (5 years ago) that efficiently provides much needed facility resources for area Patrol, Fish and Wildlife, and Criminal Investigation Divisions. It consists of a two building scheme, similar to that of Springfield and Central Point, where there is a main facility and a support services building. However, the Warrenton facility locates the two buildings in close proximity to each other and connects them via a covered breezeway for increased efficiency and usability.

The Pendleton Forensic Services Lab operates as a regional lab and serves the northeast portion of the state. It provides local agency support for crime scene investigation, biological processing, latent prints, and chemistry. It is organized well with clean zones and bio vestibules to avoid any potential contamination of evidence.

The Portland Forensic Services Lab is currently tasked with processing 45% of the state's caseload. The facility is equipped with the broadest array of forensic science services in the state, including chemistry, DNA, firearms/ tool mark analysis, the implied consent program, and trace evidence analysis. Some of these services provided by the Portland facility are not currently available at Forensic Services Labs elsewhere in the state.

The Portland Medical Examiner serves as the primary autopsy resource for the state. It has multiple autopsy stations, CT scanner, and both cooler and freezer storage. The facility also provides work space for county death investigators and an observation area for high suspicion cases.

At each of these prototype tours, the team looked for lessons learned across a broad spectrum of needs. Successful attributes of existing facilities would then be incorporated into design criteria for new facilities, and influence conceptual planning for Springfield and Central Point.

ASTORIA AREA COMMAND AT WARRENTON

2320 SE DOLPHIN AVENUE, WARRENTON, OR

The Astoria Area Command at Warrenton is one of the newest OSP buildings. The facility consists of a 5400 sf main building and a 4000 sf services building, joined by a covered breezeway. The plan is organized around trooper cubicles and a supply hub at the center, with offices, evidence, lockers, lobby, and other functions ringing the perimeter. There is a large conference room that comfortably holds 20-30 people, which can be accessed off of the lobby. Also, there is a secure interview room with an intervening hallway between it and the lobby. Natural light is provided to closed-door offices throughout by windows that are above eye level for security purposes. The shop building has three large pull-through bays. When needed, the shop also lends itself to Fish and Wildlife processing, large vehicle evidence, or defensive tactics training.

BUILDING INFORMATION

YEAR BUILT
2015

TOTAL SQ. FT.
9,400

RENT
$185,424 a Year

SPECIALTY DIVISIONS
Area Command


Lobby


Shop

PENDLETON LAB

612 AIRPORT ROAD, PENDLETON, LAB

The Pendleton Forensic Services Lab was recently built in 2018. It is in a separate building, but adjacent to the Pendleton Area Command. The front door is controlled with an intercom and remote release for security. All of the casework in the facility is lab grade, so that all surfaces can be easily decontaminated. The lab area is separated from the office and public functions by a bio vestibule, to help prevent contamination of evidence in the testing area. The facility provides ample positive pressure hoods and good ventilation. In latent prints there are separate rooms for powder testing and alternate light source testing. The vehicle exam bay is large with space for photography and tools on rolling carts. There are multiple screening rooms, allowing victim and suspect evidence to be analyzed separately.

Bio Vestibule

Drug Chemistry

BUILDING INFORMATION

YEAR BUILT
2018-2019

TOTAL SQ. FT.
11,377

RENT
$434,100 a Year

SPECIALTY DIVISIONS
Area Command
Forensic Services Lab

PORTLAND FORENSIC SERVICES LAB

13309 SE 84TH STREET, CLACKAMAS, OR

The Oregon State Police Forensic Services Lab in Portland offers the most comprehensive forensic science functions among the Oregon State Police facilities portfolio. It covers the same services as the regional locations located in Central Point and elsewhere, such as Field Investigation, Latent Print Processing, Drug Chemistry, and Biology. Beyond those it adds several specialized disciplines including DNA, firearms, trace evidence analysis, and intoxilyzer service. Labs are located strategically throughout the state in order to optimize access by law enforcement, but the Portland Lab is heavily relied upon, with a case distribution load of 45%. This increased scope of service is reflected in the increased size and the addition of specialized infrastructure in the Portland Lab.


Firearms Testing

Vehicle Bay

BUILDING INFORMATION

YEAR BUILT 2004	RENT $1,847,724 a Year
TOTAL SQ. FT. 51,873: Forensic Lab 14,600: Medical Exam.	SPECIALTY DIVISIONS Forensic Services Lab Medical Examiner

PORTLAND MEDICAL EXAMINER

13309 SE 84TH STREET, CLACKAMAS, OR

The Oregon State Police Medical Examiner facility located in Portland shares a building with the Portland Forensic Services Lab. Medical Examiner functions are centralized on the ground floor in the northwest portion of the building. There is a separate lobby and receiving area from those of the Forensic Services Lab, and they are accessed from the secure parking lot. Offices are located to one side of the space, with receiving, storage, and autopsy to the other, and locker rooms and equipment storage is located between. Some of the offices have direct access to daylight, but most are located toward the interior of the building.

The Portland Medical Examiner facility currently has a state-wide case distribution of 76%, compared to 12% in Springfield and 12% in Central Point. The Portland facility is already reaching capacity every 4-6 weeks, and does not have room for expansion to keep pace with future population growth.

Receiving

Admin Office

Step 2 - State Analysis

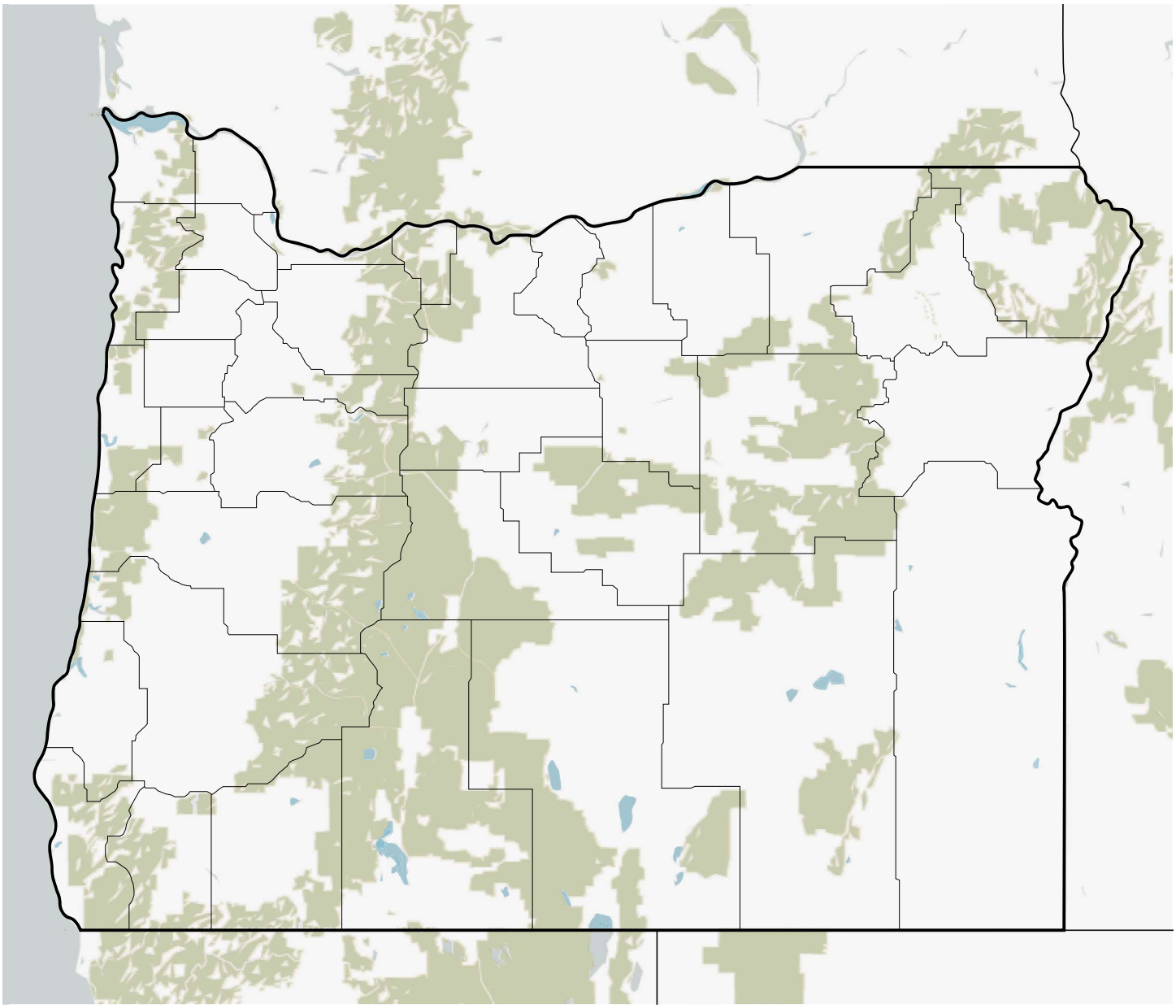
SUMMARY

The design team mapped and analyzed a variety of state-specific attributes, features, and statistics to study how they impact service demands on Oregon State Police facilities. This included major geographic features, highways, and population data as well as case load distribution, calls for service, and staff numbers per office. While OSP functions as an interconnected state-wide system, each of its three regions holds unique challenges.

In the maps that follow, there is a concentration of OSP facilities along the major interstates of I-5 and I-84. Similarly, demand for service stays relatively consistent along the I-5 corridor. This holds true for Patrol as well as for the Forensic Services Labs and Medical Examiner offices. However, not all of the OSP facilities along the I-5 corridor are currently set up to handle the demands of their region. In order to compensate, currently an outsize portion of case loads from the Southwest region are directed to Portland.

Multnomah County has seen a large amount of population growth in the recent past, but this trend is slowing. At the same time, both Central and Southwest Oregon are increasing in population more rapidly and need OSP facilities that can keep pace with increased demand. Looking at all of this data together, it becomes clear that Springfield and Central Point have the opportunity to be strategic infrastructure investments to achieve a more successful balance of service throughout the state.

