



Oregon

Kate Brown, Governor

Department of State Police

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Co-Chair Senator Winters
Co- Chair Representative Stark
Members of the Committee
Senator Frederick
Senator Steiner Hayward
Representative Barker
Representative Huffman
Representative Piluso
Representative Sanchez

HB 5031- Department of State Police

These are the answers to the questions asked on day two and three of OSP's presentation to the Joint Committee on Ways & Means, Sub-Committee on Public Safety.

Senator Steiner-Hayward

- 1) Slide 68 talks about the number of child abuse cases in Josephine County which seems very high in comparison to the population. Can we elaborate on this number being so high?

Response:

- 1) Approximately 2.67 investigations per day
 - o 1.15% of total county population (2015 US Census Bureau estimate)
Under 18 population = approximately 16,525 (19.5% of 84,745 in 2015 based on US Census Bureau)
 - o OSP child abuse investigations equals approximately 5.91% of county adolescent population

Representative Huffman

- 1) Where does OSP store the body Camera videos?
- 2) What is the policy on Body Camera and retention?
- 3) How does the public get copies of the body camera videos?
- 4) What is the number of public records request that come in requesting body camera video?
- 5) How long does it take to redact and respond to public records requests with body camera video?

Response:

- 1) OSP currently utilizes three separate storage mediums for BWC videos:
 - a. External Hard Drives: The FW Division utilizes an external hard drive for storage of their captured video. These drives are located at each of our offices statewide.
 - b. Cloud Service: Our Patrol Division Troopers assigned to the Oregon State University office and our SWAT team store their BWC videos on a third party cloud service.

- c. DVDs: All BWC videos containing evidence are burned to a DVD and logged into our evidence lockers.
 - d. The Department is currently researching current BWC technology, to include storage options. This research is directed towards an anticipated future agency wide rollout of BWCs.
- 2) The Fish and Wildlife Division Directive on BWCs is attached for reference. Also attached is our agency policy on Mobile Recording Equipment (MRE), which covers the use of our in-car video camera systems. This policy is currently under revision so that BWC language can be incorporated. The revision is in the final stages of review and will be available soon. Retention of both BWC and in-car video is 12 months, per agency policy. Videos containing evidence may be retained for longer periods, or permanently, depending on court proceedings or the nature of the criminal investigation.
 - 3) The public may make a public records request; however, body camera footage is exempt from disclosure as public records requests under ORS 192.501(40).
 - 4) Since Fall of 2014 we have received 3 public record requests for body camera videos and are as follows:
 - a. 2 were not released due to being exempt from disclosure under ORS 192.501(40)
 - b. 1 was released due to public's interest and was received prior to ORS 192.501 (40) exemption
 - 5) Body camera footage takes approximately 3-5 minutes per minute of footage to redact and review.

Senator Winters

- 1) Does OSP track the number of Tort Claims and has that number decreased with the use of body cameras?
- 2) What is the difference between abuse and neglect investigations?
- 3) Would like specific stats and trend lines around child abuse investigations by counties.
 - a. Specifically looking at Josephine County and Klamath County since money was allocated for OSP to assist that county.
 - b. Of those child abuse cases, how many involved the death of a child in Josephine County?

Response:

- 1) Between databases held by DAS Risk Management and OSP internal databases OSP does track the number of Tort Claims. It is our opinion that tort claims are filed for a variety of reasons and often not dependent on whether a video exists. The benefit of having video, including Body-worn camera (BWC) video, however is that should a tort claim be filed against the agency, having video provides all parties involved with an unbiased account of the incident and helps to eliminate the ambiguity of he said she said situations when no video is available. Here are two actual examples where having a BWC video eliminated the tort claim:
 - a. Two OSP Fish and Wildlife Troopers operating a patrol boat make contact with an angler in boat. Both Troopers had BWC's and each recorded the contact. The angler filed a tort claim for recover of damages to the angler's boat allegedly caused by the Troopers. In this incident the BWC videos of the two Troopers clearly showed that no damage was caused to the angler's boat by the Troopers contact. The tort claim was denied by DAS-Risk Management.
 - b. An OSP Fish and Wildlife Trooper contacted a driver (operator) of a motor vehicle in response to a complaint of Driving Under the influence. The Trooper utilized both in-vehicle and BWC video of the contact. The Trooper's investigation revealed the driver was

impaired and the driver was subsequently arrested for DUII. The driver filed a tort claim alleging a civil rights violation by illegal arrest, American with Disabilities Act violations and intentional infliction of emotional distress. In this case the Trooper videos, specifically the BWC video of the Trooper and driver interaction, showed conclusive evidence that the Trooper acted appropriately. The tort claim was denied by DAS-Risk Management.

