TulStat

Police

—

The City Experience

August 25, 2017

CITY OF
Tulsa
A New Kind of *Energy*™

Introduction

Issue: Homicide

--Intelligence sharing, address the community's fear of retaliation, increasing the bond for firearm charges, and expanding community policing.

Issue: Domestic Violence

--Lethality assessment, high risk intervention, increasing the number of investigators, and cooperation with the University of Cincinnati
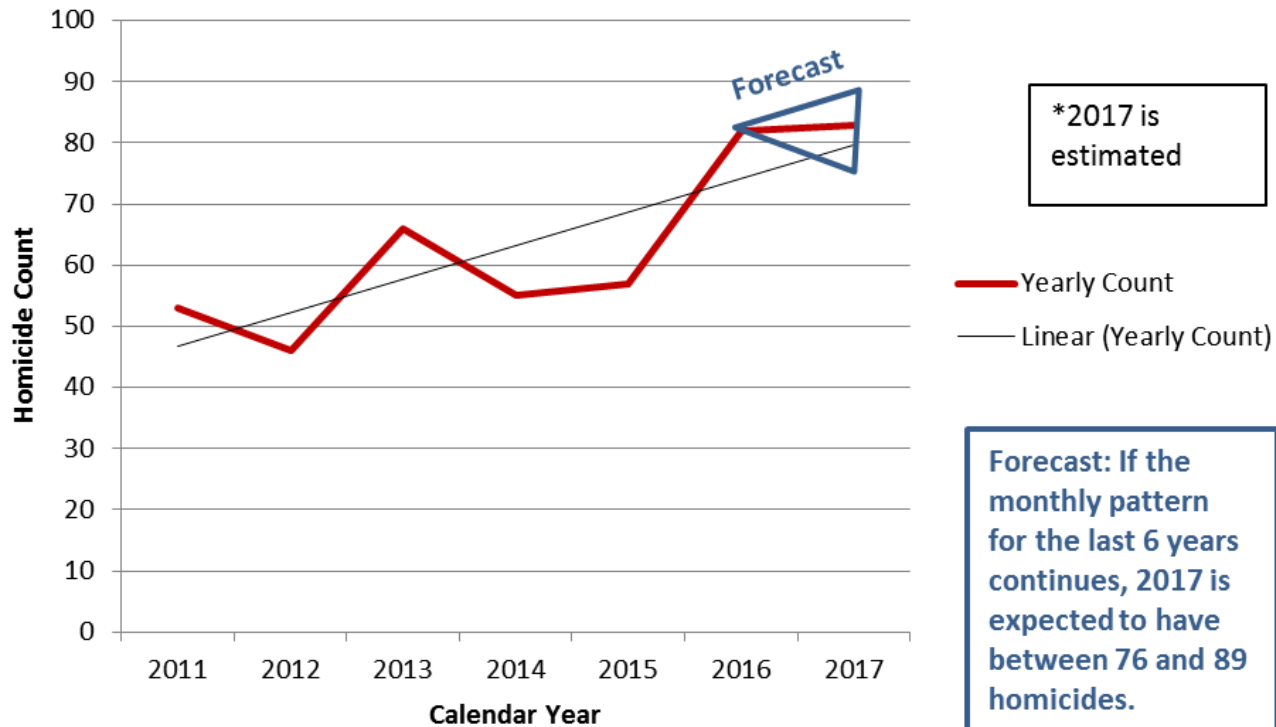
Issue & Context

- The Issue
  - Homicides are on an increasing trend since 2011.

- The Goals
  - Increase or eliminate the preset bond for <u>all</u> persons arrested for possessing a firearm with a previous felony conviction.
  - Increase the number of community policing positions to three

- How it connects to strategic outcomes
  - Connected to The City Experience: Decrease Violent Crime

Yearly Homicide Counts (2011 to 2017*)

Forecast

*2017 is estimated

— Yearly Count
— Linear (Yearly Count)

Forecast: If the monthly pattern for the last 6 years continues, 2017 is expected to have between 76 and 89 homicides.