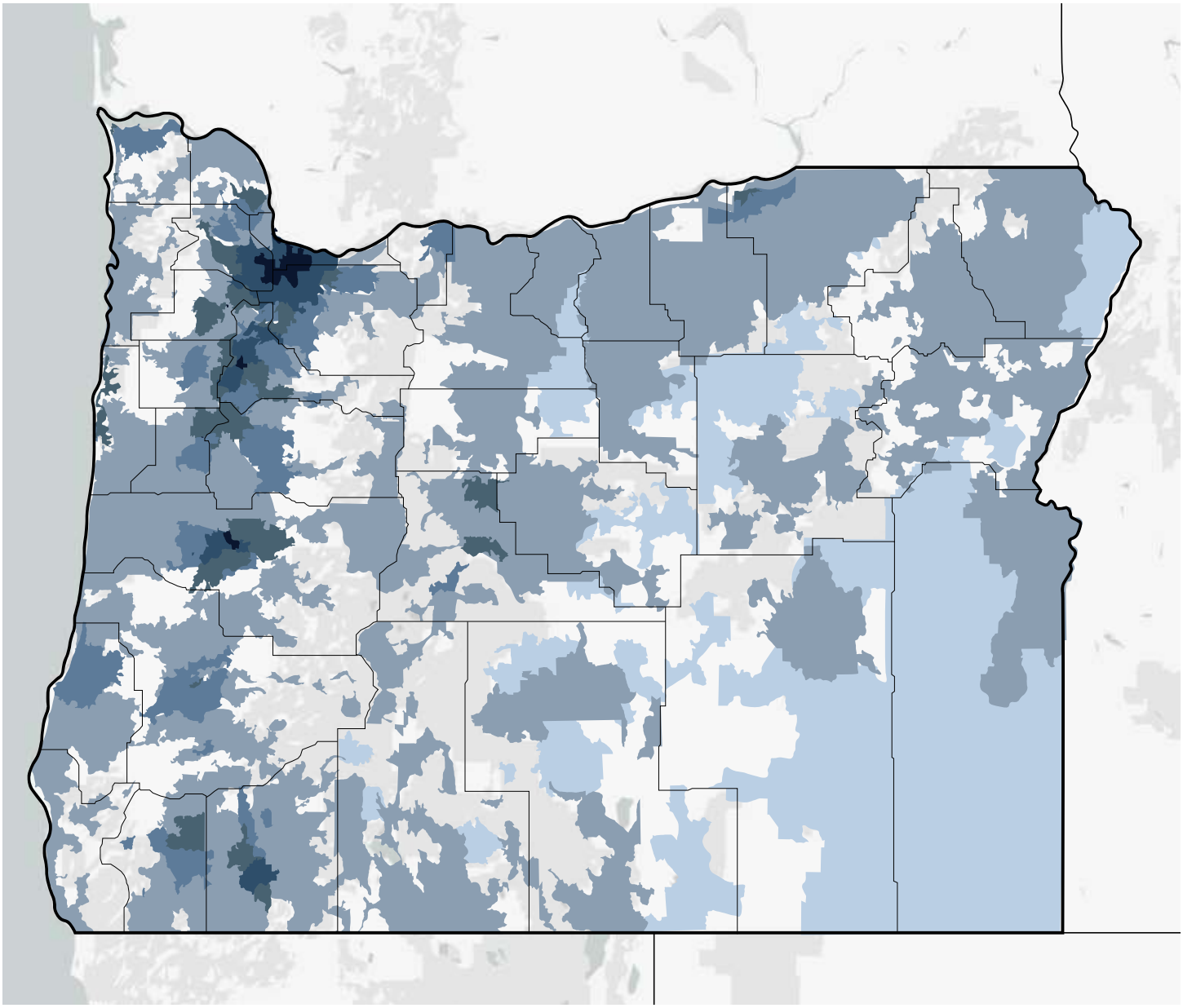
GEOGRAPHY



KEY

- Parks and Forests
- Water

POPULATION



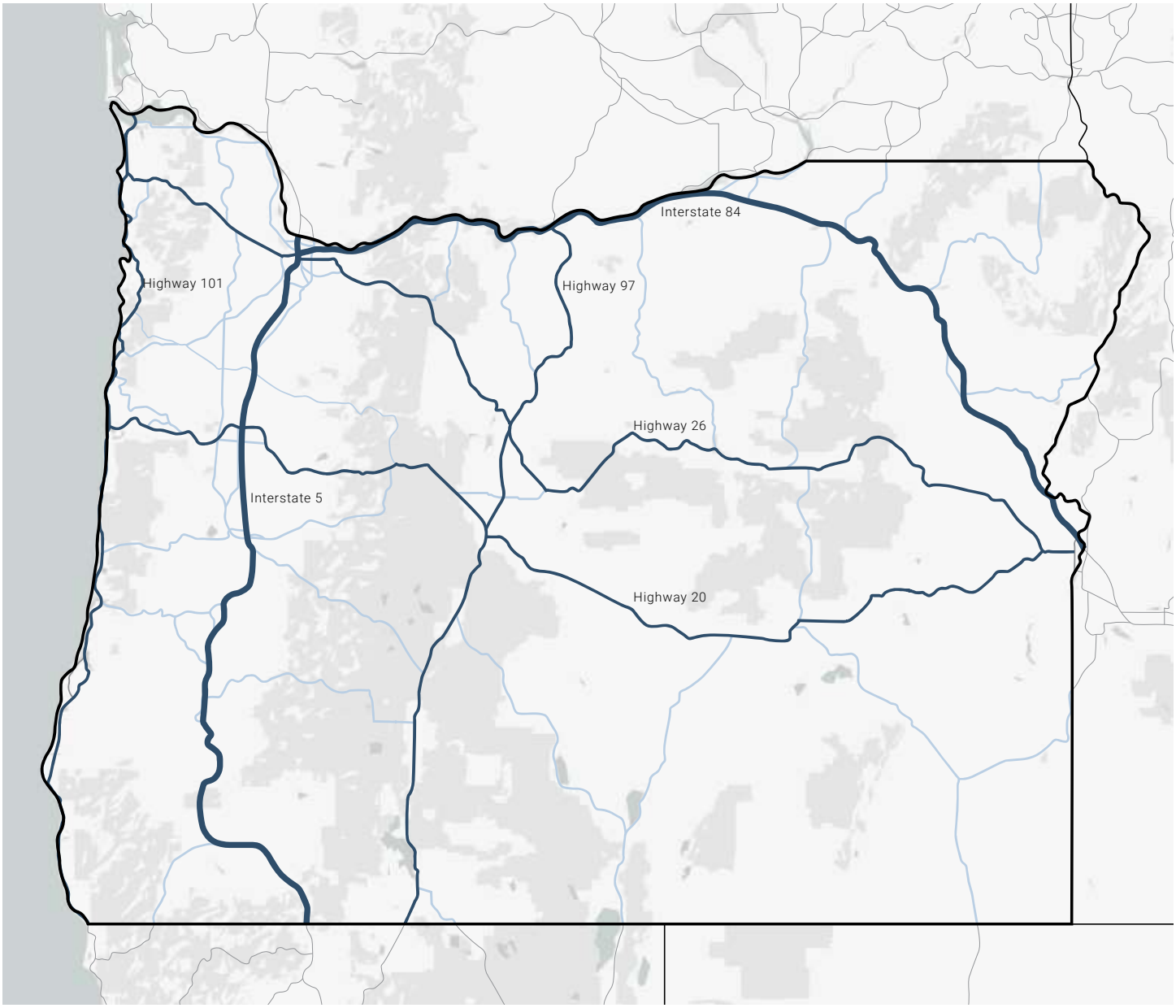
KEY

Person per Square Mile

- < 1
- 1 - 101
- 101 - 210
- 210 - 601
- 601 - 3299
- > 3299

Population Data gathered from OHSU study in 2018

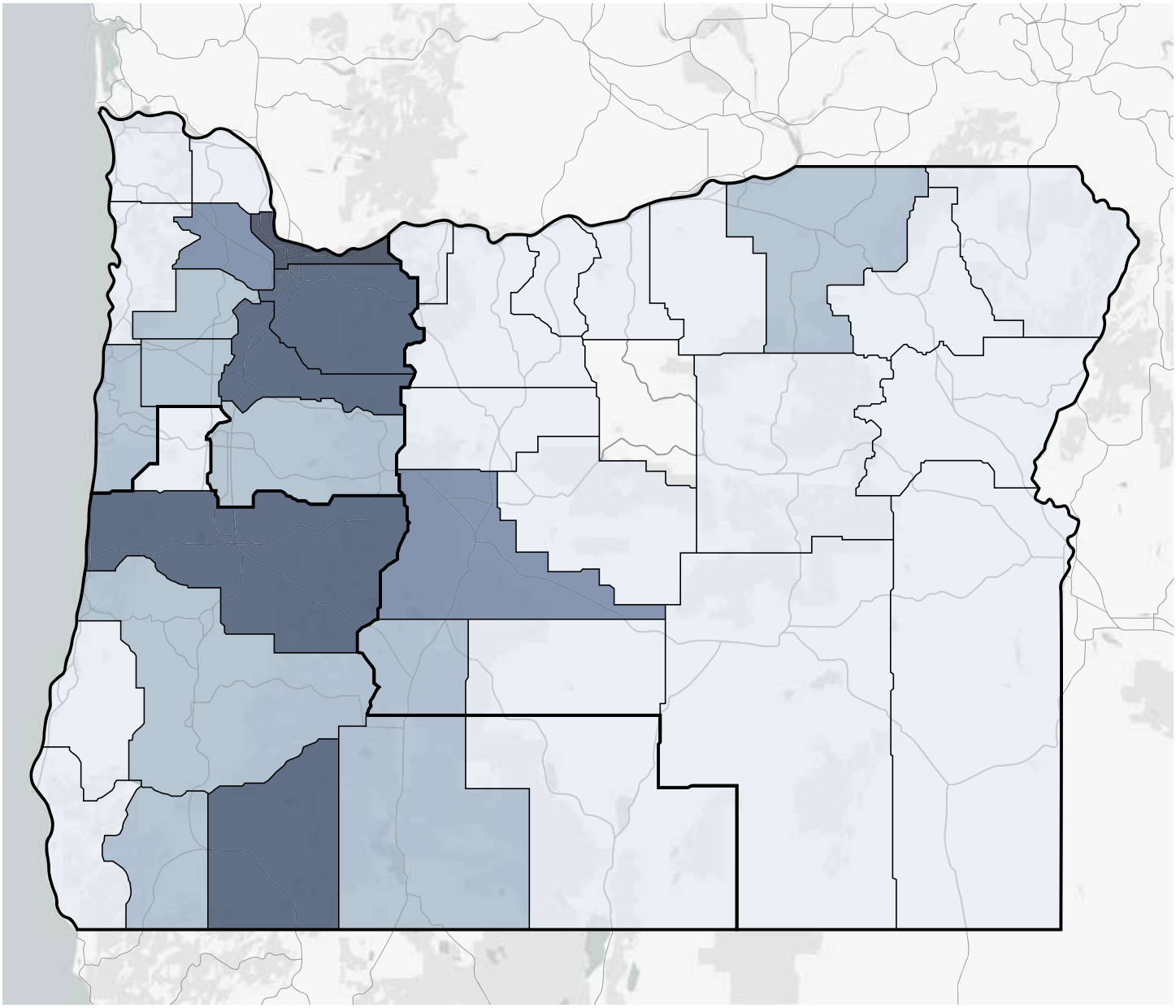
MAJOR HIGHWAYS



KEY

State Border
Major Interstate
Major Highway
Minor Highway

FATAL CRASHES

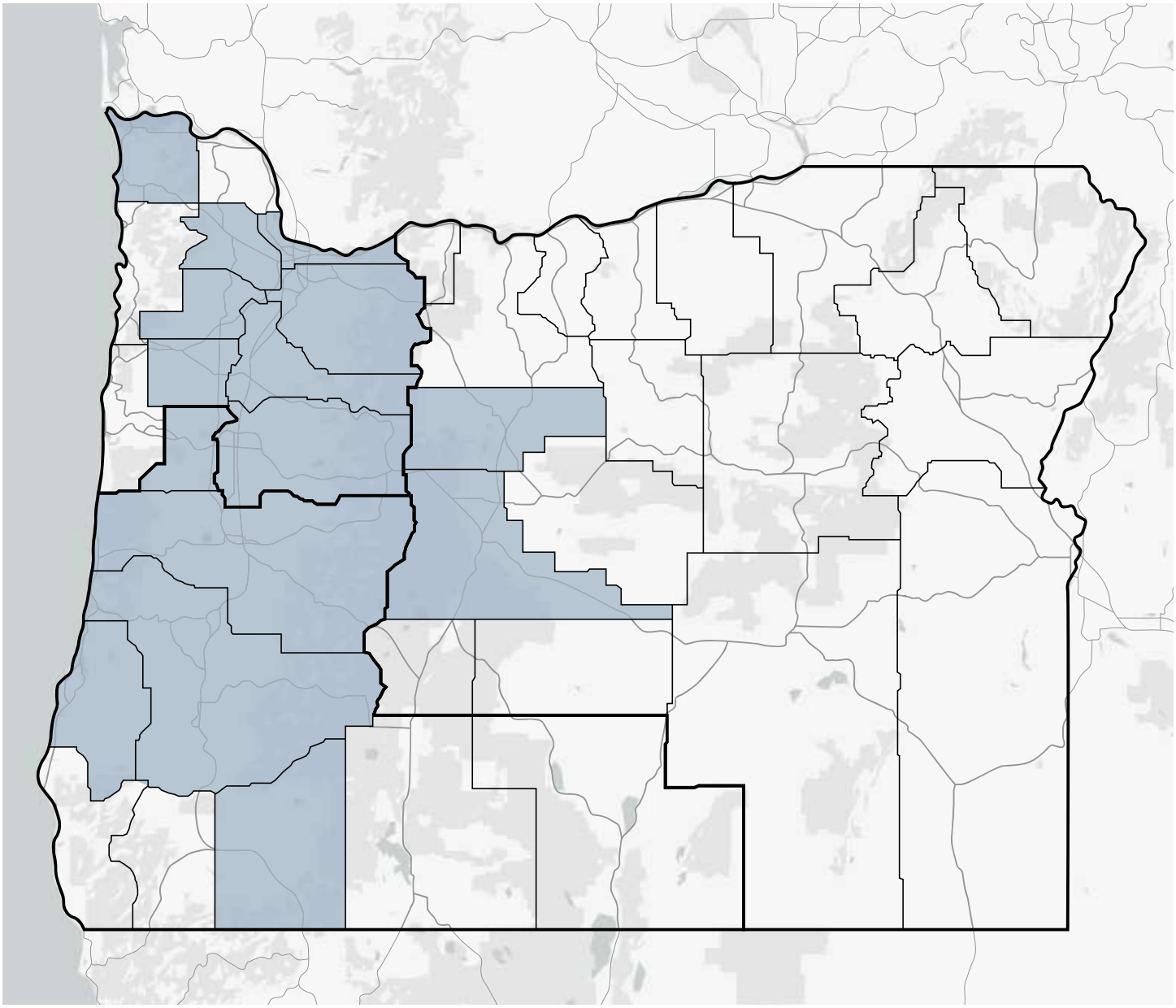


KEY

- 0
- 1-10
- 11-20
- 21-30
- 31-40
- 51-60

Carsh Data from 2016

24 HOUR PATROL

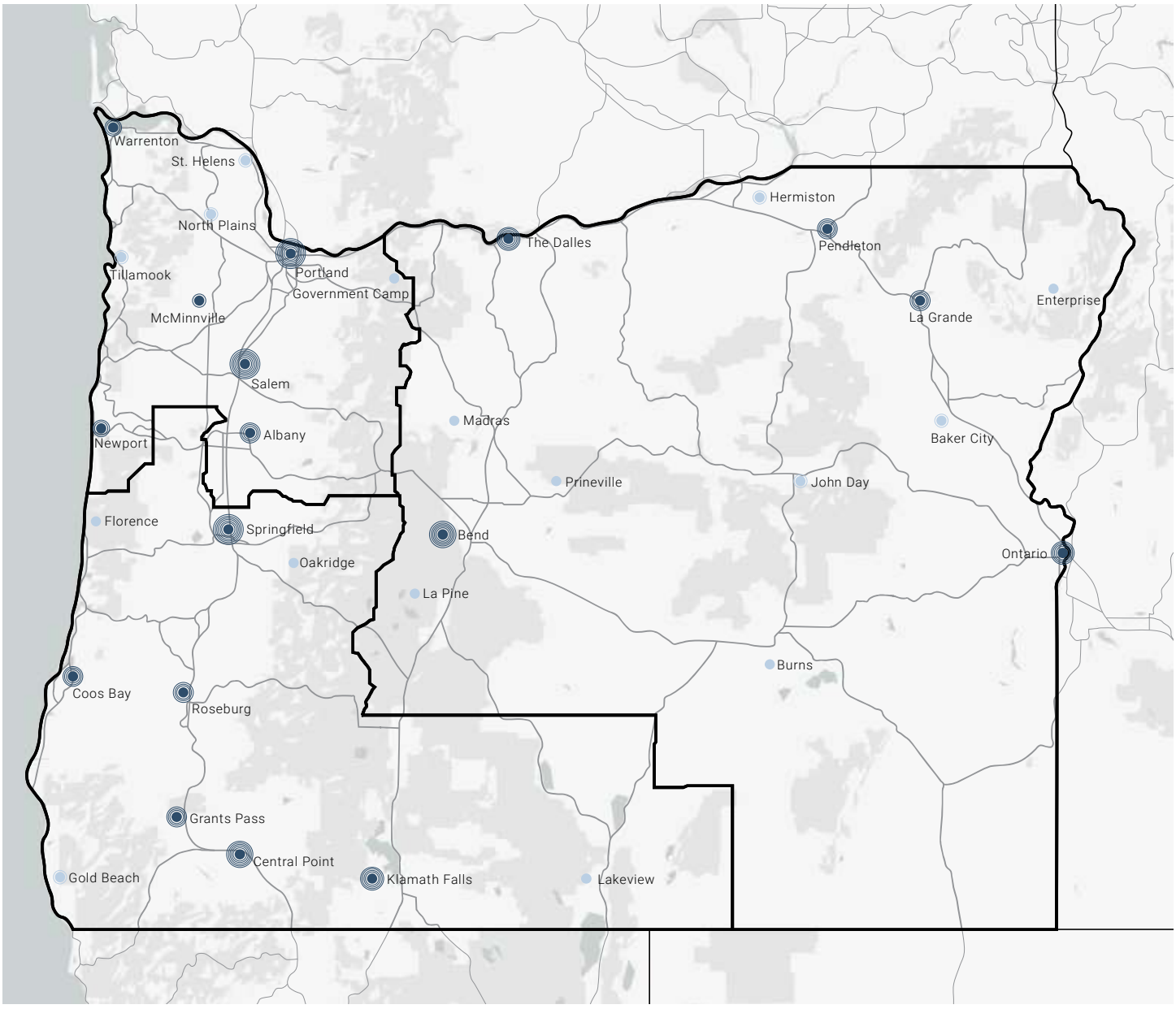


KEY

24 Hour Patrol

24 Hour Patrol Data from 2020

OSP FACILITIES



KEY

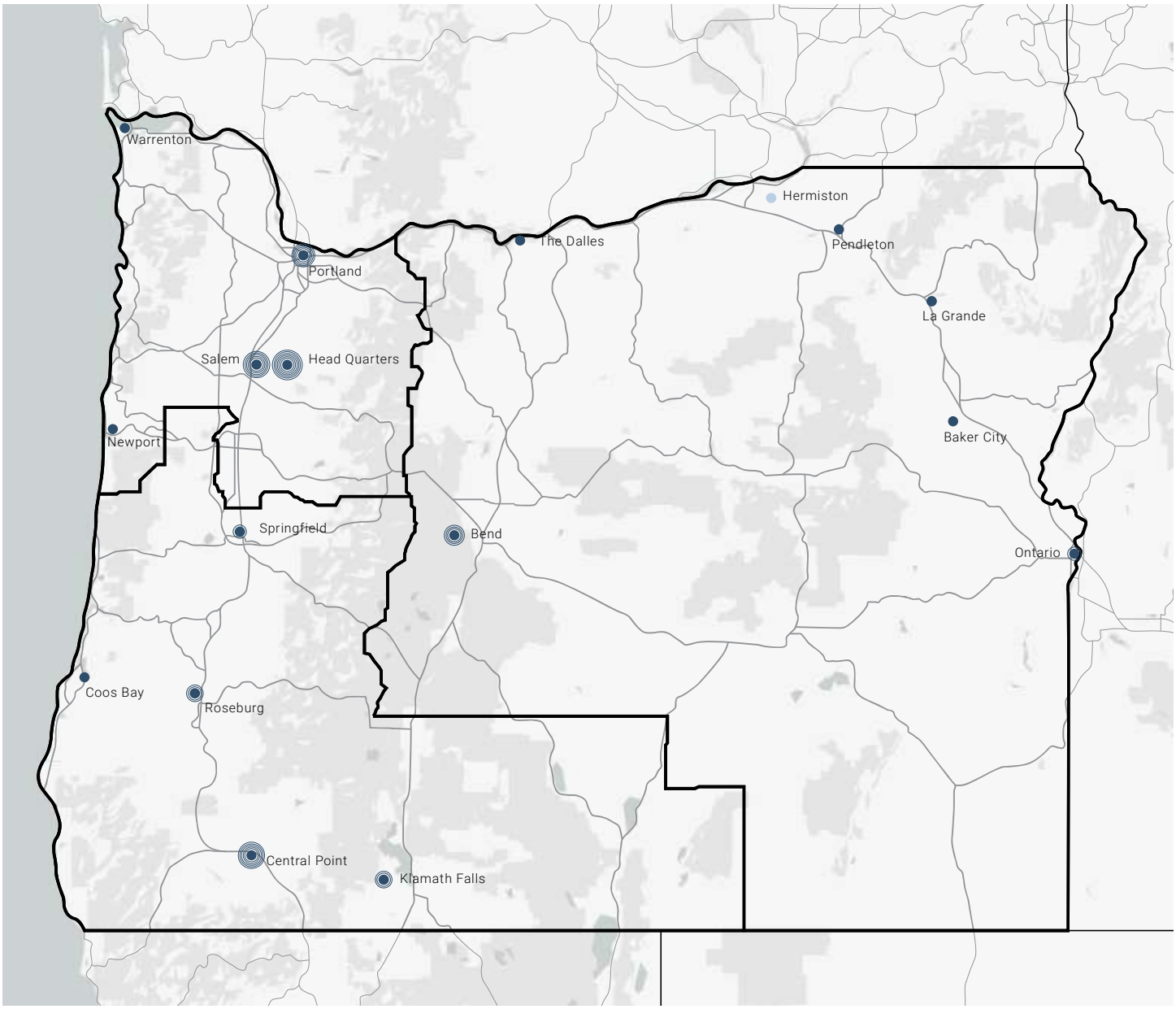
- Area Command
- Worksite

Authorized Strength per Officer

- 0 -5
- 6 - 10
- 11 - 15
- 16 - 20
- 21 - 25
- 26 - 30
- 31 - 35

Facility Data from 2020

MAJOR CRIMES



KEY

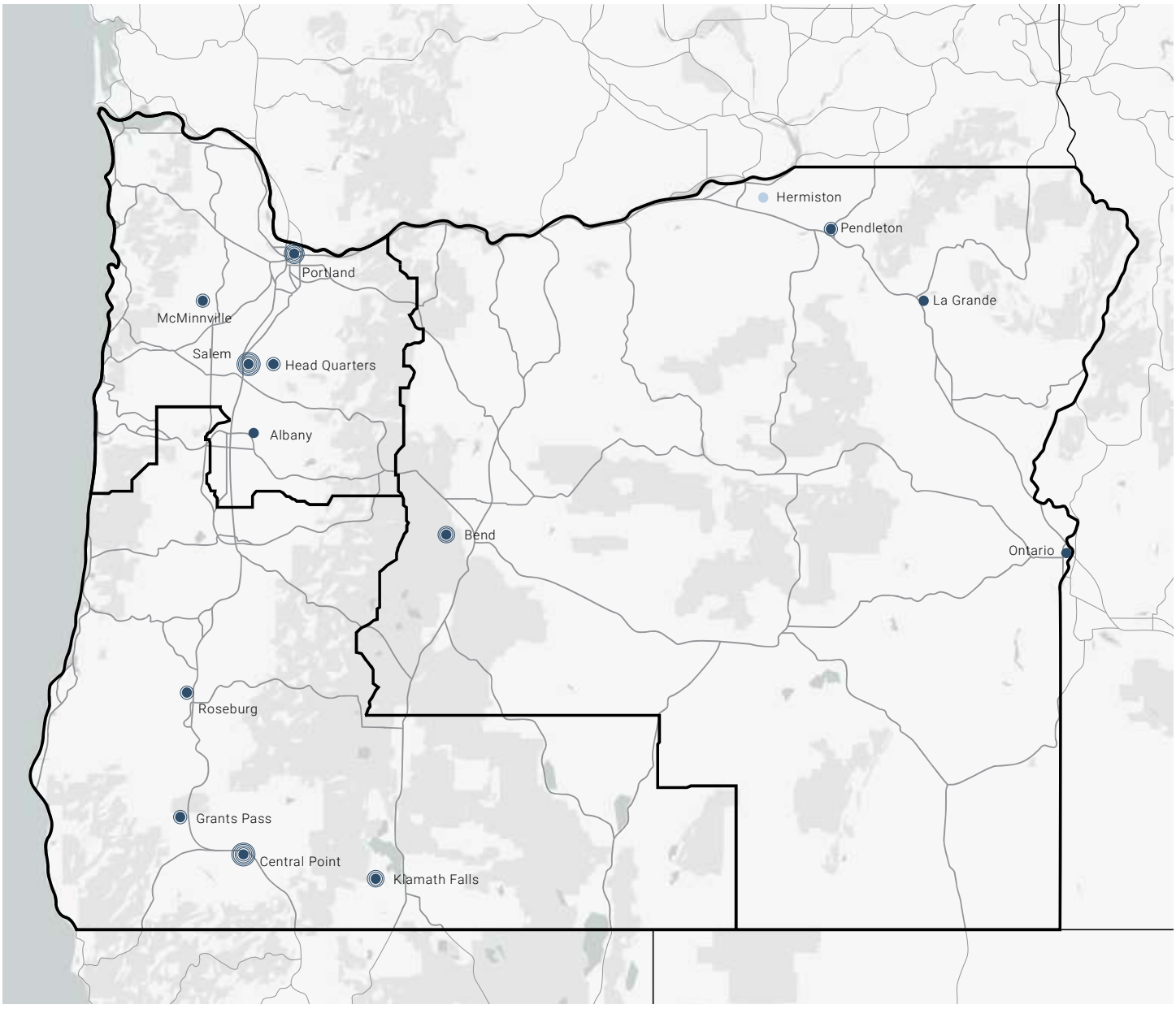
- Area Command
- Worksite

Authorized Strength per Detective

- 1 - 2
- 3 - 4
- 5 - 6
- 7 - 8