- 2) For 2015 in Josephine County, OSP was involved in 749 child abuse investigations and 227 child neglect investigations (total of 976). For 2015 in Klamath County, OSP was involved in 403 child abuse investigations and 74 child neglect investigations (total of 477).
- 3) Please refer to **Appendix A** for the OSP child investigation trends in Josephine and Klamath counties.
- 4) From 2014-2016, OSP did not investigate any child deaths as a result of abuse in Josephine and Klamath counties.

Representative Barker

- 1) What is the number of homeless sex offenders?

Response:

- 1) The number of homeless sex offenders in Oregon is 1,449. This number includes:
 - a. Current Oregon Resident
 - b. Currently required to Register as a Sex Offender
 - c. Has Registered as a Sex Offender at least once
 - d. Registering Agency checked 'Homeless' checkbox during last registration
 - e. Reported living in a Car, Truck, Van, Tent, camper
 - f. Reported living in a RV/Motorhome at a business, parking lot, or other location not designed for RV's
 - g. Reported living at a Gospel Mission, Church, Homeless Shelter, or 'Emergency' Shelter

Day 3

Representative Stark

- 1) What is the history of OSAC?

Response:

- 1) In 1988 the Legislature created the Oregon Boxing and Wrestling Commission. The Commission's focus was regulatory functions related to Wrestling and Professional Boxing events. In 1999, the Oregon Boxing and Wrestling Commission became part of the Oregon State Police (OSP). By 2004, mixed martial arts (MMA) events were being promoted throughout Oregon. In 2007, OSP developed a response to the rapidly growing MMA industry and proposed legislation SB 492, which among other things changed the Commission's name to the Oregon State Athletic Commission (OSAC). OSAC's purpose is to protect the health, the safety and the best interests of competitors and participants associated with events regulated by the Oregon State Athletic Commission. OSAC events include:
 - a. Professional Boxing/ Professional Kickboxing
 - b. Amateur Boxing / Amateur Kickboxing
 - i. Partial regulatory responsibilities

- ii. No regulatory authority to require licensing or blood work of competitors or participants
- c. Professional Mixed Martial Arts
- d. Amateur Mixed Martial Arts
- e. Entertainment Wrestling
- f. Research and Investigate “Illegal Smoker Events”

Senator Fredrick

- 1) Would love to work with OSP to get the word out more around what OSP does.

Response:

- 1) Last summer, OSP took a step towards putting more of an effort into engaging the public, agency partner, the media, internal members and others by using all available channels. In November of 2016, the Superintendent released the agencies 5-year Strategic Roadmap which emphasized 4 strategic themes:
 - a. Developing Internal Capabilities
 - b. Collaboration
 - c. Stewardship and Transparency
 - d. Continuously Improve Service Delivery