Status

What it means

This chart shows the actual number of homicides per year in Tulsa. A trend line is included showing an increasing trend. A forecast is included showing a potential total for calendar year 2017. This increasing trend is also being experienced by most major US cities (MCCA).
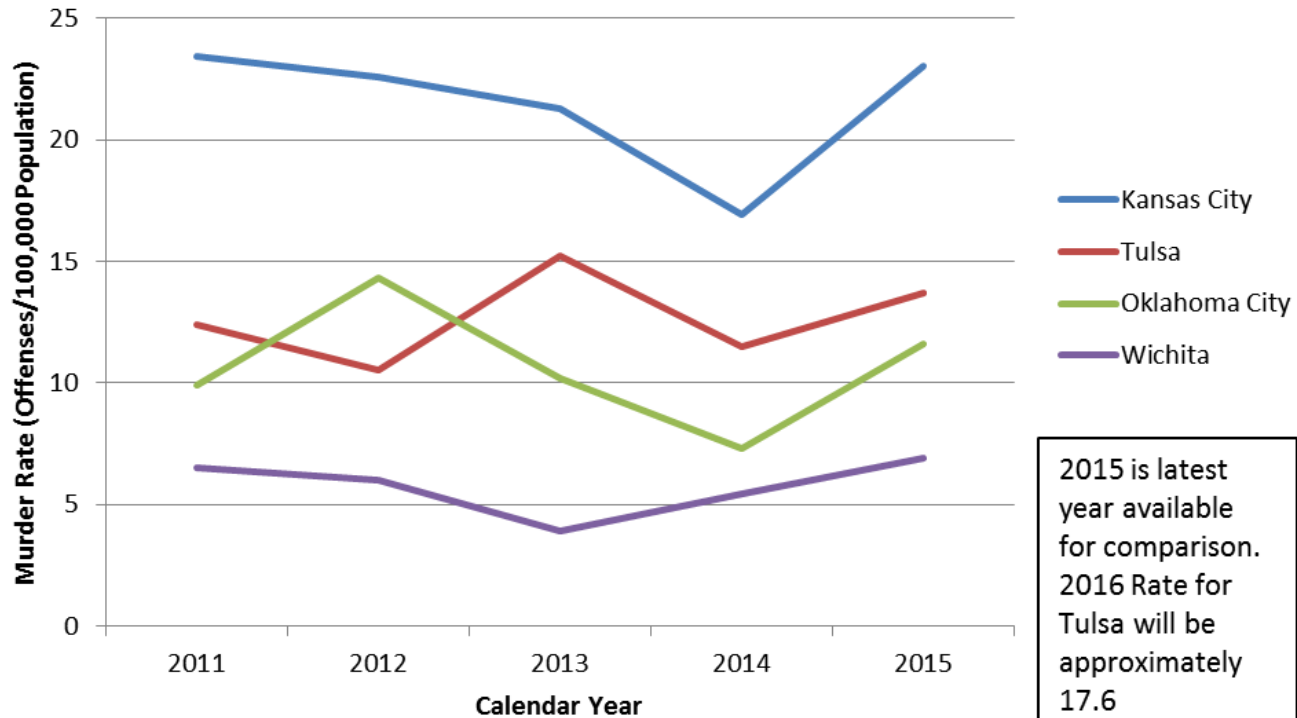
Mayor/Council Goals

The City Experience

Violent Crime

Murder Rates Compared (4 Cities)

2015 is latest year available for comparison. 2016 Rate for Tulsa will be approximately 17.6