- 9 - 10
- 11 - 12
- 13 - 14

Major Crimes Data from April 2020

DRUG TASK FORCE



KEY

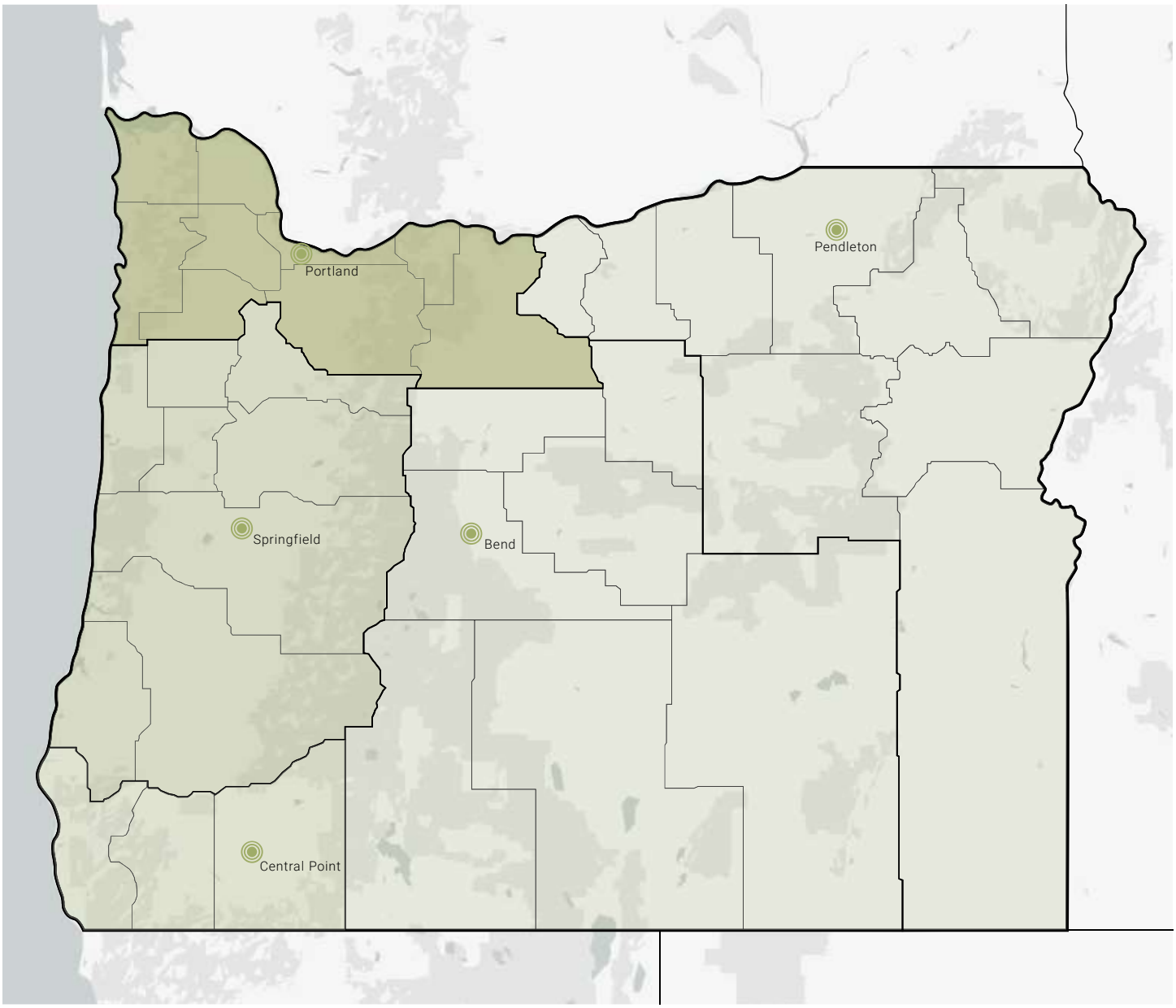
- Area Command
- Worksite

Authorized Strength

- 1
- 2
- 3
- 4
- 5

Drug Task Force Data from April 2020

OSP FORENSIC SERVICES LABS AND DISTRIBUTION



KEY Case Distribution

45% Portland Lab
Biology Processing
Chemistry
DNA
Field Investigations
Firearms / Tool Mark Analysis
Implied Consent Program
Toxicology
Latent Print Analysis
Trace Evidence Analysis

21% Springfield Lab
Biology Processing
Chemistry
Field Investigations
Firearms Processing
Latent Print Analysis
Toxicology
Trace Evidence Analysis

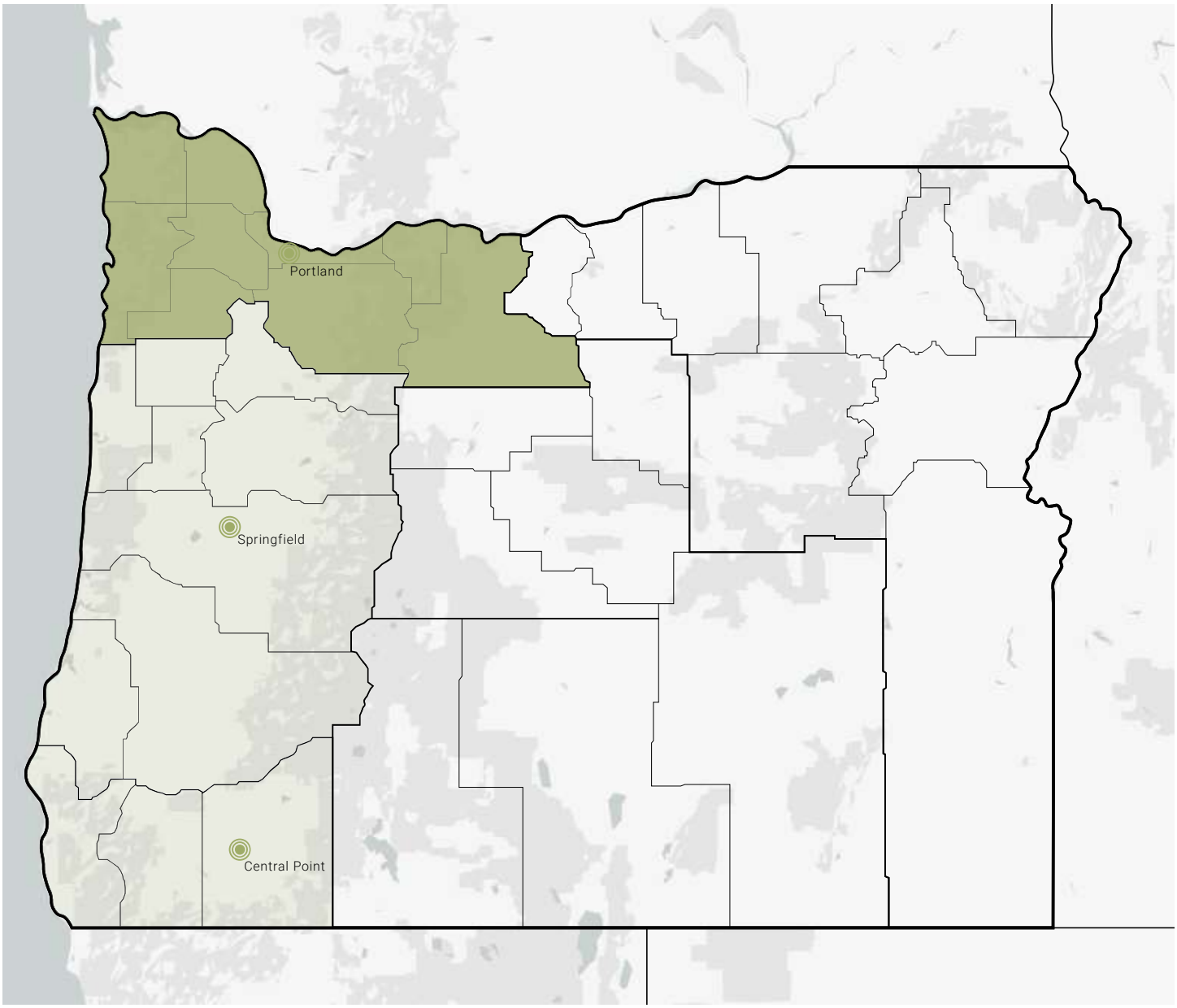
11% Central Point Lab
Biology Processing
Chemistry
Field Investigations
Firearms Processing
Latent Print Analysis
Serial Number Restoration

4% Bend lab
Biology Processing
Chemistry
Field Investigations
Latent Print Analysis

4% Pendleton Lab
Biology Processing
Chemistry
Field Investigations
Firearms Processing
Latent Print Analysis