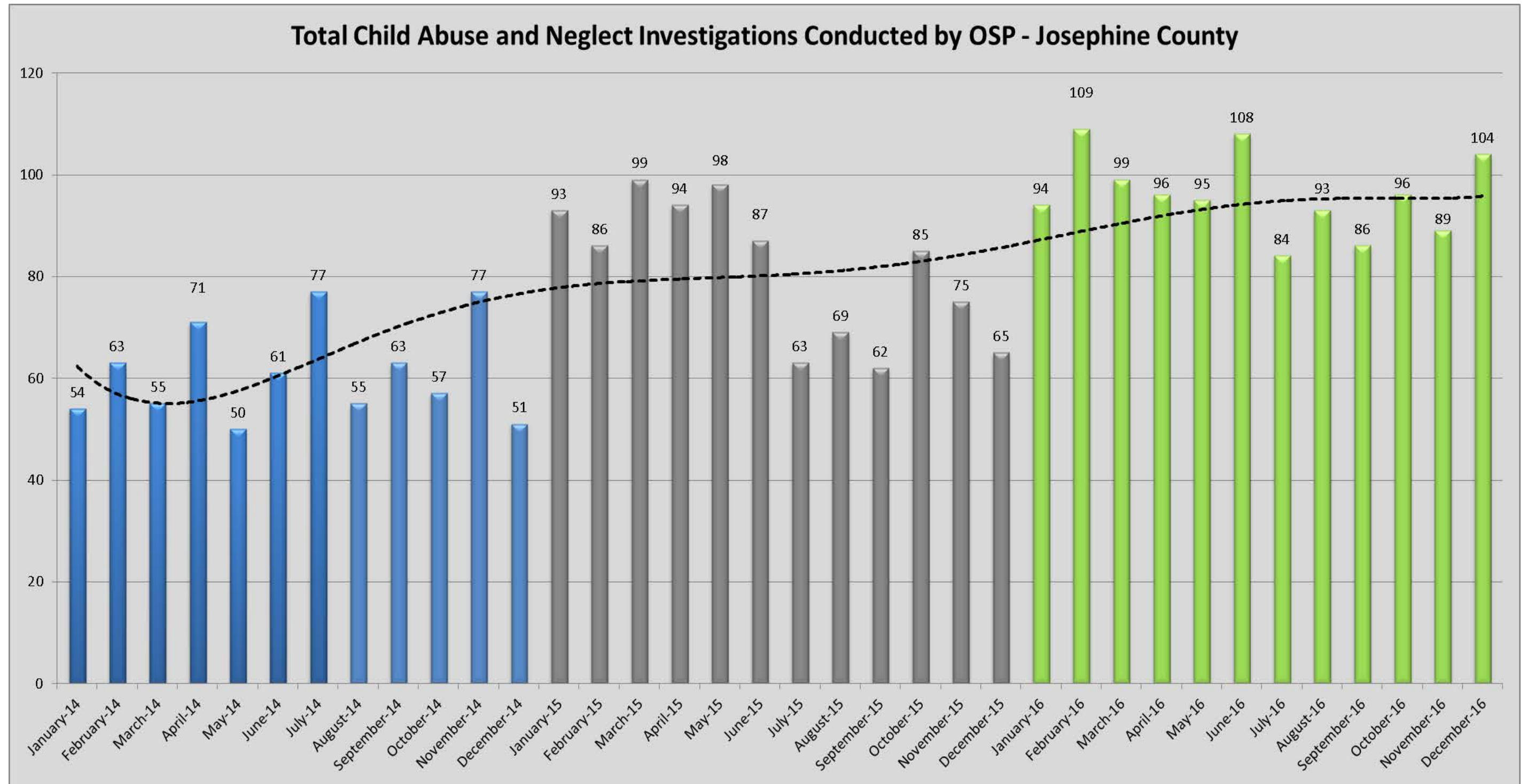
The Superintendent refocused resources to develop a rebranding effort and an agency wide communications plan. This plan included launching onto more social media platforms such as Facebook, Instagram, Linked in, YouTube and to revamping our use of Twitter. As of today, we have more than 66,700 followers across all of our social media platforms.

- a. Facebook @ospsocial
- b. Twitter @ORStatePolice
- c. Instagram @ospsocial
- d. You tube @Oregon State Police
- e. Linkedin @Oregon State Police

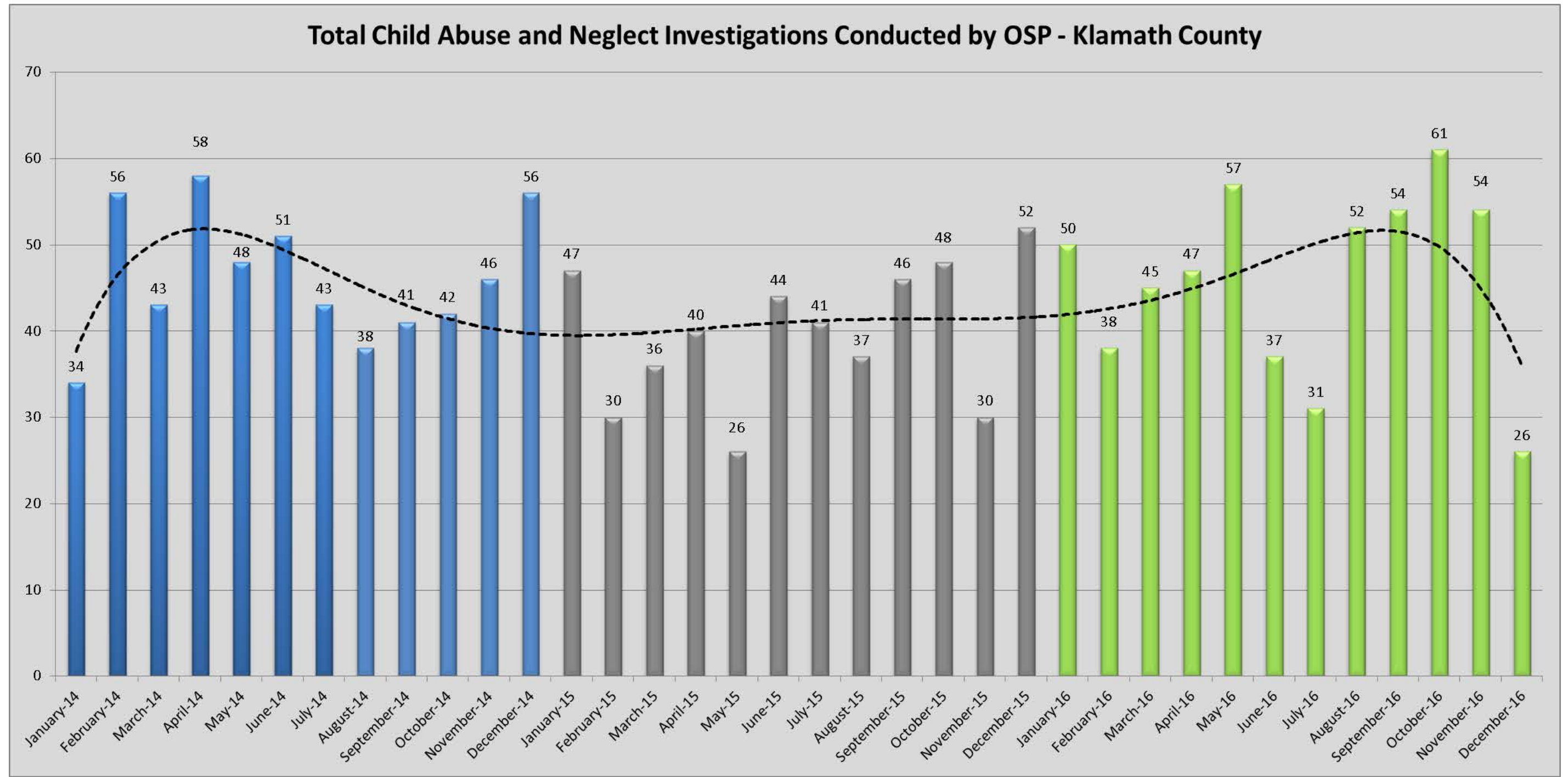
The Oregon State Police has made effort to reach our constituents and members of all Oregon communities by participating in events such as “Say Hey” event in Portland, chairing the Diversity conference, shop-with-a-cop, Dr. Seuss day, Special Olympics events, and several youth summer camps.