Status

What it means
This chart shows murder rates (Murders/100,000 population) for four cities. This shows that murder rates are increasing in all 4 cities. On average, most major cities are experiencing an increase (MCCA).
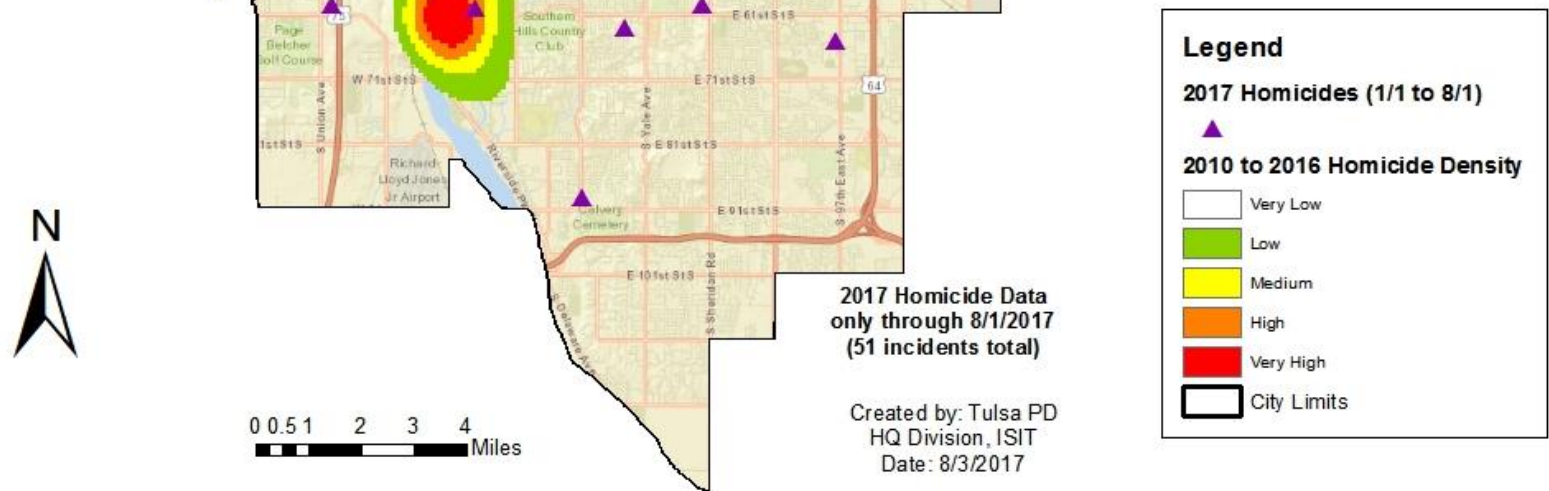
Mayor/Council Goals

The City Experience

Violent Crime

City of Tulsa Homicide Points and Density (2010-2017*)

2017 Homicide Data
only through 8/1/2017
(51 incidents total)

Created by: Tulsa PD
HQ Division, ISIT
Date: 8/3/2017

Legend

2017 Homicides (1/1 to 8/1)

▲

2010 to 2016 Homicide Density

☐	Very Low
☐	Low
☐	Medium
☐	High
☐	Very High
☐	City Limits

Tulsa Police and National Homicide Clearance Rate

National Rate is from the FBI and is not yet available for 2016-2017

— Tulsa Rate
— National Rate

Tulsa's rate for 2016 and 2017 are estimated and not yet official.
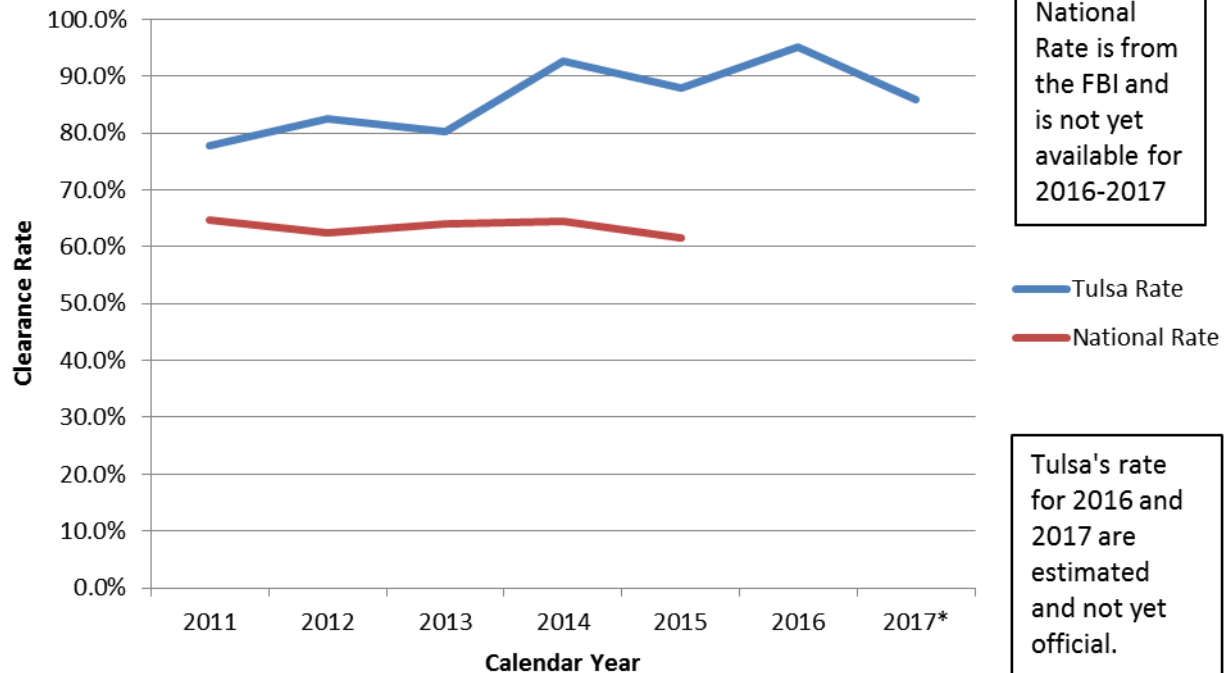
Status