Forensic Servics Data from 2019

OSP MEDICAL EXAMINER AND DISTRIBUTION

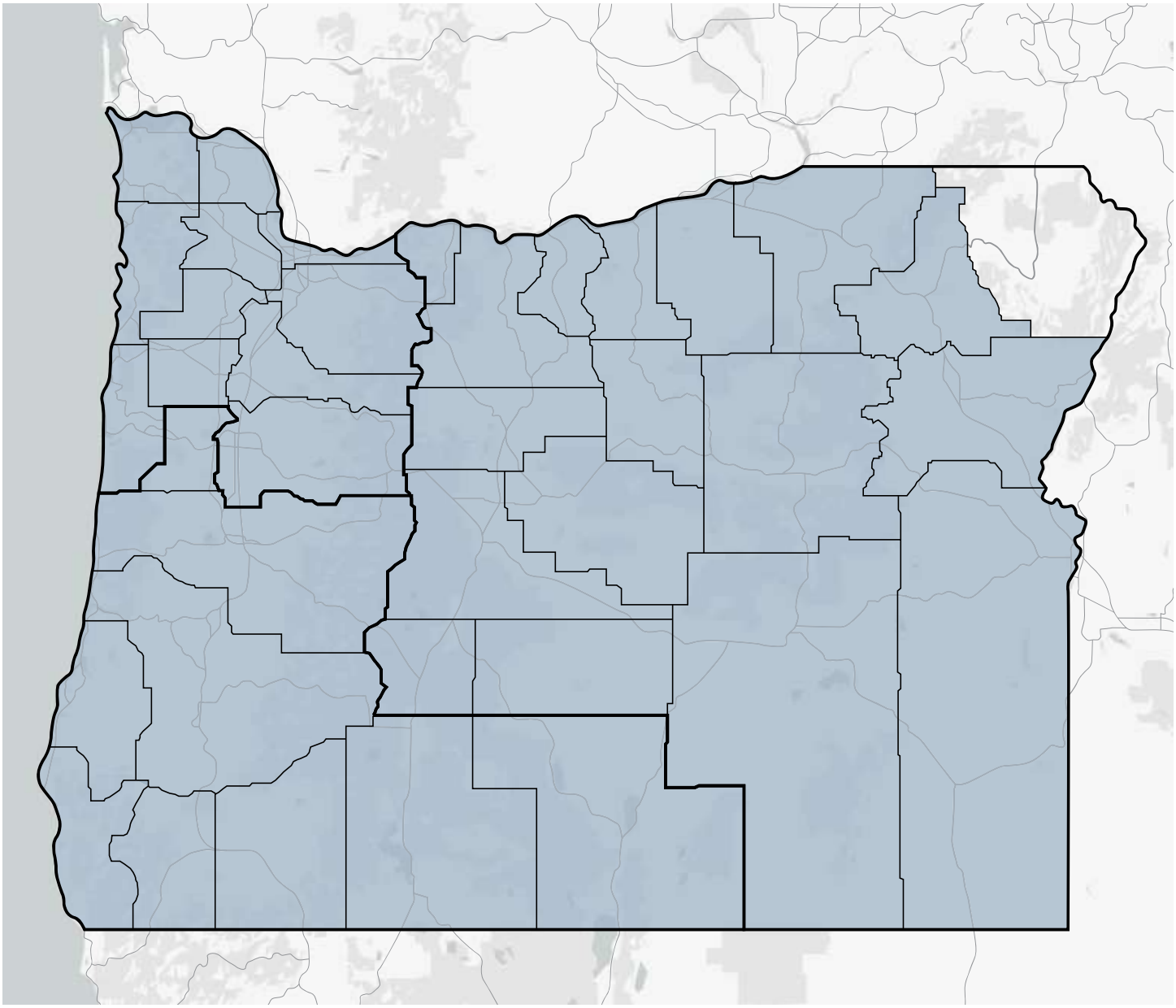


KEY Case Distribution

- 76% Portland Lab
- 12% Springfield Lab
- 12% Central Point Lab

Medical Examiner Data from 2019

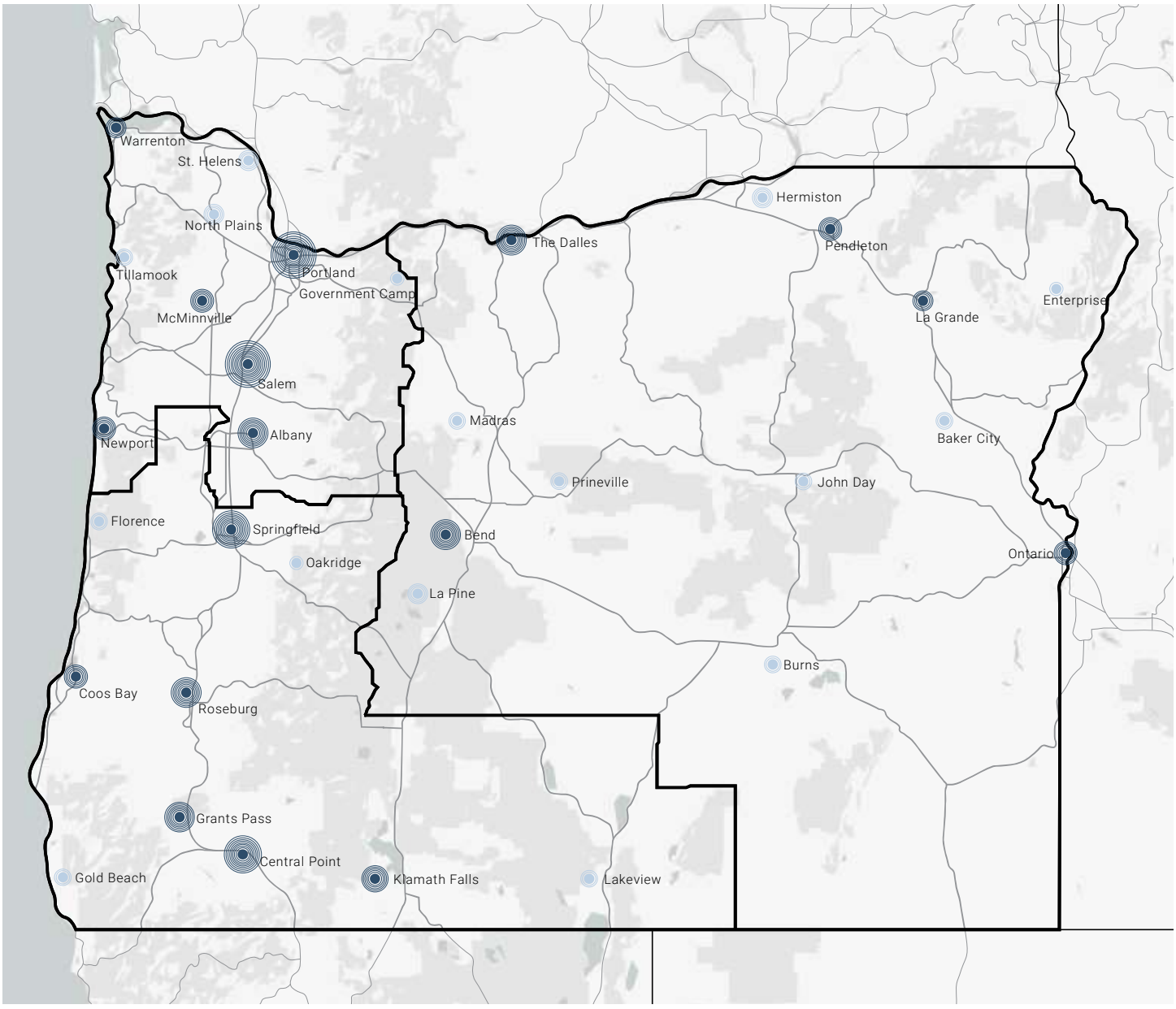
24 HOUR PATROL - 2030



KEY

24 Hour Patrol

OSP FACILITIES - 2030



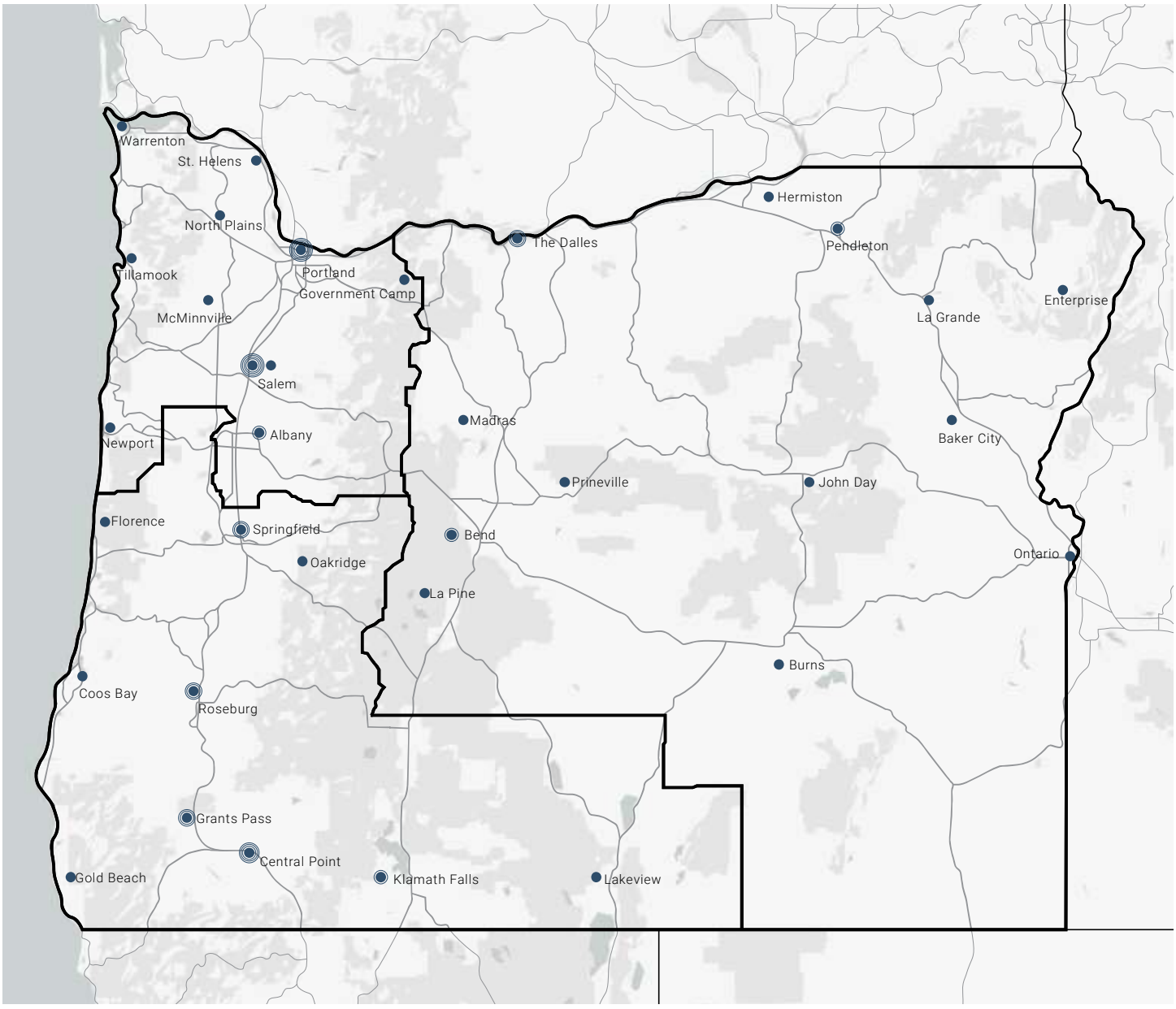
KEY

- Area Command
- Worksite

Authorized Strength per Officer

- 0 -5
- 6 - 10
- 11 - 15
- 16 - 20
- 21 - 25
- 26 - 30
- 31 - 35
- 36 - 40
- 41 - 45
- 46 - 50
- 51 - 55

ASSIGNED CALLS FOR SERVICE



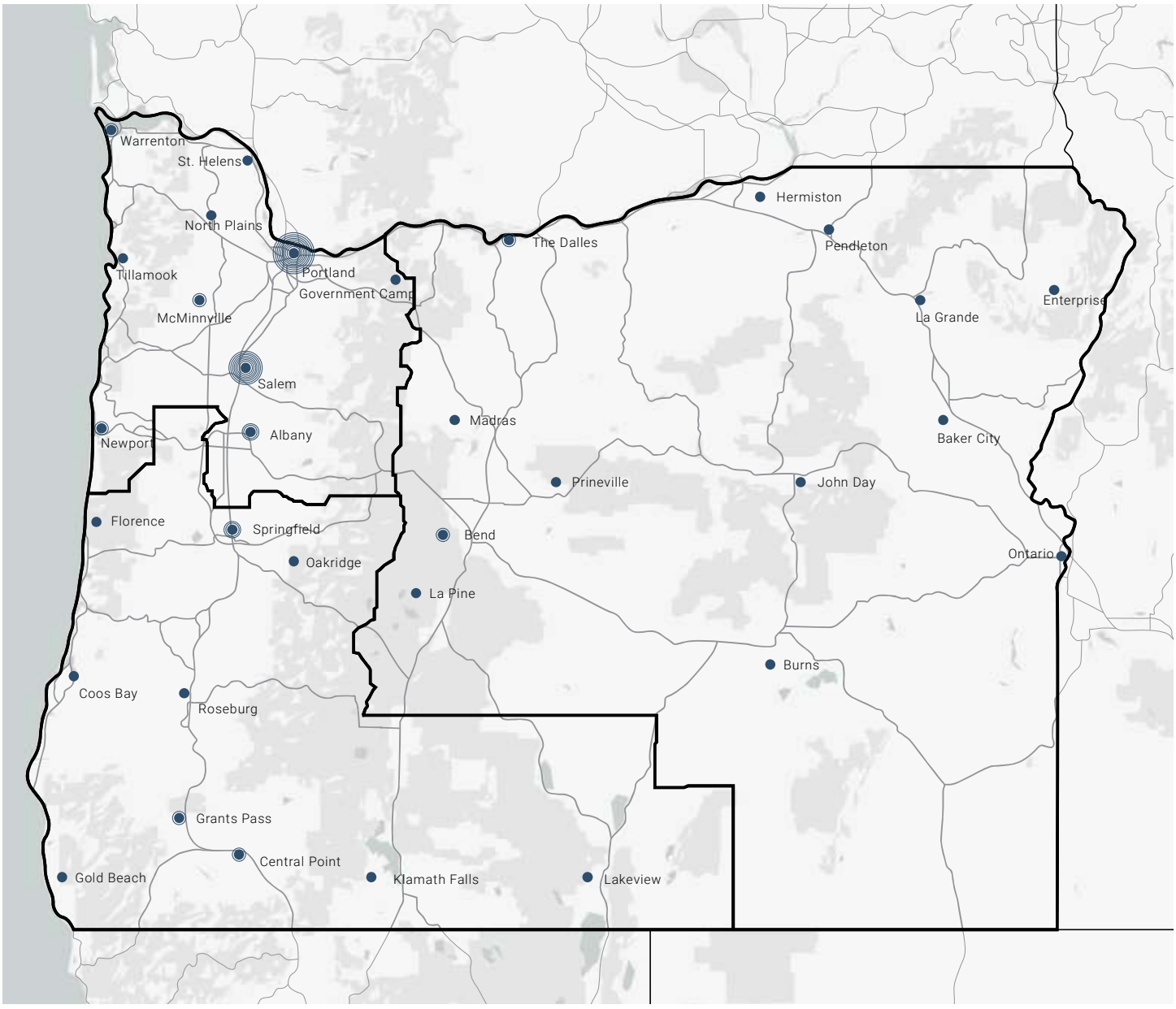
KEY

Percent of Assigned Calls for Service

- 0 -2
- 3 - 4
- 5 - 6
- 7 - 8
- 9 - 10

Calls for Service Data from 2019

UNANSWERED CALLS



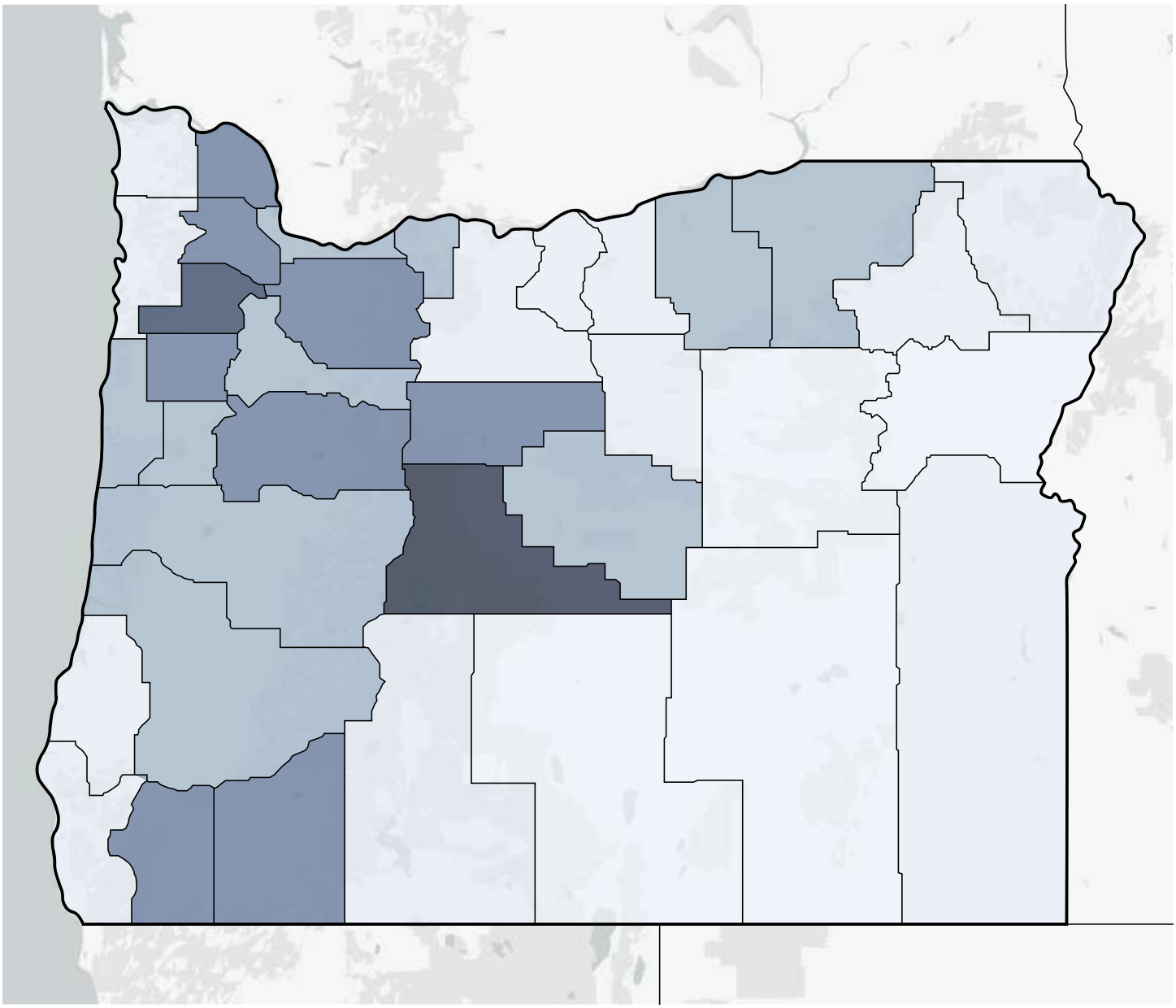
KEY

Percent of Unanswered Calls

- 0 - 2
- 3 - 4
- 5 - 6
- 7 - 8
- 9 - 10
- 11 - 12
- 13 - 14
- 15 - 16
- 17 - 18
- 19 - 20

