Office of the Mayor
MEMORANDUM
Office of Performance Strategy and Innovation

CITY OF **Tulsa**
A New Kind of Energy.

DATE: April 21, 2017

TO: G.T. Bynum, Mayor
                   Jack Blair, Chief of Staff

FROM: James Wagner

SUBJECT: TulStat – Police/911/Municipal Court

Strategic Goal Areas: **Well-Being** and **The City Experience**

On Monday, April 17, the Office of Performance Strategy and Innovation hosted a TulStat meeting with the Tulsa Police Department, 911 Public Safety Center and Municipal Court to discuss performance metrics. The purpose of this meeting was to share how data informs strategies and to discuss how to move toward desired outcomes. Data was presented by leadership and discussed with the Mayor's Office, the Office of Performance Strategy and Innovation, and internal-service department leadership.

Presenting Parties
Tulsa Police Department: Major Matt Kirkland
911 Public Safety Center: Terry O'Malley
Municipal Court: Kelly Brader

Attendees Present:

G.T. Bynum, Mayor	Mike Kier, Finance	Chuck Jordan, TPD
Jack Blair, Chief of Staff	David O'Meilia, Legal	Eric Dalgleish, TPD
James Wagner, OPSI	Kim MacLeod, Communications	Jonathan Brooks, TPD
Penny Macias, OPSI	Michael Dellinger, IT	Belinda McGhie, 911 PSC
Mark Hogan, EMD	Cathy Criswell, City Auditor	
Erica Felix-Warwick, HR		

Meeting Agenda
1. Discuss outcomes and purpose (OPSI)
2. Citywide Goals (OPSI)
3. What story is the data is telling us? (TPD/911/Municipal Court)

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4. Discussion - Strategies (ALL)
5. Follow-up Plan (OPSI)

Presentations

911 PSC, Terry O'Malley
Two of 911 needs: staffing & better data/analytics tools

APCO association of public safety communication officials

Fairly good reporting tools for phone system. No integrated data – would really like to be able to determine agent time/que, frequent callers, hang up types,

Issues with Osage county, 311

Takes 1-2 years to train one dispatcher to do all 6 functions to sit in any of the eight specialized dispatch console positions. Loss of one dispatch = loss of minimum of 2 years of training;

Data analytics needs for dispatch – response time by various categories

CAD system doesn't work well for dispatch because we didn't buy all the parts we need. Would really help put CAD in all officer calls to allow officers to see what dispatch sees.

APCO standard = 1 dispatch should not monitor more than 21 officers at t time. At times we double or triple that number

4 major problem areas. Answering calls quickly, analyzing performance, funding for 911 services, focusing on core services

Busy hour is typically 5:00-6:00 p.m. Only able to achieve standard at least busy hour – 3:00 a.m.

911 fees could be held in escrow if we don't meet NENA standard. Failure to comply with improvement plan = escrow until we comply.

We have 14 vacancies and 6 untrained (large centers typically have 9 vacancies)

How many shifts? 3 8-hour shifts.

2016 took 400,000 911 calls; also took 300,000 non-emergency police & fire calls (also call out 150,000 calls – returning dropped calls, etc)
Currently @ 75% staffing (60 of 80 authorized). Need 100 – hire 14 vacant and add another 20 authorized positions. Staffing need is calculated by volume, time, call hours,

15% turnover rate at this point = really good

More staff should reduce abandon call rate and improve morale and retention

At end of 2016 we started doing more screening of incoming employees to make sure they're fit for the job. Hiring about same # of people per year but we're keeping people longer which suggests this strategy is working.

Could be fully funded if we reach out and consolidate regional and state resources

Need to integrate CAD with call data – need to be able to tell how long calls are in que

TPD: Major Kirkland, Charles Wulff
TPD faces some of the same problems as 911 – data has to be hand extracted in most cases; data in some is literally kept by some on individual excel sheets

Part 1 Big 8 crimes measured.

As of February part 1 crimes were up 8.7% over previous year. Property crimes tend to be reported longer after the fact that the violent crimes (e.g. Larceny – someone might not notice something was stolen immediately – so older numbers are more accurate for this).

Robberies & homicides are up. Doesn't seem to be any theme so far. Two general categories of homicide – domestic and drug related. Gang activity for last year and this year to date hasn't been same level as previous years in the past. Sitting just a little lower last year on violent crime

Significant drop in February for violent crimes. Probably goes up in summer time. Overall trend though is that we are trending below where we were this time last year.