What it means

This chart shows the clearance (solved) rate of homicides in Tulsa compared to the national average. The national average for 2011-2015 is 63.5%. Tulsa's average during that same time period is 86.1%. Tulsa is doing an excellent job of investigating homicides.
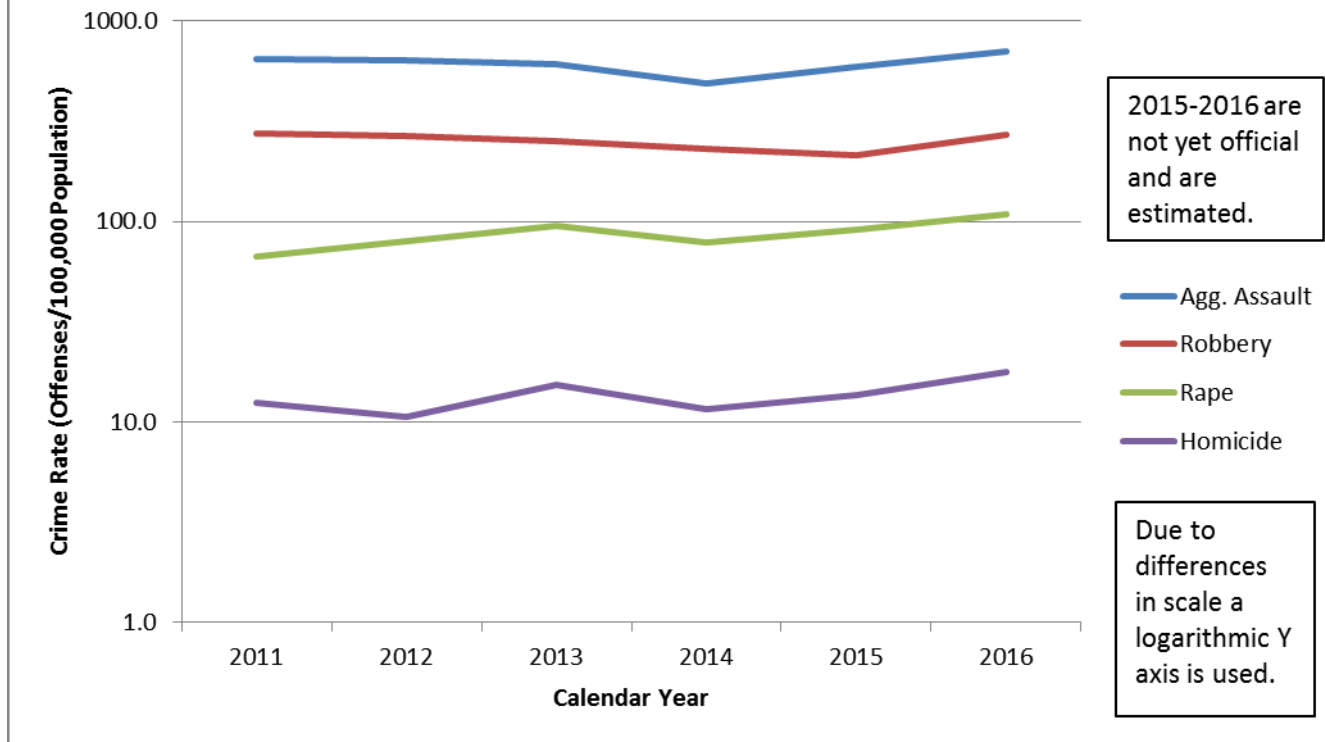
Mayor/Council Goals

The City Experience

Violent Crime

Tulsa Violent Crime Rates Compared (2011-2016)

2015-2016 are not yet official and are estimated.