We know of the barriers between law enforcement and the public exists. We need to do our part as the premier public safety agency in Oregon to help bridge those gaps.

Appendix A




Appendix A



**MEMORANDUM
OREGON STATE POLICE**

DATE: March 2, 2016

TO: Fish and Wildlife Division

FROM: 
Jeff Samuels, Captain
Fish and Wildlife Division - GHQ

SUBJECT: **3/2/16 REVISION TO DIVISION DIRECTIVE ON DEPARTMENT ISSUED
BODY- WORN CAMERA**

REFER: To PRP 502.27 regarding policy of mobile video and audio recording equipment (currently covering in-car/truck video equipment) and to 2015 Legislative Session House Bill 2571.

This Division Directive provides revised direction to all Division members assigned a Department issued body-worn camera and replaces the prior Division Directive dated August 3, 2015. Changes to the August directive are indicated in bold text. The revised Directive shall be followed until PRP 502.27 is amended to incorporate the body-worn camera specifics. Members should also be familiar with PRP 502.27 as it relates to mobile video and audio recording equipment (in-car/truck). This directive revision ensures compliance with HB 2571; new legislation that established requirements for agencies utilizing body-worn cameras.

1. **The use of personally owned or otherwise obtained body-worn cameras is not allowed. Only Department issued body-worn cameras are authorized.** The body-worn camera (BWC) shall be worn and used to record all enforcement contacts in entirety when outside the capability of the in-car/truck mobile video and audio recording equipment (MRE), currently the WatchGuard system. The BWC must be manually activated to record. Unless one or more of the exceptions outlined in section four (4) below are present, the BWC shall be activated prior to enforcement contact with the suspect/violator, or as soon as reasonable suspicion or probable cause is developed; and record continuously until the termination of the contact. Enforcement contacts are defined as those contacts where the member has reasonable suspicion or probable cause that a crime or violation has occurred, is occurring, or will occur and the law enforcement officer begins to make contact with the person suspected of committing the offense.
2. If the BWC is worn during enforcement contacts captured by the MRE (WatchGuard) the BWC is also required to be activated during the contact.
3. At the beginning of enforcement contact, members shall announce to those contacted that the BWC is in use by advising verbally that their conversation is being recorded. However, notification is not required if:
 - A. The nature of the contact does not afford the member the opportunity to

announce.

- B. The announcement cannot be made without causing jeopardy to the member or any other person and without unreasonably impairing a criminal investigation.

Members shall document in their notebook the reason(s) anytime the announcement was not possible.

- 4. Exceptions to the continuous recording requirements outlined above in Section 1 are:
 - A. Deactivation of audio only while conversing with a supervisor or other law enforcement officer when not engaged with the suspect.
 - B. Deactivation of audio and/or video to maintain the anonymity of an informant, undercover officer, or other confidential information.