One of the new strategies in previous year – training in combat medicine modeled after infantry training in army and is attributed to a lot of saves & battlefield improvement. Since they started deploying trauma kits that are about $80/kit they have utilized 42 of those that they can reasonably say someone's life was saved or better likely to survive → homicide stats could be worse without the intervention applied here
Gun recoveries – data collection here is fragmented, this reflects just what gangs & narcotics does alone.

Over 70 guns seized in January (reflects big push by SID and Narcotics, multiple seizures).
Collisions – High injury & fatality collisions per month

KPI = 5% decrease over previous year. For 2017 we're off to a really good start on those fatality injuries & high injury collisions. Need to address as we move forward how much traffic

enforcement & dangerous intersection reinvestment we can afford to put in. Test at 71ST & Memorial to see how much impact we can make.

If you look at all violent crime and injuries resulting it pales in comparison to damage done with traffic collisions. Almost 10% of TPD workload is just responding to traffic crashes. 60,000 citations issue (more than 1000 written per week). More opportunities to free up officers for patrol can possibly impact other areas.

When you respond to a collision, frequently citation issued? Frequently, not always, but frequently

How do we calculate what the fine is? Depends upon the offense, preset fines for most we write. In addition to moving violations they may get registration or equipment violations (book to court and fines associated whit adjudication)

Part 1 call response time – how fast do we respond to calls. Better for us if we answer more calls faster.

Can measure from time the officer receives call on radio to time they arrive on scene. Very difficult to combine that from the time someone actually dialed 911 – some overlap and missing pieces in technology to give that

Up 1.7% in how fast we answer calls this year = good for us. We're moving up.
Top 10 calls = over 25% of calls are alarms. OKC model doesn't reduce alarms but at least you capture revenue if there's a permit involved.

Disturbances – 15-20% of workload. A lot of those are public drunks and arguments in the street.

Community Policing – trying to prepare for what's to come.
61st & Peoria Byrne Grant – Community resource officer 100% of time dealing with community issues as they arise or anticipate them before they arise. Proactive instead of reactive. If we had adequate staffing we'd love to have every officer able to do this and build relationships before problems arise. Position is funded for 4 years. About 60-70 days into it. Anecdotally good stories, no data yet to show impact.

Currently no way to measure all the hours an officer spends connecting with individuals (fishing with a kid, reading with them in school) simple fix = 10 code on the radio to check out on which helps tell story about what else they're doing

Auto theft is up to 20% - in position to leverage social media increased awareness of things to do to prevent crime (e.g. Don't leave your keys in the car)

Disturbance calls – some chronic offenders arrested hundreds of times and then individuals on a one time basis. Spend equivalent of 14 FTE handling public drunk calls (almost an entire patrol shift for one side of time - day shift north side).

2001-2002 there was a public inebriate diversion – housed at ADC. Could take drunks to that program and didn't have to spend time dealing with them, they didn't have to have arrest on record, saved money from booking into jail. Could take someone and book them in and be back to calls in 20-40 minutes (huge improvement over 60-105 minutes it takes to arrest and book).

$225,000 would fund operational aspects of pub inebriate alternative (equivalent to 2 officers as opposed to 14).

Public intoxication is #1 municipal charge arrest. If they plead guilty they get credit for time served so we don't collect anything and it costs us money to book and house them.

What % of jail population is PI? If average 30 prisoners a day in jail probably 15 are Public Intox.

Proposed inebriate has component of therapy and treatment – where they can get real help. Proposal would be partner with 3rd party (e.g. 12 & 12) to have diversion program from arrest and perhaps condition of not getting arrested would be to do an I'

B. Gardner – few people who are chronic arrests have gone through alternative court and have had some success

So, what we spend on dealing with public inbox is the equivalent of an entire shift from a division? Roughly, yes, shifts are about 17 officers.

Mental Health: Tulsa is not unique in having difficult problem in dealing with mental health crisis in our community. Around the country mental health transports are huge drain on PD resources.