- Agg. Assault
- Robbery
- Rape
- Homicide

Due to differences in scale a logarithmic Y axis is used.

Y axis: Crime Rate (Offenses/100,000 Population)
X axis: Calendar Year

Status

What it means
This chart shows a rate (Offenses/100,000 population) comparison of the 4 major violent crimes for Tulsa. This shows that Homicide is the lowest rate, but all 4 are showing recent increasing trends. This is also being experienced by most major cities (MCCA).

Mayor/Council Goals

The City Experience

Violent Crime

Annual SID Gun Seizures
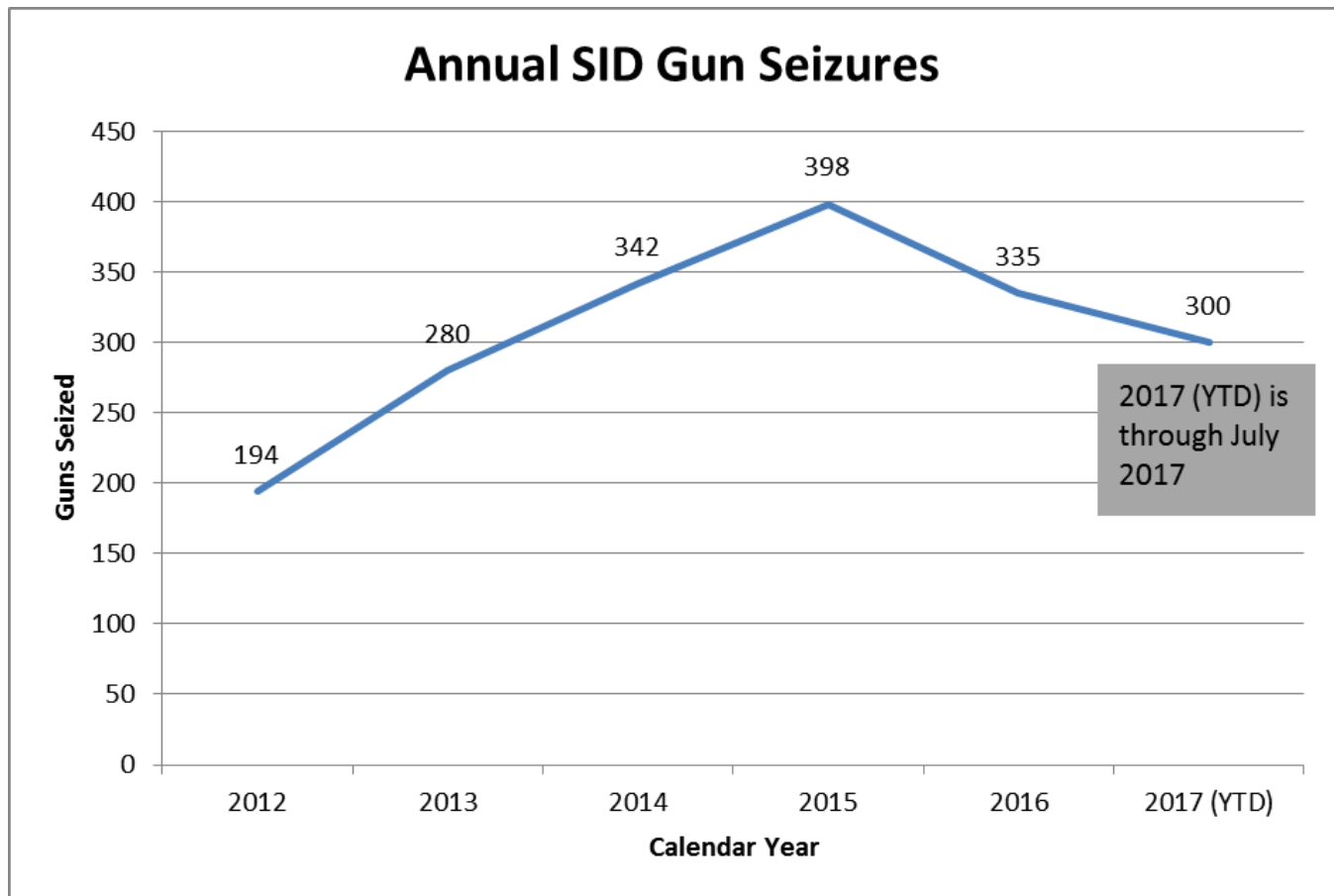
Status

What it means
Our Special Investigations Division (SID) is seizing many guns preventing them from being used in homicides and other crimes. Through July 2017 we already have over 300 guns seized.