Members shall document the reason(s) in their notebooks anytime the BWC is deactivated by the member during the course of a recorded contact or otherwise does not capture audio/video due to malfunction or other factor(s).

- 5. All BWC recordings are the property of the Oregon State Police; as such members shall not erase, alter or attempt to alter BWC recordings. Recordings shall be used solely for legitimate law enforcement purposes, including Department approved member training.
- 6. Members shall not afford individuals outside the criminal justice system an opportunity to review a recording or still images produced by Department BWCs. This prohibition includes posting to social media or other internet and media outlets. Such distribution is completed only by the Department Public Information Officer or other designee as prescribed by the Superintendent.
- 7. Facial recognition or other biometric matching technology shall not be used to analyze BWC recordings.
- 8. Members using a Department issued BWC shall receive training and become proficient with the equipment.
- 9. BWCs shall be assigned to a specific member. Members shall utilize the provided external storage medium located at the member's duty station for the downloading and storage of captured audio/video. Audio/video needed for evidentiary purposes will be placed on an appropriate electronic media and stored following the agency's Property Procedures Manual.
 - A. Members shall download captured audio/video at necessary intervals to maintain the availability of at least half of the BWCs storage capacity at the beginning of each shift. Members may download captured audio/video at

shorter intervals if they anticipate the need for more available storage during a shift.

10. BWC recordings shall be retained for 12 months for a recording not related to a court proceeding or ongoing criminal investigation. For all other BWC recordings retention periods will be followed per the Property Procedures Manual.
11. **Should a member's BWC malfunction (i.e. become inoperable or other problem including display of incorrect date), members are directed to work through their chain of command and turn in the malfunctioning BWC as soon as possible to F&W Division Administrative Staff - GHQ or IT Staff at GHQ for possible repair or replacement. Include a note clearly stating the specific nature of the problem(s) with the BWC, who the BWC is assigned to, serial number of the individual BWC and your return mailing address.**

JAS:jas



DEPARTMENT OF STATE POLICE

MOBILE RECORDING EQUIPMENT

Effective Date: May 1, 2015	Supersedes Date: October 15, 2012	Policy Number: 502.27
Reference/Laws/Statutory Authority: ORS ; OAR; Dept. Manual; Other rules or regulations		
Applies to: <input type="checkbox"/> All Personnel <input type="checkbox"/> All Management <input checked="" type="checkbox"/> Sworn Personnel <input type="checkbox"/> Non Sworn Personnel <input checked="" type="checkbox"/> Other <input type="text" value="OSP Evidence Technicians"/>		
Issuing Authority: Superintendent of State Police		No. Pages 4

I. PURPOSE

The purpose of this policy is to establish and provide guidelines for the use, management, storage, and retrieval of audio-visual media recorded by in-car video recording systems.

II. POLICY

It is the policy of the Department to use in-car Mobile video and audio Recording Equipment (MRE) when such equipment is installed in Department vehicles. MRE has been demonstrated to be of value in the collection of evidence, as well as a reliable audio and video record of contacts, conditions and other events.

III. PROCEDURES

1. MRE may be activated manually when a member determines that the use of the MRE is warranted.
2. When preparing to use MRE, each member will label the medium with the member's name, DPSST number, start date, and any other information that is deemed necessary by the member (i.e. Trooper Doe, DPSST#, 01-01-2004). After the medium is full, the member will add the end date.
3. Members are responsible for maintaining an adequate supply of recording medium to complete their duty shifts. Recording mediums may be used by

the same officer from shift to shift until the medium is full or there is insufficient, unrecorded space available for usage.

4. Retention of Recorded Medium

A. MRE recordings containing recorded segments of incidents involving use of force resulting in serious injury or death shall be retained at the station/worksite for three (3) years. All other recordings shall be stored at the station/worksite for twelve (12) months, unless they need to be held longer for adjudication. Certain incidents/cases may require permanent retention (i.e. criminal death investigations). The recorded medium used in these incidents/cases shall be marked for permanent retention with proper notation made on medium and any accompanying report/form.

B. When civil claims or complaints are made against the Department and its members, the Office of Professional Standards will send notice to the involved station/worksite supervisors, including a request to hold and/or submit any related MRE recordings until the resolution of such claims or complaints.

5. Other affected criminal justice agencies may request a copy or the holding of a recording without charge with the approval of both the Area Commander and the Office of Professional Standards.

6. Public Records request for MRE recordings will be handled in accordance with Department policy 201.3 on release of public records and information.

7. Media request for copies of MRE recordings should be directed to the Department's Public Information Officer.

9. Members are encouraged to inform their supervisors of any MRE recordings that may be of value for training purposes.

10. Supervisors shall ensure members compliance with this policy in general. Supervisor's are encouraged to periodically review a sampling of members recordings in an effort to identify potential training, equipment or other needs and to ensure reporting accuracy.