Unanswered Calls Data from 2019

POPULATION INCREASE



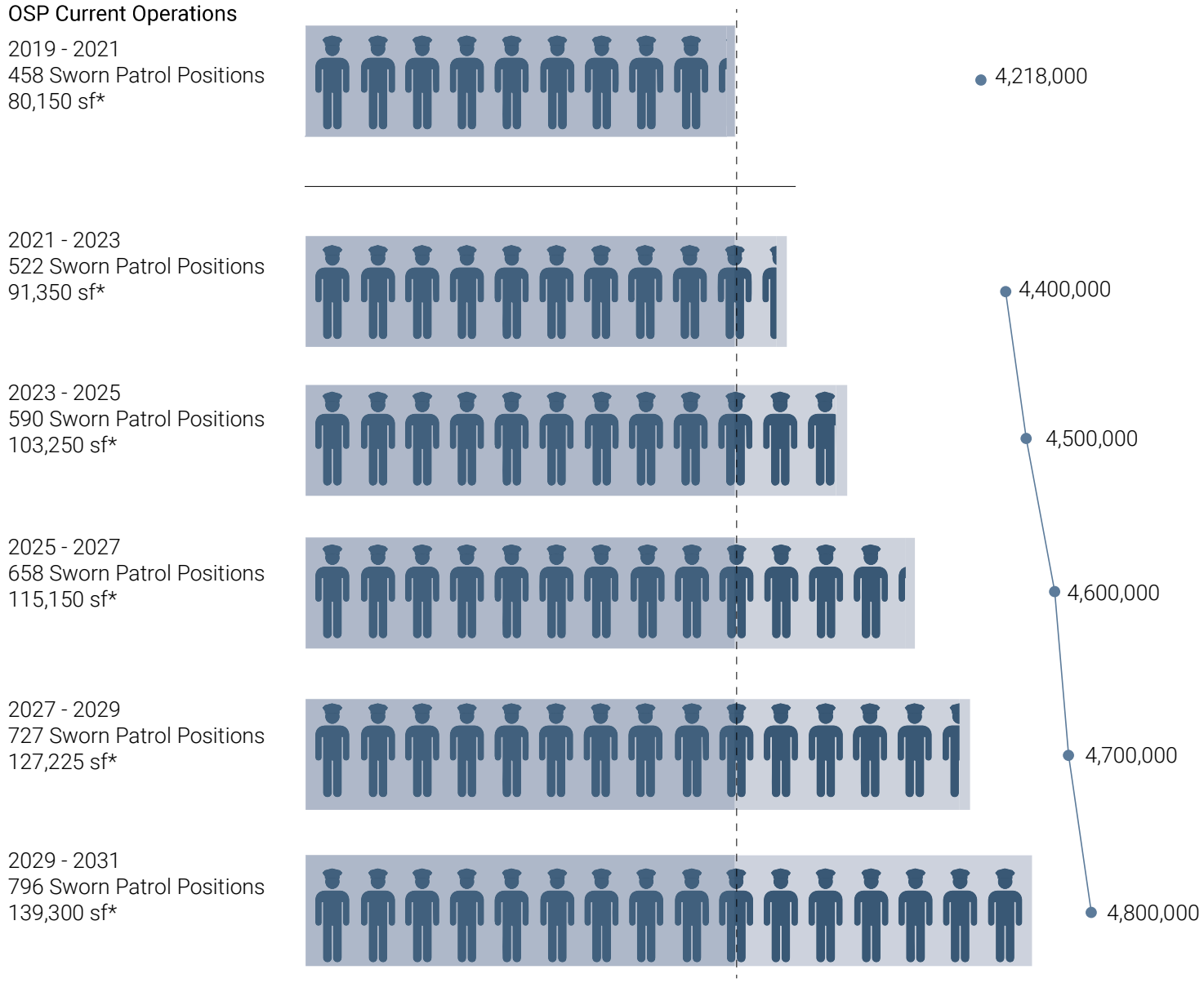
KEY

Percent Increase

- 90 - 100
- 100 - 110
- 110 - 120
- 120 - 130
- 130 -140
- 160 - 170

Major Crimes Data from 2000 - 2016

PATROL SERVICES DIVISION SWORN STAFFING AND FACILITY PROJECTIONS - 10 YEAR PLAN



KEY

- 50 OSP Sworn Staff
- OSP Current Facility Capacity
- Recommended Facility Size
- Projected Oregon Population

Oregon State Police staffing is anticipated to increase in proportion to Oregon's population growth in order to establish a more effective ratio between the number of staff and the civilian population. For example, SB1545 (2020) which ultimately did not pass during the 2020 legislative session proposed increasing the number of Patrol troopers from 8 sworn per 100,000 population to 15 sworn per 100,000 population. OSP facilities need to expand to accommodate this increase in staff numbers, or will even more quickly outgrow their already undersized facilities.

*Square footage calculated using 175 per staff metric for only sworn staff. Does not include vehicles and specialty support spaces.

Step 3 - Prototypes

SUMMARY

The following section shares prototype models for future Oregon State Police projects, using the Springfield Area Command and Lab and the Central Point Command Center and Lab as case studies. The prototypes represent target square footages related to program needs and anticipated staffing numbers.

The prototypes were developed by looking at OSP facilities as state-wide system, while keeping in mind that each location and facility type has its own specific challenges and opportunities. During the initial information-gathering phase, comprehensive staff questionnaires were filled out by patrol operations staff from the Southwest region, as well as Medical Examiner and Forensic staff from across the state. After that, a series of virtual workshops was held online to identify needs specific to Area Command, Forensic Services Lab, and Medical Examiner facilities. The consultant team detailed recent trends specific to each facility type, and OSP staff from across the state were able to share their first-hand experiences with the team.

A number of key findings emerged from the prototype workshops regarding improvements that can be made state-wide. For example, Forensic Services Lab and Medical Examiner case loads could be more efficiently distributed across the state by re-working regional capacity. While Central Point shares many similarities with Pendleton and Bend as a regional model, the Springfield facilities are uniquely positioned to become an enhanced center of OSP services. Furthermore, the facility life of the Portland Forensic Services Lab can be extended by moving several functions to Springfield. Doing so would allow the Portland lab to grow its Biology and DNA processing capacity at the current facility. This is reflected in the increased square footage alloted to Forensic Services Lab and Medical Examiner functions in the Springfield model prototypes.

COMMAND PROTOTYPE MODEL: SPRINGFIELD

The design team facilitated multiple workshops with OSP staff to generate a scalable prototype model for Area Command facilities. The facility attributes and needs were documented in a series of program categories. These are shown in the table below, from 1.00 Public Spaces - 8.00 Evidence / Bag & Tag.

Example Functions in each Program Category

1.00	Public: Lobby, registrants vestibule, interview room, public restroom
2.00	Trooper / F & W / Investigations: Report writing area, offices
3.00	Training / Meeting & Support: Meeting rooms, break room, lockers, trooper equipment storage
4.00	Impairment Processing: Processing space, toilet
5.00	Emergency Communications: Manager and supervisor offices, dispatch work-stations, server room
6.00	Building Support: Mechanical room(s), sprinkler room(s)
7.00	Support Building: Auto repair functions, Fish & Wildlife vehicles, evidence vehicle exam bay
8.00	Evidence / Bag & Tag: Evidence processing room, evidence technician office, evidence storage

With increased staff comes an increased need for space. Some areas have square footage directly tied to the projected number of particular staff positions, for example, the offices for detectives or report writing stations for troopers. Other areas, such as the break room or toilet facilities, have square footage based on the total number of all staff. Still other spaces are factored in using a standard size that is not related to staffing but is instead based on program needs: an interview room, 50-person meeting room, or public lobby.

The prototype was then customized to the unique program needs and staffing projections for Springfield. With these specific needs entered into the spreadsheet, the design team was able to calculate the required building square footage to meet OSP's operational requirements.

All of these categories, 1.00-8.00, are added together as applicable to determine the net square footage of the Main Facility (8,890 sf) and the Support Building (5,565 sf). Beyond this number, a factor needs to be added to account for building circulation, thickness of walls, mechanical shafts, and the like. With that grossing factor added for the Main Facility and Support Building, we reach a total gross square footage of 17,176 sf for the Area Command facilities. It should be noted that the gross square footage of the facility does not include the surrounding area of the site. The site requirements for each facility are calculated as part of the conceptual planning section.

The next layer of information that is provided by this model is the gross square feet of area per staff member. This factor provides a useful check in ensuring that a facility is the appropriate size for the number of staff needed. The Main Building, which houses all of the office functions, has 180 gross sf of area per staff number. This is on track to meet the aggregate space standard of 175 usable square feet per head count put forth in Department of Administrative Services state-wide policy.

Springfield	Year	Number of Staff: Current Staffing 2020	Number of Staff: Move-in Staff 2023	Number of Staff: 20-Year Staffing Estimate 2043	20-Year Area Estimate 2043	Remarks

Area Summary: Oregon State Police Command Center

Springfield

Springfield	Staff / Section 2020	2023	2043	2043
1.00 Public Spaces	0	0	0	530
2.00 Trooper / F & W / Investigations Office Area	42	42	58	2,522
3.00 Training / Meeting & Support Spaces	0	0	0	4,975
4.00 Impairment Processing	0	0	0	343
5.00 Not Used	0	0	0	0
6.00 Building Support	0	0	0	610
7.00 Support Building	1	1	1	
8.00 Evidence / Bag & Tag	1	1	1	
Total OSP Troopers, F&W and Non-lab Staff	**44**	**44**	**60**	
Net Square Footage of Main Facility:				**8,980**
Total Main Building Gross SF (Single Story)	Grossing Factor	20%		1,796
TOTAL GROSS SQUARE FOOTAGE OF SINGLE STORY MAIN BUILDING:				**10,776**
Gross Square Feet of Area of Main Building Per Staff:				**180**

Support Building	
7.00 Support Building	4,217
8.00 Evidence / Bag & Tag	1,348
Net Square Footage of Main Facility:	**5,565**
Total Main Building Gross SF (Single Story) Grossing Factor 15%	835
TOTAL GROSS SQUARE FOOTAGE OF SINGLE STORY SUPPORT BUILDING:	**6,400**
TOTAL GROSS SQUARE FOOTAGE OF FACILITIES:	**17,176**

COMMAND PROTOTYPE MODEL: CENTRAL POINT

The prototype model for the Central Point Command Center utilizes the process outlined for Springfield on the previous page, but is adapted to the unique program needs and staffing projections for Central Point.

For the Central Point model, an additional program category was added (5.00) in order to provide space for the Emergency Communications/ Dispatch function that is located at this facility.

The program category square footages total a net square footage of 13,739 square feet for the Main Facility and 7,323 sf for the Support Building. With a grossing factor added for building circulation, mechanical shafts, etc, we reach a total gross square footage of 24,908 sf for the Central Point Command facilities.

Central Point	Year	Number of Staff: Current Staffing	Number of Staff: Move-in Staff	Number of Staff: 20-Year Staffing Estimate	20-Year Area Estimate	Remarks
		2020	2023	2043	2043	

Area Summary: Oregon State Police Command Center

Central Point

Central Point	Staff / Section 2020	Staff / Section 2023	Staff / Section 2043	2043
1.00 Public Spaces	0	0	0	530
2.00 Trooper / F & W / Investigations Office Area	49	49	70	3,728
3.00 Training / Meeting & Support Spaces	0	0	0	5,320
4.00 Impairment Processing	0	0	0	343
5.00 Emergency Communications / Dispatch	39	39	45	3,208
6.00 Building Support	0	0	0	610
7.00 Support Building	1	1	1	
8.00 Evidence / Bag & Tag	2	2	2	
Total OSP Troopers, F&W and Non-lab Staff	**91**	**91**	**118**	
Net Square Footage of Main Facility:				**13,739**
Total Main Building Gross SF (Single Story)	Grossing Factor	20%		2,748
TOTAL GROSS SQUARE FOOTAGE OF SINGLE STORY MAIN BUILDING:				**16,486**
Gross Square Feet of Area of Main Building Per Staff:				**140**

Support Building	
7.00 Support Building	5,913
8.00 Evidence / Bag & Tag	1,410
Net Square Footage of Main Facility:	**7,323**
Total Main Building Gross SF (Single Story)	Grossing Factor 15% 1,098
TOTAL GROSS SQUARE FOOTAGE OF SINGLE STORY SUPPORT BUILDING:	**8,422**
TOTAL GROSS SQUARE FOOTAGE OF FACILITIES:	**24,908**

FORENSIC SERVICES PROTOTYPE MODEL

This scaleable prototype model for the Oregon State Police Forensic Laboratory System takes into account the many unique attributes and features of this highly specialized building type. In the prototype model the spaces are broken into the series of program categories shown in the table at right, from 1.00 Lab Administration - 8.00 Toxicology, as applicable to each facility. For each program category, staffing projections were used as a factor to size the spaces in a way that accommodates projected growth.

While some categories in the model have square footage directly tied to the projected number of particular staff positions, other areas have square footage based on the total number of all staff. Still other spaces are factored in using a standard size that is not related to staffing but is instead based on program needs. Each of these calculations is based on insights gleaned in the workshops and facility surveys as well as in-depth knowledge of this building type and data from similar projects.

A key outcome of the prototype workshops was the determination that the Springfield Area Command and Lab is uniquely positioned to become an enhanced center of OSP services in its region. To achieve this, staffing in Springfield would see a significant increase over the next 20 years, while OSP facilities in Central Point, Bend, and Pendleton could remain relatively the same size in terms of staffing.

The prototype models reflect this increased staff and service capacity for Springfield to make these targeted state-wide improvements possible. Taking all information together, the models recommend a total gross square footage of 48,016 square feet for the Springfield Forensic Services Laboratory and 9,649 sf for the Central Point lab.

Staffing Forecast
(Other OSP Forensic Services Labs)

Pendleton	Current	2043
1.00 Lab Administration	1	1
2.00 Lab Support/Employee Facilities	0	0
3.00 Evidence Control	1	1
4.00 Biology	1	2
5.00 Chemistry	1	4
6.00 Latent Print Processing	2	2
Total Lab Staff for Facility	**6**	**10**

Bend	Current	2043
1.00 Lab Administration	2	3
2.00 Lab Support/Employee Facilities	0	0
3.00 Evidence Control	1	1
4.00 Biology	2	2
5.00 Chemistry	2	5
6.00 Latent Print Processing	3	2
Total Lab Staff for Facility	**10**	**13**

Portland	Current	2043
1.00 Lab Administration	3	10
2.00 Lab Support/Employee Facilities	0	0
3.00 Evidence Control	5	6
4.00 Biology	32	45
5.00 Chemistry	9	10
6.00 Latent Print Processing	9	5
7.00 Toxicology	19	19
8.00 Trace Evidence	4	4
9.00 Firearms	7	7
Total Lab Staff for Facility	**88**	**106**

Space Name	Year	Number of Staff: Current Staffing	Number of Staff: Move-In Staff	Number of Staff: 20-Year Staffing Estimate	20-Year Area Estimate	Remarks:
		2020	2023	2043	2043	

Area Summary: Oregon State Police Forensic Laboratory System — *Springfield*

Base Laboratory Design/Blood Alcohol/LP Comparison

Springfield	Staff / Section 2020	2023	2043	2043
1.00 Lab Administration	1	5	5	1,415
2.00 Lab Support/Employee Facilities	0	0	0	5,369
3.00 Evidence Control	2	3	4	3,304
4.00 Biology	2	2	2	1,040
5.01 Chemistry/Blood Alcohol	7	9	9	6,768
6.01 Latent Print Process/Comparison	7	15	15	5,415
7.00 Toxicology	5	24	24	13,624
Total Lab Staff for Facility:	**24**	**58**	**59**	
Net Square Footage of Facility:				**36,935**
Grossing Factor 30%				11,081
TOTAL GROSS SQUARE FOOTAGE OF FACILITY :				**48,016**
Gross Square Feet of Area per Lab Staff:				814

Area Summary: Oregon State Police Forensic Laboratory System — *Central Point*

Base Laboratory Design

Central Point	Staff / Section 2020	2023	2043	2043
1.00 Lab Administration	1	1	1	283
2.00 Lab Support/Employee Facilities	0	0	0	1,001
3.00 Evidence Control	1	1	1	616
4.00 Biology	1	2	2	1,040
5.00 Chemistry	4	5	5	3,760
6.00 Latent Print Processing	4	2	2	722
Total Lab Staff for Facility:	**11**	**11**	**11**	
Net Square Footage of Facility:				**7,422**
Grossing Factor 30%				2,227
TOTAL GROSS SQUARE FOOTAGE OF FACILITY :				**9,649**
Gross Square Feet of Area per Lab Staff:				877

MEDICAL EXAMINER PROTOTYPE MODEL

Similar to the Forensic Services Laboratory scaleable prototype, this model for the Oregon State Police Medical Examiner System takes into account the many unique demands of the program and the information gleaned through staff surveys and workshops.

A major takeaway from the existing facility tours, staff surveys, and prototype workshops was the need to significantly increase medical examiner capacity state-wide. Right now, 76% of the medical exam case load is directed to Portland, with the remaining cases evenly split between Springfield and Central Point. However, the Portland facility reaches capacity every 4-6 weeks, and more rural areas in the state remain drastically underserved.

The National Association of Medical Examiners recommended Oregon should perform 3,259 autopsies per year based on population. Due to lack of facilities, Oregon performed only 846 in 2017, 728 in 2018, and 759 in 2019. This has many repercussions state-wide; for example, it is worth noting that autopsies are an important public health surveillance tool. Investment in OSP Medical Examiner facilities will allow for continued progress toward national standards and more equitable service distribution across the state.

The size of a Medical Examiner facility is driven by the number of autopsies desired and number of certified pathologists to perform them. The prototype models reflect the increased staff and service capacity that is needed in order to make these key improvements to state wide services possible. Springfield's central location along I-5 allows OSP to strategically invest in medical examiner services to both maximize the existing facility life in Portland as well as right size Central Point to fit on the existing site OSP owns.