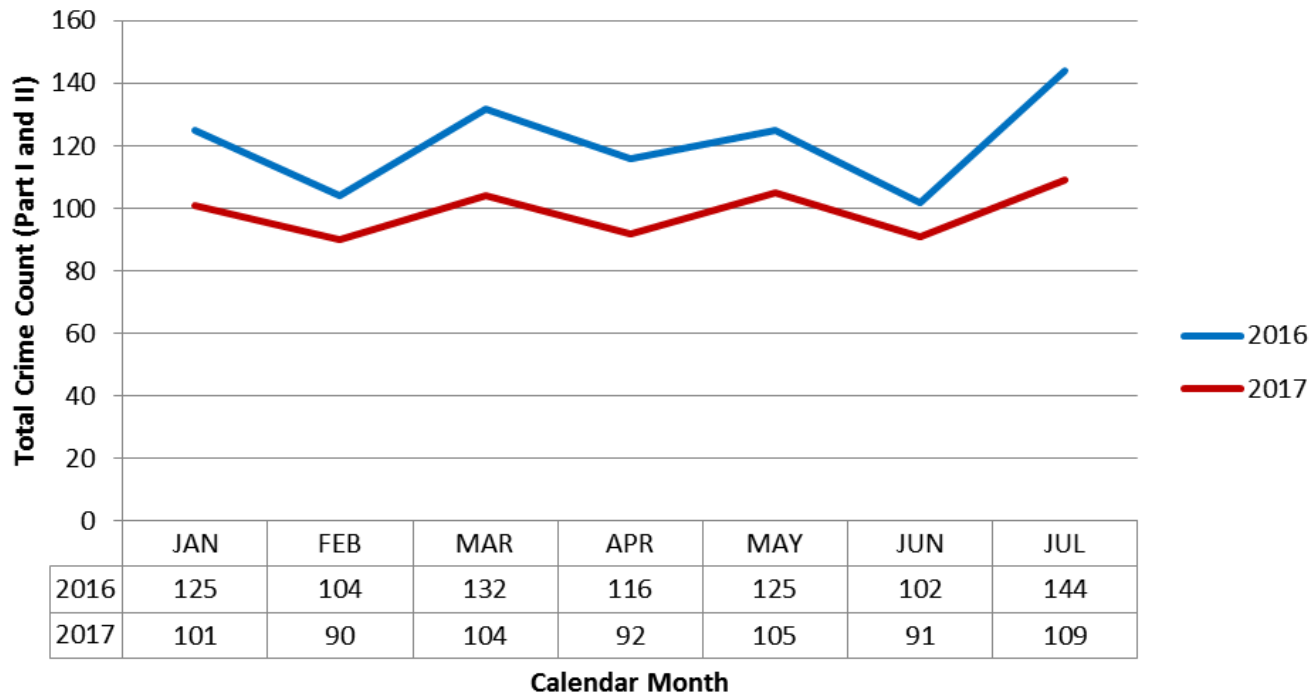
Mayor/Council Goals

The City Experience

Violent Crime

Community Policing--61st and Peoria
(Crime Totals First 7 Months of Each Year)

	JAN	FEB	MAR	APR	MAY	JUN	JUL
2016	125	104	132	116	125	102	144
2017	101	90	104	92	105	91	109

Total Crime Count (Part I and II)

Calendar Month

— 2016
— 2017

Status

What it means
Community Policing Shows promise: The position at 61st and Peoria started in January 2017. While we only have 7 months of data so far, crime has decreased 18.4% over the previous year. During this same time period, crime decreased 6.8% city-wide.