IV. RELATED LAWS/REFERENCES

V. DEFINITIONS

N/A

VI. RULES

1. The MRE shall automatically activate when the emergency or cautionary lighting equipment is in use.

2. All contacts and pursuits shall be recorded in their entirety.

- A. Exceptions to this, at the discretion of the member or supervisor, include manual deactivation of the audio only during non-enforcement activities such as; conversing with a supervisor or other law enforcement officer when not engaged with the suspect/violator, protecting/investigating crash scenes, directing traffic, conducting truck inspections, prolonged motorist assists, or to maintain the anonymity of an informant, undercover officer or other confidential information source.
 - B. Members will document the reason(s) in their notebooks anytime MRE is manually deactivated by the member during the course of a contact or event.
3. Members shall inform those who are contacted, as soon as is practical, at the beginning of each contact, when MRE is in use by advising words to the effect their conversation is being recorded.
4. All MRE recordings are the property of the Oregon State Police; as such members shall not erase, alter or attempt to alter MRE recordings.
5. Members shall not afford individuals outside the criminal justice system an opportunity to review a recording or still images produced by Department MRE. This prohibition includes posting to social media or other internet and media outlets. Such distribution is completed only by the Department Public Information Officer or other designee as prescribed by the Superintendent.
6. MRE recordings of a criminal act shall be processed and stored according to the Property Procedures Manual. Other MRE recordings shall be stored in a secure area accessible only to Department personnel.
7. Members using MRE shall receive training to become proficient with the equipment.

VII. BEST PRACTICES (If applicable)

Non-Evidentiary MRE Recording Storage

MRE recordings of non-criminal events are of high value to the Department in dealing with matters such as infractions court cases, tort claims, and complaints on officers. As such, the same due care given to criminal related MRE recordings entered into evidence should be given to storage and retention of non-criminal related MRE recordings.

The specific procedures for management of non-criminal related MRE recordings are left to the discretion of Area Commanders to allow for taking into account staffing levels, storage space, and other unique area specific factors.

Storage of non-criminal related MRE recordings should generally be stored in a secured file cabinet type system in one location within each office. Management, access, and disposition of those recordings should also generally be controlled by a Department Supervisor.



OREGON STATE POLICE

5-YEAR STRATEGIC ROADMAP

2016-2021

OREGON STATE POLICE

5-YEAR STRATEGIC ROADMAP

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.

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

~ Benjamin Franklin



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

WHAT IS COMMUNICATIONS?

MOVES TOWARD OPENNESS →

RELATIONSHIP TO TECHNOLOGY

CONTENT IS DEFINED BY TOOLS WE USE
 SCALE & ACCESS TIME/PLACE - INDEPENDENT
 TRANSFORMATIVE PROCESS - CAN USE DIGITAL TOOLS, BUT NEEDS TO BE TRANSFORMATIVE
 NEW FORMS OF EXPRESSION
 SOMETHING SHE COULD DO
 * GOLD STANDARD / STANDARDS OF EXCELLENCE
 * AGREEING ON VALUES / STANDARDS FOR FIELD

RECOMBINING SOCIAL MEDIA + TEXT/VIDEO COLLABORATIVE
 EMERGING DYNAMIC TRANS EXPLORATIONAL

ALL KINDS OF MEDIA

US

READY AT HAND VS PRESENT AT HAND

BODY OF KNOWLEDGE

DEVICES NETWORK COMPUTATIONAL (CODE) DIGITAL

FILM/COMMUNICATION

CROSS-DISCIPLINARY BOUNDARIES LIE ACROSS

COMPUTER-MEDIATED EXPERIENCES
 STAKEHOLDERS, USERS

CREATOR ↔ CONSUMER

SYNTHESIS
 INTER-CROSS-DISCIPLINARY CONVERGENCE MULTI-DISCIPLINARY TEAMS
 FOUNDATIONS OF NEW MEDIA FIELDS + DISCIPLINES? OR PROCESS?
 CROSS-DISCIPLINARY - INTENTIONALLY