The spaces are broken into the series of categories shown in the table at right, from 1.00 Public Entry - 4.00 Sally Port/ Storage. For each program category, staffing projections were used as a factor to size the spaces in a way that accommodates projected growth. The program category totals are added up to determine the net square footage for each laboratory. Beyond these numbers, a factor needs to be added for building circulation, thickness of walls, mechanical shafts, and the like. Taking all of this information together, the models recommend a total gross square footage of 22,309 square feet for the Springfield Medical Examiner and 12,413 sf for the Central Point Medical Examiner.

Staffing Forecast
(Other OSP Medical Examiner Locations)

Portland	Current	2043
1.00 Public Entry	0	0
2.00 Administrative Offices	13	33
3.00 Autopsy Complex	0	0
4.00 Sally Port / Storage	0	0
Total Lab Staff for Facility	**13**	**33**

Area Summary: Oregon State Police Medical Examiner System — *Springfield*

Springfield	Staff / Section 2020	2023	2043	2043
1.00 Public Entry				918
2.00 Administrative Offices	1	3	18	4,181
3.00 Autopsy Complex				7,529
4.00 Sally Port/Storage				4,534
Total Lab Staff for Facility:	**1**	**3**	**18**	
Net Square Footage of Facility:				**17,161**
Grossing Factor 30%				5,148
TOTAL GROSS SQUARE FOOTAGE OF FACILITY :				**22,309**
Gross Square Feet of Area per Lab Staff:				1,239

Area Summary: Oregon State Police Medical Examiner System — *Central Point*

Central Point	Staff / Section 2020	2023	2043	2043
1.00 Public Entry				918
2.00 Administrative Offices	2	2	5	2,187
3.00 Autopsy Complex				4,563
4.00 Sally Port/Storage				1,881
Total Lab Staff for Facility:	**2**	**2**	**5**	
Net Square Footage of Facility:				**9,549**
Grossing Factor 30%				2,865
TOTAL GROSS SQUARE FOOTAGE OF FACILITY :				**12,413**
Gross Square Feet of Area per Lab Staff:				2,483

04 CONCEPTUAL PLANNING & COST

OVERVIEW

The next step is to propose a conceptual development plan and cost with design criteria for new facilities established using prototypes customized to the unique program needs and staffing projections for both Springfield and Central Point. Both locations have a strong case to be made for making improvements as soon as is viable.

Why Springfield

Investing in the Springfield facilities now would have many benefits and make a positive impact for decades to come. Area Command functions would directly benefit from significant improvements to the cramped spaces and lack of security that staff currently face. On top of this, the increased capacity proposed for Springfield Forensic Services and Medical Examiner functions would take the disproportionate case load burden off of the Portland facility.

This investment would also be a major improvement to Oregon State Police department resiliency. In the event of an earthquake or other infrastructure collapse in Portland, the whole state would not have to rely so heavily on one OSP facility. With its central location on I-5, population in central Oregon rapidly growing, and proximity to the University of Oregon for forensic science recruitment and training, Springfield is the clear choice for an enhanced center of OSP services in the region. The facility lease with ODOT expires in 2023, so now is the time to plan next steps.

Why Central Point

In order to provide effective public safety services into the future, investment in the Central Point facility also needs to happen now. The Central Point facility is currently the only location owned, and not leased, by OSP. However, the infrastructure of the facility itself remains in its original conditions and has not been improved in 23 years. This is resulting in significant deficiencies in terms of resiliency, security, operations, and building environment, as evidenced in the existing facilities portion of this report.

The area surrounding Central Point has experienced a large population growth over recent years. This increased demand has caused the availability of OSP services, particularly of the Medical Examiner, to fall significantly behind. Travel distance is a key factor in the ability to provide these services, with rural areas being the most under-served. Central Point is well-positioned to expand its service region further into Southern and Central Oregon if its Medical Examiner facility can increase service capacity.

COST SUMMARY

The following pricing summary is a Rough Order of Magnitude (ROM) cost estimate. Since the project is not designed, the cost estimating comes from market research applied to the square footage of the program.

Direct Construction Costs

Pricing starts with the Direct Construction Cost, also known as Hard Costs. This includes cost per square foot values for the direct material and labor costs associated with each facility type. A percentage is then applied to these ROM values to factor in contingency and contractor markups. The resulting construction budget represents the total amount incurred by the general contractor to construct the facility.

ROM Values

The Project Team used comparable projects to generate a baseline number for each facility type that will be part of Springfield and Central Point projects. This includes Area Command, Warehouse, Dispatch, Crime Lab, and Medical Examiner operations. Both FFA and MWL have design and constructed over 20 comparable facilities both locally and nationally to draw data from. This data was provided to the cost estimating consultant, RLB, as part of the cost estimating process. RLB added this information to their construction data base, escalated each project accordingly to a 2020 budget, and then tailored each value to regional factors specific to Springfield and Central Point. The average from these projects allowed the team to have a fair and realistic cost to apply to the building square footage. The resulting ROM values are comparable to other facilities being built in the region.

Comparable Facility ROM Costs

Hard Costs	Springfield	Central Point
Area Command	$ 347.00 sf	$ 354.00 sf
Warehouse	$ 285.00 sf	$ 291.00 sf
Dispatch	-	$ 362.00 sf
Forensic Services Lab	$ 395.00 sf	$ 404.00 sf
Medical Examiner	$ 475.00 sf	$ 485.00 sf
Developed Site Area	$ 55.00 sf	$ 62.00 sf

Contingency

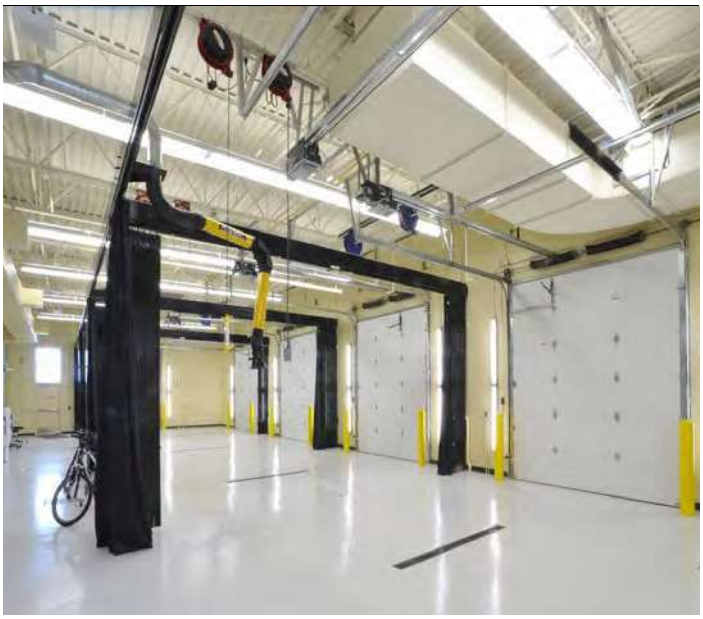
In this early stage, since nothing is drawn or detailed, an estimating contingency percentage is also applied to the direct construction cost. We recommend this starts at 15% for new construction and 20% for remodels in the ROM cost phase and then as the design develops, the percent contingency held will reduce.

Contractor Markups

The general contractor then applies a markup to cover the contractor's overhead and profit, bonding and insurance, and general conditions. The contractor markups also include the 1.5% for green technology (ORS 279C and OAR 330-135-0010) and 1% for art (ORS 276.080). The industry average is 19.5%.

Soft Costs

Soft costs are a percentage that gets applied to the hard cost total. This percentage will include all of the other factors that go into a project including: Architectural and Engineering design fees, geotechnical reports, site surveys, and special inspections, building permits and System Development Charges (SDC), furniture and A&V systems, etc. Land acquisition and temporary operational requirements are not factored into either hard costs or soft costs and will need to be estimated separately by the OSP.



Escalation

Through market research and the current trends in construction escalation, the Project Team estimated a base number of the Total Proposed Project Budget, the hard costs and soft costs totaled together. This number is based on the current 2020 market. The Portland area has recently had one of the highest year-over-year rate increases in the comparative cost of construction, it is typically recommend to apply a 7% compounding factor to the 2020 construction budget. It is still uncertain how COVID-19 will impact the economic conditions but considering the recent developments we have lowered this escalation to 3.5% in 2021, 4.5% in 2022, and 4.0% in 2023. Each year construction is held off, the total number will escalate.

CONCEPTUAL PLAN & COST: SPRINGFIELD AREA COMMAND

The Springfield Facility estimated cost chart to the right takes the square footage areas from the Springfield Area Command prototype model and extrapolates a proposed project budget ROM cost. The estimated cost chart for the Springfield Forensic Services Lab and Medical Examiner facility is broken out as a separate project on the next spread.

Financial Logic

Cost savings can be achieved by developing the Springfield Area Command facilities on a separate site from Forensic Services and Medical Examiner facilities, for a couple of reasons. For example, Area Command functions necessitate a location very close to I-5, which comes with a cost premium. Additionally, the Area Command components are the only program areas that are required to be developed to essential facility standards. These enhanced requirements add significant resiliency, but also add necessary cost. By separating the Area Command site from Forensic Services and Medical Examiner functions, each element is built to the level that makes sense in terms of design and budget.

Facility Size

The current building in Springfield has 13,548 sf total, across all disciplines. The prototype model identified the need for 17,176 sf, just for Area Command functions. This is an increase in built area of more than 20% from the current building, on top of expanded site development needs.

Site

The proposed development strategy is to locate the Area Command facility on a site that is close to I-5 and built to essential facility standards. The existing site in Springfield does not meet current needs, much less provide space for future growth. By locating the Springfield Area Command on a new site, it can be purpose-built and accomplish OSP's goals of maximizing agency productivity, employee satisfaction, and public perception for years to come.

Springfield Facility Size Data

Area Command Site	
Area Command	10,776 sf
Warehouse	6,400 sf
Total Building	**17,176 sf**
Developed Site	30,980 sf
Total Site	**87,120 sf (2 acres)**

Springfield Area Command Estimated Cost

Direct Construction Cost			
Area Command			
Area Command (10,776 sf)		$ 347 / sf	$ 3,739,272
Warehouse (6,400 sf)		$ 285 / sf	$ 1,824,000
Site (30,980 sf)		$ 55 / sf	$ 1,703,900
		Sub-Total:	$ 7,267,172
Estimated Contingency	15%		$ 1,090,076
Contractor Mark-Ups	19.5%		$ 1,629,663
Proposed Construction Budget	**2020**		**$ 9,986,911**
Soft Costs			
Project Soft Costs	30%		$ 2,996,073
Proposed Project Budget	2020		$ 12,982,984
	2021	(3.5%)	$ 13,437,388
	2022	(4.5%)	$ 14,042,071
	2023	**(4.0%)**	**$ 14,603,754**
	2024	(4.0%)	$ 15,187,904
	2025	(4.0%)	$ 15,795,420

CONCEPTUAL PLAN & COST: SPRINGFIELD FORENSIC LAB & M.E.

The Springfield Facility Estimated Cost chart to the right takes the square footage areas from the prototype models for the Springfield Forensic Services Laboratory and Medical Examiner facilities and extrapolates a proposed project budget ROM cost.

Financial Logic

In addition to all of the state-wide improvements to OSP services previously mentioned, developing the Springfield facilities as proposed makes financial sense in that it will be the minimum investment for the most gain over the long term. With this model the Forensic Services facilities in Pendleton, Bend, Central Point, and Portland could remain their current sizes but OSP would still be able to increase services and accommodate future expansion, keeping pace with population increases. Investing in built-to-suit new facilities in Springfield is less expensive than remodeling all OSP Forensic Labs to handle the projected growth. Indeed, it would still allow for forensic service expansion in Portland by shifting certain services and training functions to Springfield. In turn, this strategy generates the most utility out of the Portland Medical Examiner and Forensic Services facility before a remodel becomes an absolute necessity.

Facility Size

By combining forensic lab and medical examiner services under one roof, OSP can make use of efficiencies in programming to consolidate certain space needs. Even still, the recommended square footages from the prototype model illustrate a need for an increase in size of nearly six times that of the current facility in order to provide the service levels and staffing targets established for Springfield. This underscores the urgent need for growth in order to bring OSP facilities up to recommended standards.

Site

It would best suit the needs and duties of the Oregon State Police to have Forensic Services and Medical Examiner facilities co-located on a shared site. The location of this OSP facility provides an opportunity for the Forensic Services and Medical Examiner to be close to the University of Oregon. Springfield is poised to become the primary OSP training area for the state, and these disciplines would benefit from recruitment and education partnerships.

Springfield Facility Size Data

Forensic Services Lab + Medical Examiner Site	
Forensic Services Lab	48,016 sf
Medical Examiner	20,625 sf*
Total Building	**68,641 sf**
Developed Site	76,830 sf
Total Site	**217,800 sf (5 acres)**

*Square footage does not include county death investigators. See 6/2/2020 FFA memo for square footage assigned to county death investigators and future scalability.

Springfield Forensic Services Lab & Medical Examiner Estimated Cost

Direct Construction Cost			
Forensic Science Lab & Medical Examiner			
Forensic Services Lab (48,016 sf)		$ 395 / sf	$ 18,966,320
Medical Examiner (20,625 sf)		$ 475 / sf	$ 9,796,875
Site (76,830 sf)		$ 55 / sf	$ 4,225,650
		Sub-Total:	**$ 32,988,845**
Estimated Contingency	15%		$ 4,948,327
Contractor Mark-Ups	19.5%		$ 7,397,748
Proposed Construction Budget	**2020**		**$ 45,334,920**
Soft Costs			
Project Soft Costs	30%		$ 13,600,476
Proposed Project Budget	2020		$ 58,935,396
	2021	(3.5%)	$ 60,998,135
	2022	(4.5%)	$ 63,743,051
	2023	**(4.0%)**	**$ 66,292,773**
	2024	(4.0%)	$ 68,944,483
	2025	(4.0%)	$ 71,702,263

CONCEPTUAL PLAN & COST: CENTRAL POINT

The Central Point Facility Estimated Cost chart to the right takes the square footage areas from the prototype models for the Springfield Area Command, Forensic Laboratory, and Medical Examiner facilities and extrapolates a proposed project budget ROM cost.

Financial Logic

At this point, the significant deficiencies in the current building point to a new building being a potential development strategy. With numerous roof leaks, no LED lighting, non-essential structure, and an extensive list of deferred maintenance, the building has not been improved in 23 years. Facility improvements should be made now, so that deferred maintenance does not continue to add up into a more costly expense later.

With the Central Point facility, Oregon State Police already owns the land via a 2017 transfer from DAS and debt service on the property has a pay-off date in 2021. Therefore, the goal would be to utilize the existing site in order to make the best use of this investment.

Facility Size

The prototype models for Central Point show that a significant increase of square footage is needed beyond the area provided currently. At the existing Central Point facility, the Medical Examiner functions provided are only a small fraction of what is needed. Furthermore, the extent of deficiencies with the Crime Lab points towards a complete re-design of this area being the most effective strategy. The current facility is 23,470 sf, and the proposed facility would double the current size.

Site

The proposed building and site requirements will fit on the current Central Point property. Since Area Command functions need to be built to essential facility standards but the other uses do not, if that section of the building could be portioned off it could result in cost savings. More exploration is needed to determine how a variety of proposed options could fit on the existing site and utilize areas of the existing building. Each option has its own pros and cons.

The site is located within a base flood zone which is considered a Special Flood Hazard Area. Any future development in this zone is subject to limitations and requirements for “Critical Facilities”. Beyond that, operational needs for each program component will affect its position on the site.

Central Point Facility Size Data

Area Command & Dispatch	16,486 sf
Warehouse	8,422 sf
Forensic Services Lab	9,649 sf
Medical Examiner	11,626 sf*
Total Building	**46,183 sf**
Developed Site	58,257 sf
Total Site	**151, 441 sf (3.5 Acres)**

*Square footage does not include county death investigators. See 6/2/2020 FFA memo for square footage assigned to county death investigators and future scalability.

Central Point Facility Estimated Cost

Direct Construction Cost			
Area Command (13,278 sf)		$ 354 / sf	$ 4,700,412
Warehouse (8,422 sf)		$ 291 / sf	$ 2,450,802
Dispatch (3,208 sf)		$ 362 / sf	$ 1,161,296
Forensic Services Lab (9,649 sf)		$ 404 / sf	$ 3,898,196
Medical Examiner (11,626 sf)		$ 485 / sf	$ 5,638,610
Site (58,257 sf)		$ 62 / sf	$ 3,611,934
Demolition (23,470 sf)		$ 16 / sf	$ 375,520
		Sub-Total:	$ 21,836,770
Estimated Contingency	15%		$ 3,275,516
Contractor Mark-Ups	19.5%		$ 4,896,896
Proposed Construction Budget	2020		$ 30,009,181
Soft Costs			
Project Soft Costs	30%		$ 9,002,754
Proposed Project Budget	2020		$ 39,011,936
	2021	(3.5%)	$ 40,377,353
	2022	(4.5%)	$ 42,194,334
	2023	(4.0%)	$ 43,882,108
	2024	(4.0%)	$ 45,637,391
	2025	(4.0%)	$ 47,462,887

CONCEPTUAL PLAN & COST: CENTRAL POINT - ALTERNATE

An alternate scheme proposed for the Central Point facility would remodel the existing buildings and add additional square footage in phases, as shown in the diagrams to the right. Cost savings are achieved by utilizing as much existing infrastructure as possible. This alternate scheme also meets the prototype size recommendations for the facility.