Mayor/Council Goals

The City Experience

Violent Crime

Strategic Direction & Actions

Strategy	Action Plan / Next Steps	By When	Hurdles
#1. Continue and Improve Intelligence sharing.	Continue pushing out Intel sheets to all TPD	Ongoing	Limited Manpower
	Emphasize the need for two-way ongoing communication	Ongoing	Limited manpower
#2. Encourage public to provide more information	Encourage public to cooperate with prosecutions	Ongoing	Fear of retaliation

Strategic Direction & Actions

Strategy	Action Plan / Next Steps	By When	Hurdles
#3. Most homicides are with firearms. It is illegal for persons with felony convictions to possess a firearm. The arrest bond amount is currently at $4,000 and is insufficient.	Eliminate preset bond	Fall 2017	Dependent on presiding District Court Judge

Strategic Direction & Actions

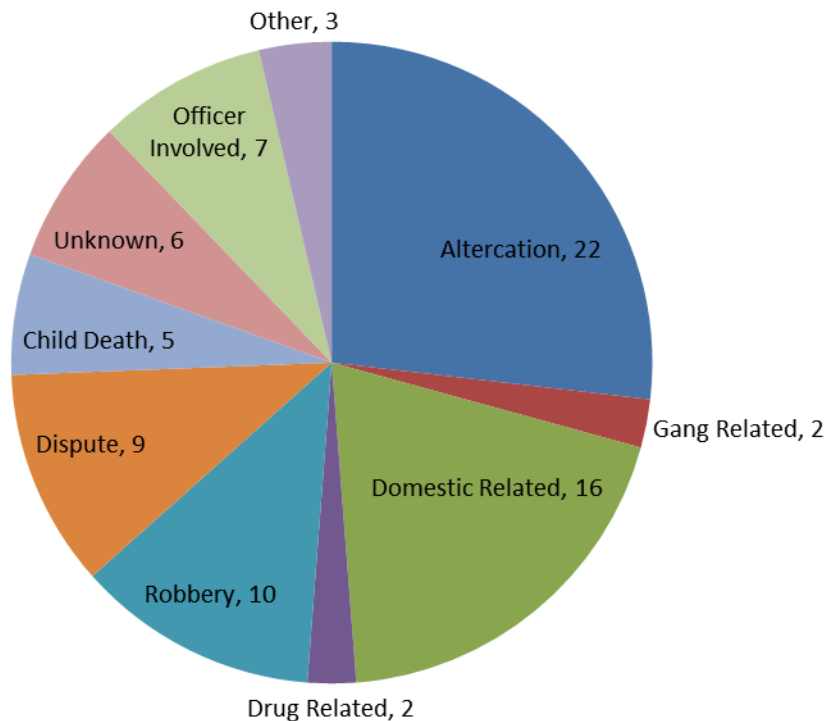| Strategy	Action Plan / Next Steps	By When	Hurdles
#4. Expand community policing as currently being done in the 61st and Peoria neighborhood with two new positions, one in North Tulsa and one in East Tulsa.	Obtain additional grant for a community policing officer in the other two divisions	Fall 2018	Replicating the successful grant proposal used for 61st and Peoria
	Utilize the above Grant OR use manpower below		
	Assign additional officers to community policing	Contingent upon reaching funding and staffing goals	Limited manpower

Issue & Context

- The Issue
  - Domestic violence homicides increased in 2016

- The Goal
  - Increase number of domestic violence investigators from five to nine

- How it connects to strategic outcomes
  - Connected to The City Experience: Decrease Violent Crime

2016 Homicide Categories with Counts

- Other, 3
- Officer Involved, 7
- Unknown, 6
- Child Death, 5
- Dispute, 9
- Robbery, 10
- Drug Related, 2
- Domestic Related, 16
- Gang Related, 2
- Altercation, 22