- new media -

NATURE OF NEW MEDIA

NOT A NEW KIND OF MEDIA
 AN EXPERIENCE - HOW IT COMES ABOUT - TOOLS DON'T MATTER

EMERGING MEDIA
 TRANS-MEDIA (RECOMBINE) STORIES ACROSS MULTIPLE PLATFORMS AND SCALARITIES LEARNING

PRODUCER + CONSUMER = NON MEDIA-IST
 MORE INTERACTIVE / CREATION + CONSUMPTION

INTERACTIVITY IN PROCESS / PRODUCT

CHANGEABLE / DYNAMIC / IN FLUX (RE)PRODUCTION INCLUSIVE

DEMOCRATIC MOVES PROD. TOOLS

IT'S A PARTICLE AND A WAVE... HARD TO DESCRIBE

SHAREABLE, SOCIAL - PART OF PRODUCT

FOCUS ON PROCESS IS EASIER

TRANSFORMATIVE PROCESS

FOCUS ON STORYTELLING INSTEAD OF INFRASTRUCTURE
 THE INTEGRATION OF (DOORWAYS) INTENTIONAL DESIGN

TRANSFORMING THINGS WE DO ALREADY

BEST PRACTICES
 EXCELLENCE: RARIFIED VS. LIFESTYLE

CONVERGENCE
 FORMAL EXPERIENCES IN H.E. ARE DYING OUT
 META-NARRATIVES PUSHING BACK ON OLD MEDIA
 CREATOR
 CONTENT — TECHNOLOGY

OREGON STATE POLICE

DEPARTMENT COMMUNICATIONS PLAN

DEPARTMENT COMMUNICATIONS PLAN

Public Safety is a people business. We need to engage the public, agency partners, the media, internal members and others, by using all available channels. This document is a guide to help highlight the direction, tools and focus for the agency's communications moving into the future.

External Communications

Primary External Communication Strategies

- **Transparency and Accountability-** One of our primary goals is to increase transparency and accessibility to the Department, provide more access to current information and allow for public to interaction with that information.
 - Proof of services
 - Citation statistics
 - Calls for service
 - Records requests
 - Forensic statistics
 - SOR statistics
 - Traffic stop demographic data
 - Employee recognition
- **Community Engagement**
 - More than just presentations to schools
 - OSP employees' off-duty involvement in community events
- **Compassionate Policing**
 - We are not just about citations
 - Repair voucher program
 - Resource sharing
 - Helping community organizations through education
- **Communicate Crisis Responses, Current Incidents and Public Assistance Requests**
 - News Releases
 - Emergency and Crisis response information

"The difference between the right word and the almost right word is the difference between lightning and the lightning bug."

— Mark Twain



Social Media

Social media is a vital communication tool. The types of social media we are currently utilizing and striving to improve are the Department's website, Flash News, Facebook, Twitter, Instagram and YouTube. These tools engage the community on issues and gauge community sentiment regarding our Department.

To be effective, social media must be timely, responsive and current. In today's fast paced world, timeliness is critical. Waiting to tell our story gives the public or media opportunity to create their own version of the issue based on their perception, which puts us at risk of having inaccurate information distributed. False or inaccurate information damages the trust and legitimacy of our entire Department. Our goal is to build trust with the public through targeted, repetitive and consistent positive interactions.



For the Oregon State Police to be more effective in our use of social media platforms, some things must be in place:

- Commitment from leadership
- Integrate social media into the agency Strategic Plan
 - OSP launched the 5-Year Strategic Roadmap on November 1, 2016
- Create and communicate social media strategies

Using social media, we will have the ability to drive the Department's mission in ways that we have not been able to before. We will focus our messaging around significant events throughout the year, such as agency priorities, campaigns, seasonal events, budget cycles, and legislative sessions. Campaign examples include, Distracted Driving Month, Law Enforcement Appreciation Week, and National Coffee-with-a-Cop. Seasonal events include winter road conditions, fire seasons and hunting/fishing seasons.

The following social media tools will be utilized with the corresponding emphases:

- **Twitter**
 - News
 - Human interest
 - Emergency and occurring public safety events
- **Facebook**
 - Community outreach
 - Positive interactions
 - Public assistance
 - Employee recognition
- **Instagram**
 - Photo based
 - Powerful images
- **YouTube**
 - Video campaigns
 - Public service announcements
 - Formalized messaging

Oregon Department of Fish and Wildlife, Brookings Fire/Rescue, 10-10 Express Tow Ltd and Oregon State Police Fish and Wildlife Troopers rescued a cow elk yesterday that had fallen into a shallow well near Brookings.

The elk was tranquilized and carefully hoisted out. Once out of the well, an anti-sedative was administered and she was awake in about 10 minutes. The cow was not injured and left the area shortly after getting to her feet. Great teamwork and problem solving to all!



341,517 people reached

Boost Post

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Agency Branding

Another area of communication is Branding. Branding is one of the most important aspects of any business. Your brand is your identity and reputation to your customers. To ensure our brand is well received and represents the desired attributes of the Oregon State Police, formalized guidelines and standards for visual aids and communication templates will be developed. Whether we are presenting at a training event, conference or in front of the Legislature, our visual aids need to be instantly recognized.