Financial Logic

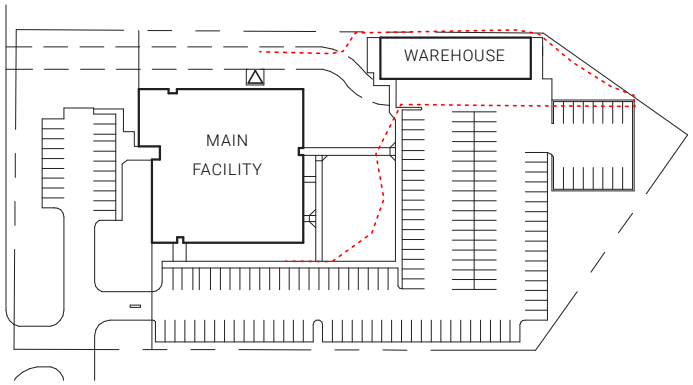
The estimated cost chart on the next page has been adjusted to include renovation costs. The costs per square foot of these categories reflect the anticipated scope of replacing vs. renovating existing building infrastructure. For example, much of the existing structure and electrical system can be utilized, but new HVAC and LED lighting would need to be added.

Facility Size

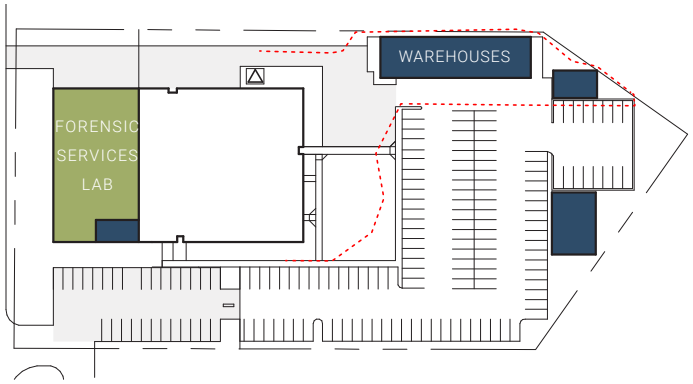
A significant increase of square footage is needed beyond the current building. As shown in the diagrams to the right, it is possible to fit this additional square footage on the existing site. Construction would be carried out in phases in order to minimize disruption to existing facility operations.

Site

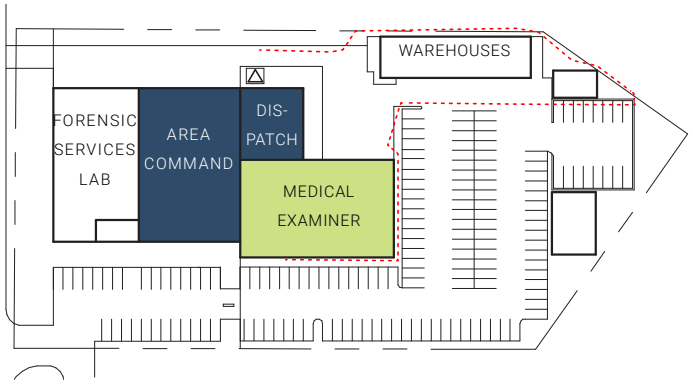
The site is located within a base flood zone which is considered a Special Flood Hazard Area. Any future development in this zone is subject to limitations and requirements for "Critical Facilities". As shown in the option to the right, all building functions except for a small portion of warehouse functions can be sited outside of the Flood Hazard Area. Some sitework will be needed in order for the new design to be functional, including the relocation of public parking and the addition of a service drive.



EXISTING: Main Facility & Support Building



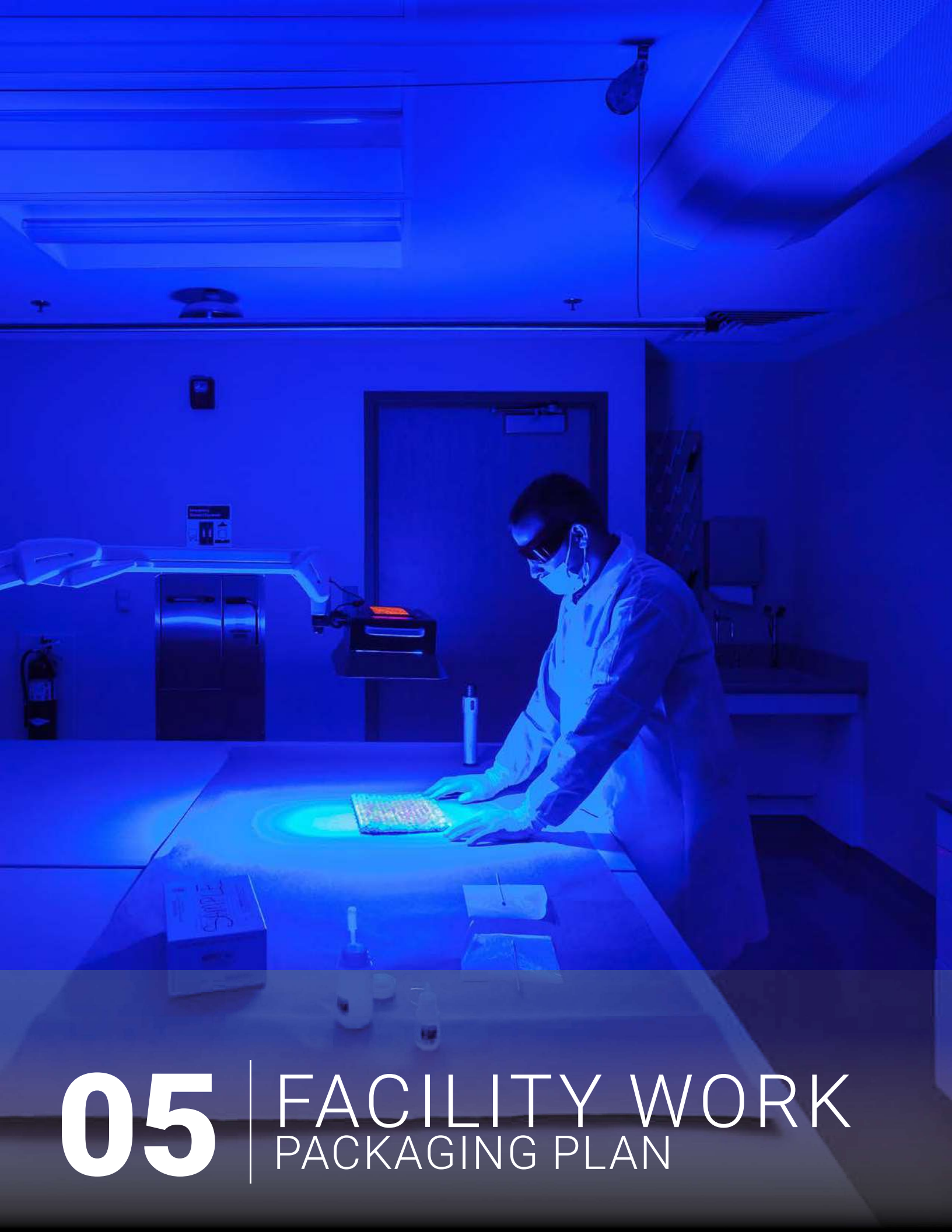
PHASE 1: Remodel & add support warehouses; add Forensic Lab, new lobby, associated sitework



PHASE 2: Remodel Area Command and Dispatch; add Medical Examiner

Central Point Facility Estimated Cost - Alternate

Direct Construction Cost				
Remodel	Area Command (12,498 sf)		$ 221 / sf	$ 2,762,058
	Warehouse (5,144 sf)		$ 187 / sf	$ 961,928
	Dispatch (3,208 sf)		$ 226 / sf	$ 725,008
	Medical Examiner (4,248 sf)		$ 302 / sf	$ 1,282,896
	Sitework (31,602 sf)		$ 12 / sf	$ 379,224
New	Area Command (780 sf)		$ 354 / sf	$ 276,120
	Warehouse A (2,278 sf)		$ 291 / sf	$ 662,898
	Warehouse B (1,000 sf)		$ 291 / sf	$ 291,000
	Forensic Services Lab (9,649 sf)		$ 404 / sf	$ 3,898,196
	Medical Examiner (7,378 sf)		$ 485 / sf	$ 3,578,330
	Sitework (26,655 sf)		$ 62 / sf	$ 1,652,610
			Sub-Total:	**$ 16,470,268**
	Estimated Contingency (see note)	18%		$ 2,964,648
	Contractor Mark-Ups	19.50%		$ 3,789,808
	Proposed Construction Budget	**2020**		**$ 23,224,724**
Soft Costs				
	Project Soft Costs	30%		$ 6,967,417
	Proposed Project Budget	2020		$ 30,192,142
		2021	(3.5%)	$ 31,248,867
		2022	**(4.5%)**	**$ 32,655,066**
		2023	(4.0%)	$ 33,961,269
		2024	(4.0%)	$ 35,319,719
		2025	(4.0%)	$ 36,732,508



05 FACILITY WORK
PACKAGING PLAN

OVERVIEW

To assist the Oregon State Police in identifying operations and maintenance requirements for the proposed construction and/or remodel of the Central Point and Springfield facilities, a high-level analysis was conducted. This analysis outlines the requirements for owning, maintaining, and operating the facilities proposed in Springfield and Central Point as well as recommendations for enhancing OSP's internal Facilities Management function to oversee these new facilities.

Facility management (FM) is "the practice of coordinating the physical workplace with the people and work of the organization. It integrates the principles of business administration, architecture, and the behavioral and engineering sciences."[1] It is an integral component of building ownership and is essential to ensure the appropriate stewardship of public assets. Now that OSP has the ability to own its own facilities, the development of a strategic and comprehensive approach to FM is key to ensuring OSP's facilities are resilient, safe, functional, and efficient. There are distinct roles and responsibilities an FM strategy should include to appropriately preserve the agency's facility-related assets, optimize facility performance, and reduce costs over the life of the facility. These responsibilities include:

Strategy and Planning:
- Strategic Planning
- Space Planning
- Capital Planning
- Cost Analysis

Asset Management:
- Asset Inventory
- Condition Assessments
- Criticality Assessments
- Preventative Maintenance Schedules

Customer Service:
- Furniture assembly/management
- Office tasks (hanging pictures, etc.)
- Office moves and set-up
- Meeting room management

Building Maintenance and Operations:
- Preventative maintenance
- Repairs/replacements
- Deferred maintenance
- Custodial service
- Grounds management
- Energy management
- Security

Project Management:
- Project planning
- Construction management
- Procurement
- Vendor management
- Lease negotiation

[1] Institute of Facilities Management (IFMA)

INDUSTRY BENCHMARKS AND BEST PRACTICES

For the purposes of this analysis, industry benchmarks and best practices were used to identify the specific funding requirements and staffing considerations necessary to provide industry-recommended building maintenance and operations. Additional considerations were identified through conversations with Oregon State Police (OSP) staff during a work session on April 22, 2020.

Recommendations from the Phase One facilities planning efforts were used to perform a high-level analysis of the operations and maintenance requirements for the proposed facility alternatives in Springfield and Central Point. The industry benchmarks utilized include general recommendations for maintenance and repair funding based on a facility's current replacement value as well as operations and maintenance expenditures based on per square foot costs from Coldwell Banker Richard Ellis (CBRE)'s CostLab.

For the purposes of establishing recommended levels of funding for maintenance and repair, the generally accepted minimum level of funding is between 2-4% of a facility's current replacement value.[2] This best practice covers the costs of ongoing preventative maintenance, unscheduled repairs, and asset replacements. Senate Bill 1067 (2017) requires Agencies to include an amount for deferred maintenance, which is at least 2% of the current replacement value of state owned buildings and infrastructure.

To quantify the estimated expenditures for building operations and maintenance and repair, CBRE's CostLab was used to provide benchmark information.[3] CostLab compiles data for facilities of varying types to develop cost models that break down annualized average expenditures into a per-square-foot cost for different types of buildings. Cost models for relevant building types from CBRE's CostLab are summarized in Table 1. These costs are based on an extensive collection of industry averages, adjusted by region and include average costs per square foot (sf) for:

Maintenance and repair:
- Preventative maintenance (PM)
- Unscheduled maintenance
- Repair and replacement of building systems and equipment

Operations:
- Custodial service
- Grounds and associated road maintenance
- Pest control
- Refuse management
- Security
- Telecommunications and utilities, etc.

Recapitalization of assets related to:
- Changes in use or function
- Modernization
- Code compliance, etc.

The estimated expenditures from CostLab represent average levels of maintenance and operations based on industry data for each building type. These models assume levels of expenditures based on the building systems typical of each building type and are useful for benchmarking facility performance and developing estimates for operations and maintenance expenditures for different types of facilities. For example, the expected costs for operating and maintaining a laboratory are expected to be greater than those of a general office building due to the number, type, and cost of specialized systems, the increased utility costs, and other factors.

[2] National Research Council. 1996. Budgeting for Facilities Maintenance and Repair Activities: Report Number 131. Washington, DC: The National Academies Press. https://doi.org/10.17226/9226

[3] CBRE CostLab Data Library, 2020

Table 1: Benchmark Operations and Maintenance Costs per Square Foot

Building Type	Maintenance & Repair			Operations	Recapitalization	Total
	Preventative Maintenance (PM)	Unscheduled Maintenance	Repair/ Replacement			
Office Building	$ 1.13	$ 1.40	$ 2.61	$ 7.04	$ 3.70	**$ 14.74**
Laboratory	$ 2.30	$ 2.67	$ 8.96	$ 11.61	$ 4.77	**$ 30.31**
Warehouse, Temp. Controlled	$ 0.87	$ 0.99	$ 2.59	$ 3.46	$ 1.72	**$ 9.63**
Call Center	$ 1.32	$ 1.61	$ 2.84	$ 10.47	$ 2.43	**$ 18.67**

LEASE VS BUY CONSIDERATIONS

The costs required to maintain and operate a building exist regardless of whether a facility is leased or owned. In a lease model, the costs required to maintain and operate the building are built into the rental rates. As a building owner, OSP will need to dedicate these funds towards specific maintenance and operations activities.

For illustration, the Oregon Department of Administrative Services' (DAS) uniform rental rates for general office space leased throughout the state are compared with the estimated annual maintenance and operations expenditures from CostLab's general office cost model in Table 2. DAS's rates for the 2019-2021 biennium are $1.55 per sf monthly or $18.60 per sf annually for basic office space.[4] Furthermore, the DAS uniform rent rate in 2021-23 will be $1.90 per sf monthly, or $22.80 per sf annually.

The lease vs. buy cost analysis is complicated and specific to the facility under consideration. A detailed lifecycle cost analysis and cost/benefit discussion is required to understand all cost factors (opportunity costs, market value, purchase price, interest, inflation, depreciation, financing strategy, necessary improvements, service levels, etc.) included in the lease vs. buy decision. However, in general, when compared with the benchmark costs from CBRE for office space ($14.74/sf), the uniform rental rate ($18.60/sf) accounts for a similar level of funding for maintenance and operations activities with additional charges for costs such as administrative overhead and debt service not included in the CostLab cost model.

The charges for facilities leased through other entities vary widely based on major factors such as market costs, availability, size, facility type (lab vs. office, etc.), and tenant improvements. For example, the leased rates for OSP's current facilities range anywhere from below the uniform rental rate to between $20.00/sf and $30.00/sf annually for larger facilities. Two leased facilities have annual rates greater than $40.00/sf. The level and quality of services received in different lease scenarios will vary greatly as well.

Understanding that the costs to operate and maintain OSP's facilities at the appropriate levels are being spent regardless of a lease or buy scenario, there are other important factors that should inform OSP's decision for facilities in Central Point and Springfield. These factors specifically have to do with OSP's need for purpose-built facilities that are preserved over time and enhance the Agency's ability to deliver service. In terms of Facilities Management, the benefits of OSP owning facilities include:

- The ability to ensure that appropriate levels of maintenance are occurring (something that is difficult to influence in a lease model),
- Shift to a proactive facilities maintenance and repair model,
- Flexibility and control over decisions to invest in facility repairs and upgrades that preserve assets and maximize value,
- Long-term accountability for the lifecycle costs/performance of the building,
- Ability to mitigate and control facility-related operational risks (for example, choosing to invest in back-up or redundant systems to ensure essential operations continue during emergency events, etc.)