Few programs to mitigate
1. Officer training to deal with mentally ill = fewer use of force and less extreme use of force
2. Better understanding of issues people are facing and impact of their lives on times. Assisted outpatient treatment = officer, COPES (someone they can call for someone in crisis) will often know the offender and be able to provide. 1 full time officer working with agencies (funded by grant) – job is to see who's a frequent flier/recurring cases and stay ahead of problems
3. Officers are provided with naloxone- can't get officers to call & report that they used it, but they know of a minimum of 28 cases where someone was in or near cardiac arrest and they provided treatment since June 2014

Mental Health Transport Overtime Costs
In 2016 we spent about $150,000/quarter to transport. Majority of in-town transports are coming from officers to answer calls. But we're saving $100,000/quarter. Stacking patients for times when shifts are lower – pre-set times to go and pick up patients (as opposed to just going as soon as hospital calls) for lower call time hours

St John and St Francis have started working to hire a private transport company to take patient out of emergency room/floor. Cheaper for them to hire transport company and move them out as opposed to keep them in the facility and wait on TPD.

Manpower – long term average over course of 7+ years is 3+ officers per month. In last calendar year we're exceeding 4+ officers/month. Plotted trendline on attrition and it shows a steady rise. Concern is that will continue to rise. September 2016 were at 520-530 PD—1.

Scheduled to bottom out on those this fall or if attrition stays at 4+ we'll bottom out in spring of 2018. It's going to take probably until late 2018 or mid 2019 just to catch up to where we are now. This accounts for 2 30 man PST academies & 1 30 man GF academy. If replacement rates are compromised that really impacts our ability to do
What accounts for higher attrition rate? We were becoming older department and we're reaching those ages where people are old enough they can get insurance and retire. Nothing different from current conditions.

Follow up: Homicides – what accounts for the high homicide rates.
Domestic violence – drug related. University of Cincinnati will be back to study those further. ;

Municipal Court: Kelly Brader
80% increase in bench warrants issued for failure to pay. 95,000 outstanding warrants.
Add-on policy has caused a shift to a court of convenience. 32% of fines were collected in 2016.

49% increase in larceny. Loss prevention at retailers.
Speeding tickets will be paid because the consequence is a revoked driver's license.

Performance Metrics

Status	Metric	Relevance
🔴⚪⚪	911 Average Answer Times	Ability to answer calls within 10 seconds or less
🔴⚪⚪	911 Call Volume	# of calls coming in by hour of day
🔴⚪⚪	911 Staffing Power	# of agents and ability to decrease average answer times
🔴⚪⚪	911 Staffing Retention	Ability to hire and retain employees impacts call answer times
🔴⚪⚪	TPD Part 1 Crime Counts	Homicide, Rape, Robbery, Agg Assault, Burglary, Larceny & Auto Theft

	Metric	Description
🟡	TPD Part 1 Violent Crimes by Month	Crime counts by month of year
🟢	Gun Recoveries	# of firearms recovered by month of year
🟢	Collisions	# of high injury & fatality collisions by month of year
🟡	TPD Call Response Times	% of Time able to respond to Priority 1 calls in 3 minutes or less
🟡	Community Policing	Progress at 61st & Peoria area and implementation of Commission recommendations
🔴	Public Intoxication Arrests	Significant officer time spent on these arrests alone which could be reduced with public inebriate alternative
🟢	Mental Health Transports	Costs associated with officers having to transport persons in need of mental health treatment to an appropriate facility
🔴	Predicted Manpower Levels	Estimated officer counts based upon attrition rates and including 90 new officers per year (3 academies/yr with 30 recruits in each academy)
🔴	Warrant Types	Counts of warrant types issued by year
🔴	Fines Issued vs Paid	# of fines issued by year compared to # of fines collected
🔴	Larceny Cases	# of larcenies and type of cases is creating significant workload on court system
🟡	Speeding Tickets Issued	Counts of speeding ticket by type of violation
🟢	Speeding Fines Collected	Ratio of issued to paid fines for speeding

Support Department Metrics: These metrics were provided by the support department attending TulStat. The purpose of the metrics inclusion is to show a fuller picture of the demands on city-wide resources to fulfill the obligations of the presenting department. In addition to the full time staff within presenting departments, there are a number of work groups that ensure success towards city-wide goals is realistic. If the metrics presented do not add value or there are additional metrics that are requested these can be modified for future meetings to best provide an overall picture of our operational performance.

Follow-Up Items

Item	Responsible Party
Need for data analytics on 911 call data	James Wagner & Terry O'Malley
Amount and percentage of uncollected municipal court fines	Kelly Brader

Analysis of homicides in 2016 – what accounts for record year of homicides?	Chief Jordan
Update on University of Cincinnati work on domestic violence	Chief Brooks