- **Logos**

Oregon State Police



Oregon State Fire Marshal



- **Templates: Standardized templates demonstrate brand consistency for all marketing materials.** These use the same color scheme, logo placement, look and feel throughout. These templates will be added to our Intranet site for all staff to use.
 - Agency brochures
 - PowerPoint template
 - Form standards
 - Email signature line options
 - Reports (official)
 - Themes
 - Coloring
- **Events: Just like the template standards, event standards ensure we deliver a consistent message.** Whether OSP is presenting at a conference, participating in a recruiting event, or engaging to a class at a local school, we want to put our best foot forward.
 - Banners
 - Agency message
 - Informational material
 - Giveaway items



Public Information Officers

The Oregon State Police is restructuring the Public Information Office.

Phase I will be to train and integrate PIOs from around the state to manage day-to-day requests. These PIOs will begin to establish relationships with media outlets in their areas.

Phase II will be to establish a regional structure with a primary and secondary contacts. These regional contacts will help foster local relationships and emphasize OSP's involvement on a local community level.

Action Items for Implementation:

- **Launching training via Policytech for all managers to have a basic understanding of procedures when engaging with media.**
- **Educate the media**
 - Developing and sharing media guide.
 - Handling afterhours requests
 - Sending requests via email
 - Automate voicemail services
 - Voluntary information vs. public records
- **Maintain consistent quality for news releases and statements to media.**
- **Maintain relationships with involved partner agencies (event-by-event basis)**



Website

The Oregon State Police is moving our hosted website to the new State of Oregon SharePoint standard. The information placed on the agency's pages will be strategic. We will be creating an oversight group to help set standards for information posted on the website. There are several guides that address the purpose of information, value to users and ease of use when developing websites. This oversight team will consider all of the information when determining the best path for moving forward. The Department will be using analytics to review and understand what information the public typically searches for on our current website to determine what information is of value. We want to ensure our website meets the needs of the public by providing the information that is sought after. We will engage focus groups, meet with agency partners to learn from their success and utilize current best practices in the revision and maintenance of the website.

One of the Department's Strategic Themes is *Stewardship and Transparency*. The webpage will be utilized to assist us with this theme and will be used to share operational data and performance measures. We will provide statistical information including graphs, maps, calendars, etc. The options are limitless.



Internal Communications

Information Sharing

The Executive Team has been charged with improving internal communications statewide. We have increased the number of informational emails from the Executive Team level to all staff. We want to ensure all OSP employees feel engaged with their agency.

We are researching options to replace the "MileMarker" newsletter with a more interactive way to communicate with staff. We want to promote more frequent real-time information sharing between Divisions and employees. We want a place where staff can interact with each other and share lessons learned, exciting news and project updates regardless of their location.

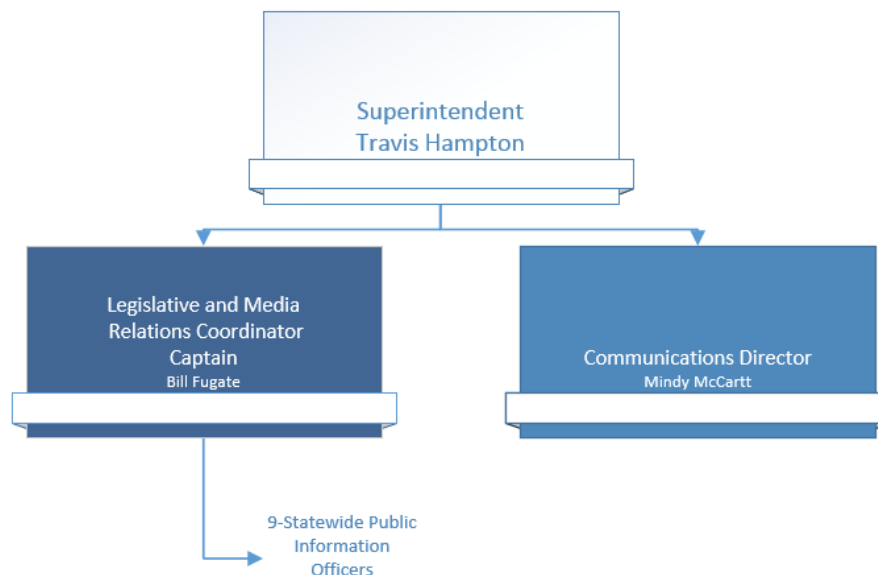
Intranet

We are working to revamp the Intranet. The Intranet will be a repository for documents, forms, newsletters and other critical information. It will be organized in a useful and intuitive manner so that information may be found easily.

Assignment

One of the most powerful tools that OSP has to spread the word about our mission is our OSP team. Remember we have power in numbers. We are all one agency with one voice.

OSP's Communications Team



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