[4] From the 2019-2021 Pricelist for DAS Enterprise Asset Management Services

Table 2: Comparison of Lease Rate vs. Estimated O&M Expenditures for General Office Space

	"Lease" Uniform Rental Rate: $18.60/sf	"Own" Estimated O&M Expenditures: $14.74/sf
Costs Included	• Building maintenance • Custodial service • Utilities • Security • Recycling • Landscaping • Administrative overhead • Debt service • Recapitalization	• Building maintenance • Repairs and replacements • Custodial service • Utilities • Security • Recycling • Landscaping • Recapitalization
Costs Not Included	• Lessee personnel costs for lease management • Specialized operations and maintenance needs (including 24/7 operations) • Tenant improvements	• Debt service for upfront capital investment • Personnel costs for Agency Facilities Management administration

Note: In an "own" scenario, the costs for debt service and overhead still exist but they aren't captured by CostLab's industry benchmarks for O&M costs/sf. Since debt service can vary widely based on specific financing details, which are unknown to us at this point, we haven't tried to include those costs in the "own" column.

OPERATIONS AND MAINTENANCE FUNDING

Dedicated funding in addition to a strategic and data driven approach to facilities management is key to OSP preserving its facility-related assets and maximizing the value of those assets over the duration of their expected life. Under-investing in facilities maintenance can lead to a backlog of deferred maintenance, aging facilities, loss of service or function, and increased costs over the life of the building. As an example of how deferred maintenance adds up, the deferred mainenance for Central Point will be $1.9 million (including project overhead) by the end of 2023, as indicated by Facility Condition Assessments (FCAs) completed by Faithful + Gould in March 2020. The following sections outline the recommended funding levels for the proposed programs in more detail.

Existing Central Point Facility

OSP currently owns the Central Point facility, consisting of an approximately 25,000 sf office and 6,000 sf shop space. The estimated annual expenditures for these existing facilities were determined based on CostLab data for preventative maintenance, unscheduled maintenance, and operations as well as the estimated capital investments needed over the next 10 years based on Facility Condition Assessments completed by Faithful + Gould in March 2020.

The expected annual expenditures for the office space include $28,000 for preventative maintenance, $35,000 unscheduled maintenance, and $175,000 for operations (Figure 1) in addition to the recommended capital expenditures by year for repairs and replacement from the March 2020 FCA.

The same information is presented for the existing shop space in Figure 2. Expected annual expenditures include $7,000 for preventative maintenance, $7,800 for unscheduled maintenance, $46,000 for operations, and the projected capital expenditures by year from the March 2020 FCA.

Proposed Central Point Facility

Utilizing information prepared as part of the facilities planning process for Central Point, the proposed program includes the construction of a purpose-built building on the site of the current Central Point facility. The recommended program includes:

- 13,278 sf Area Command
- 8,422 sf Warehouse
- 3,208 sf Dispatch
- 9,649 sf Forensic Service Lab
- 11,626 sf Medical Examiner

The annual average expenditures for the Central Point facility estimated based on CostLab data includes approximately $77,300 for preventative maintenance; $91,000 for unscheduled maintenance; $263,300 for repair and replacement of assets; and, $412,300 for building operations. The annual average expenditures are shown in Figure 3 next to the expenditures for the existing Central Point facility.

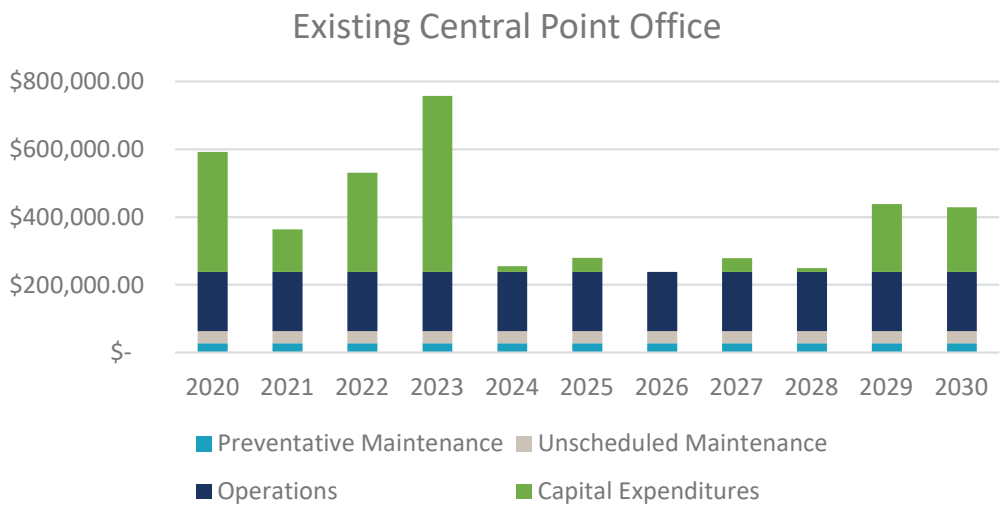


Figure 1: Annual Estimated O&M Expenditures for Existing Central Point Office

Figure 2: Estimated Annual O&M Expenditures for Existing Central Point Shop

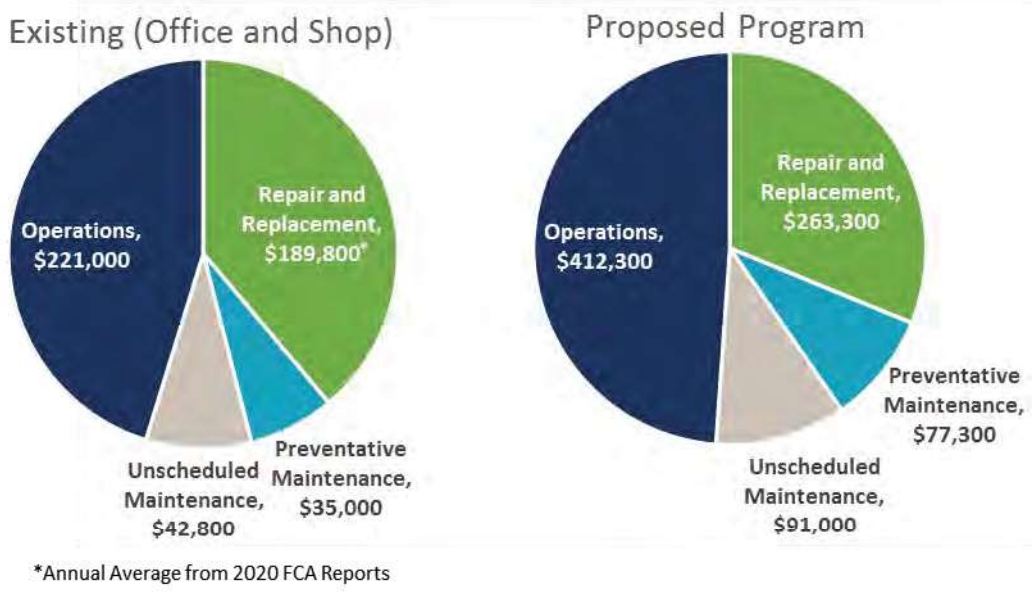


Figure 3: Estimated Annual Central Point O&M Expenditures

Proposed Springfield Facility

The current OSP facilities in Springfield are leased, therefore, only the operations and maintenance requirements for the proposed program were estimated. The proposed Springfield program includes recommendations for two separate facilities:

Area Command Site, including:

- 10,776 sf Area Command
- 6,400 sf Warehouse

Forensic Services Lab + Medical Examiner Site, including:

- 48,016 sf Forensic Services Lab
- 20,625 sf Medical Examiner

The annual average expenditures estimated for the Springfield Area Command Site includes $18,200 for preventative maintenance; $22,200 for unscheduled maintenance; $43,700 for repair and replacement of assets; and, $94,000 for building operations (Figure 4).

The annual average expenditures estimated for the Springfield Forensic Services Lab + Medical Examiner Site include approximately $166,700 for preventative maintenance; $194,800 for unscheduled maintenance; $603,400 for repair and replacement of assets; and, $744,700 for building operations (Figure 5).

Budgeting Recommendations:

OSP should specifically budget in line with industry recommendations and estimated operations and maintenance expenditures for the proposed Central Point and Springfield facilities. Assuming the newly constructed facilities include warranties for major equipment and systems, the expected maintenance and repair requirements for this initial warranty period will begin lower than the projected annualized average expenditures and rise over time as OSP takes responsibility for repairs and replacements. Operations costs will remain relatively consistent over time.

For the initial warranty period, it is recommended that OSP begin by budgeting the minimum level of resources for maintenance and repair based on general guidelines of 2% current replacement value per year. Dedicating maintenance and repair funding in line with this level will cover costs for ongoing preventative maintenance and provide dedicated funding for unscheduled maintenance tasks outside of warranty coverage. Operations costs for these new facilities should be budgeted at the estimated annual average level described above. The budgeting recommendations below do not include costs associated with the additional staff time recommended in the following section.

After the initial warranty period, OSP should aim to budget maintenance and repair between the recommended levels of 2-4% replacement value to cover the estimated expenditures for preventative maintenance, unscheduled maintenance, and ongoing repairs and replacements. Capital costs for repair and replacement should be determined based on ongoing monitoring of asset condition/ performance and based on a rolling five-year capital plan informed by maintenance history, expected end of service life, and equipment repair/ replacement costs.

Specific decisions during project design will have a significant impact on the lifecycle costs of maintaining and operating both facilities. These recommendations are for budgetary purposes and should be refined once the design for each facility is revisited.

[5] Current Replacement Value (CRV) based on 2020 direct construction cost estimates

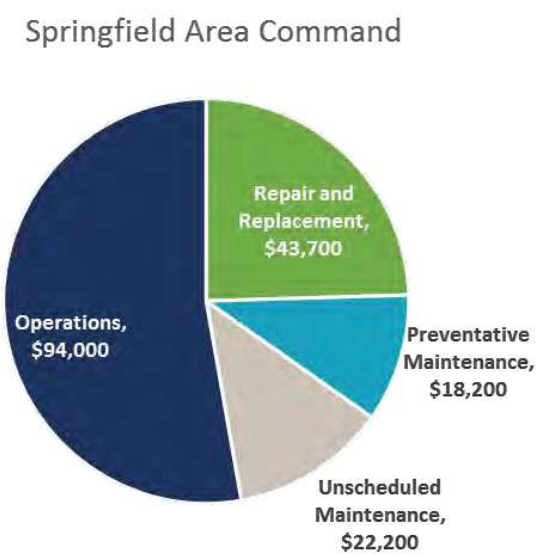


Figure 4: Estimated Annual Springfield Area Command O&M Expenditures

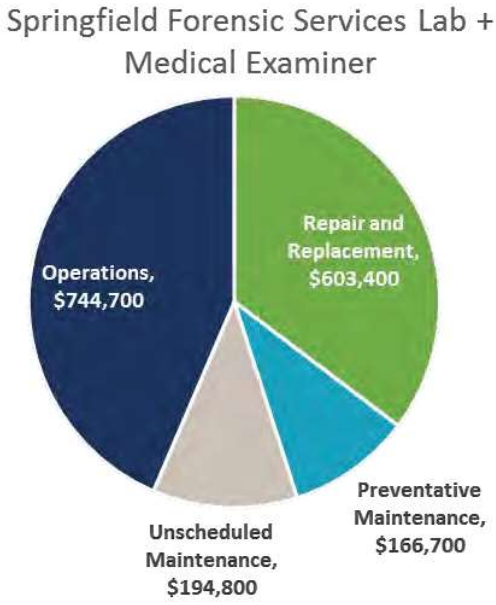


Figure 5: Estimated Annual Springfield Forensic Services Lab + Medical Examiner O&M Expenditures

Proposed Central Point Facility:	Initial Annual Budget	Long-Term Funding
Operations	$412,300	TBD based on data from initial period
Maintenance, including: • Preventative Maintenance • Unscheduled Maintenance	$364,600[5]	Costs based on facility-specific maintenance schedules, historic data and in line with annualized expenditure estimates from CostLab
Repair and Replacement		Develop specific 5-year capital expenditures plan to account for repair/replacement

Proposed Springfield Area Command:	Initial Annual Budget	Long-Term Funding
Operations	$94,000	TBD based on data from initial period
Maintenance, including: • Preventative Maintenance • Unscheduled Maintenance	$111,250[5]	Costs based on facility-specific maintenance schedules, historic data and in line with annualized expenditure estimates from CostLab
Repair and Replacement		Develop specific 5-year capital expenditures plan to account for repair/replacement

Proposed Springfield Forensic Services Lab + Medical Examiner:	Initial Annual Budget	Long-Term Funding
Operations	$744,700	TBD based on data from initial period
Maintenance, including: • Preventative Maintenance • Unscheduled Maintenance	$591,250[5]	Costs based on facility-specific maintenance schedules, historic data and in line with annualized expenditure estimates from CostLab
Repair and Replacement		Develop specific 5-year capital expenditures plan to account for repair/replacement

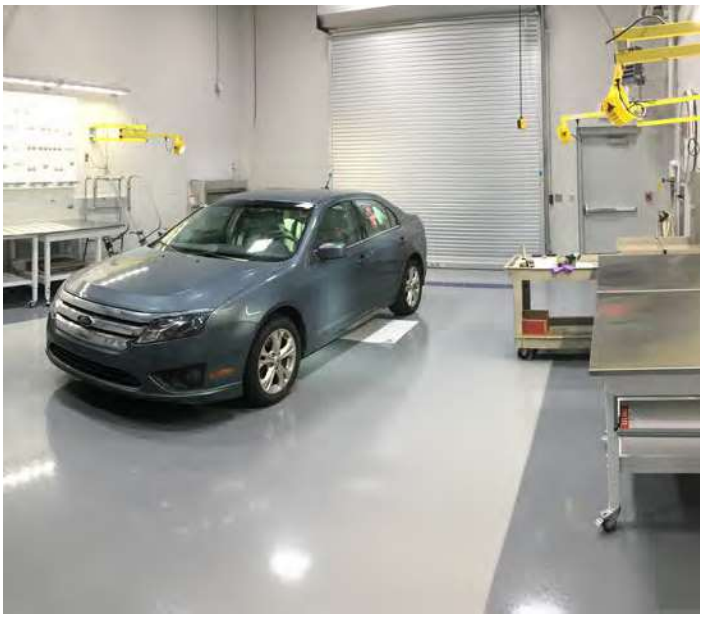
FACILITY MANAGEMENT STAFFING

As building owners, OSP needs a strategy to provide all necessary services related to best practice FM. The current Facilities Department within OSP consists of 1.3 full-time equivalent (FTE) staff. These staff currently provide facility-related coordination for all the agency's leased facilities and one owned facility. They respond to facility-related issues and coordinate response between OSP, landlords, and vendors. These individuals are located in Salem and rely on staff in buildings around the state to coordinate specific activities within their facilities.

Staffing Recommendations:
The addition of three owned facilities will require additional staff capacity from OSP's Facilities Department to provide the necessary level of O&M coordination. As the responsible party for these facilities, OSP's Facilities Department will need to manage and coordinate, at minimum, the following tasks:

- Warranty period coordination
- Development of comprehensive operations and maintenance schedules for all three new facilities
- Coordinate routine facility inspections and formal FCAs
- Procure and manage service contracts for vendors
- Track and manage operations and maintenance expenditures
- Project management for minor projects
- Customer request intake

To accommodate these tasks, it is recommended that OSP add an additional 0.5 FTE to the Facilities Department.



Long-Term Considerations:

If OSP determines to continue a trend towards building and managing purpose-built facilities around the state, there are several considerations that should be evaluated to develop a comprehensive approach to providing cost efficient and effective Facilities Management across the state. These factors include:

- The addition of additional Facilities personnel,
- Development of a tailored service delivery model for providing appropriate levels of operations and maintenance service across the state,
- Reorganization/restructuring of the Facilities Department to expand in-house capabilities/ capacities in alignment with the service delivery model
- Implementation of a Computerized Maintenance Management System (CMMS) to track and manage critical facilities-related data
- Development of a formal agency asset management strategy

It is recommended that the formal agency asset management strategy includes policies and procedures, a complete inventory of facility-related assets, a formal condition assessment program, a criticality assessment, risk-based decisions regarding maintenance strategy and service levels, and capital expenditure projections. All of these considerations will work to ensure that OSP's facilities are resilient, safe, functional, and efficient for years to come.

FFA
Architecture
+ Interiors

520 SW Yamhill Street, Suite 900
Portland, Oregon 97204
t. 503 222 1661