What it means

This pie chart shows a categorized breakdown of 2016 homicides in Tulsa. These categories are estimated. The largest share is Altercation (Fight) and Domestic related homicides. Both of these categories increased for 2016.
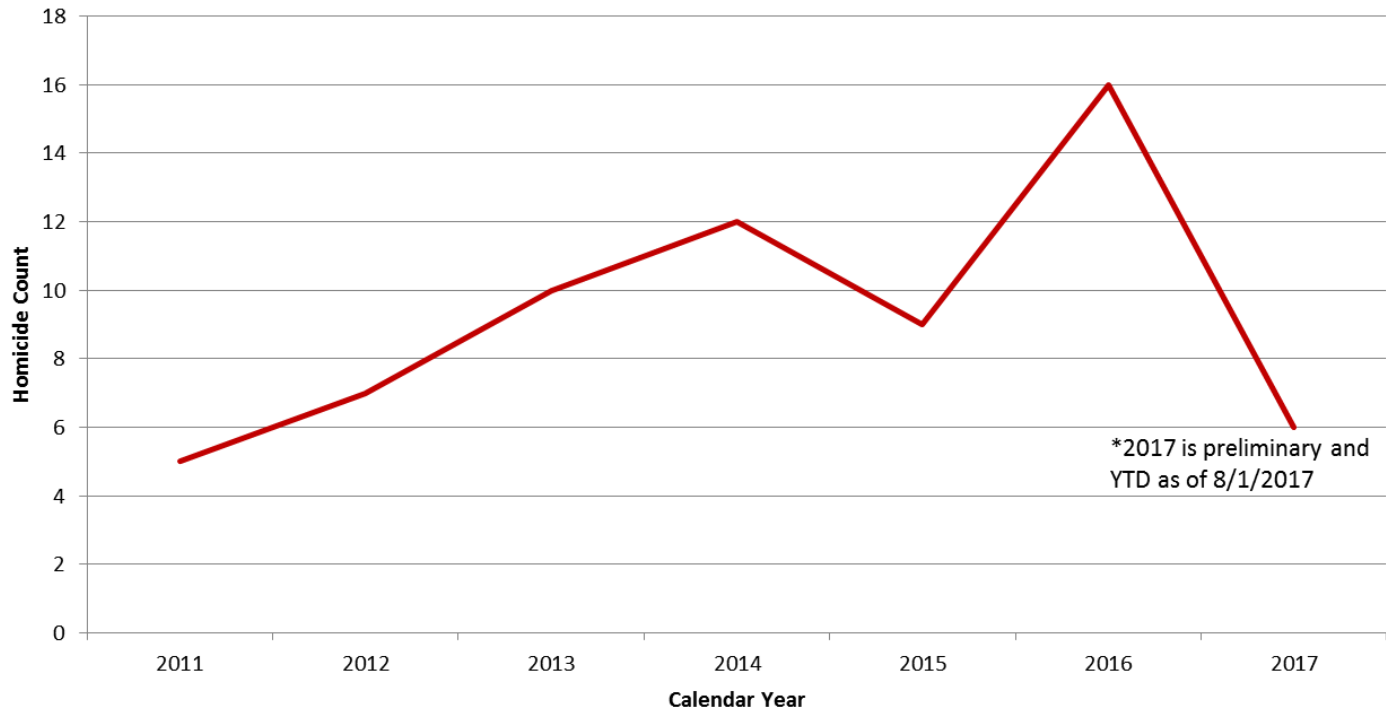
Mayor/Council Goals

The City Experience

Violent Crime

Annual Domestic Violence Homicides (2011-2017*)

*2017 is preliminary and YTD as of 8/1/2017

Status

What it means
This line chart shows Domestic related homicides since 2011 in Tulsa, showing an increase in 2016. None of the domestic homicide victims were known to TPD's Family Violence Unit prior to the homicide. 2017 looks to be lower than 2016.

The City Experience

Violent Crime

Strategic Direction & Actions

Strategy	Action Plan / Next Steps	By When	Hurdles
#1. Continue current lethality assessment	Continue using the lethality assessment	In progress	None
#2. Increase the level of intervention with high-risk domestic violence strangulation cases.	Continue the high-risk strangulation intervention	In progress, started April 2017	None
	Follow up analysis of data on high-risk intervention	December 2017	Limited manpower
	Alter high-risk strategy depending on data results	Spring 2018	Depends on results of analysis

Strategic Direction & Actions

Strategy	Action Plan / Next Steps	By When	Hurdles
#3. Increase the sworn manpower of the Family Violence Unit.	Hire sufficient PD-01 officers to allow expansion of sworn investigators from current 5 to 9.	Contingent upon reaching funding and staffing goals	Limited Manpower

Strategic Direction & Actions

Strategy	Action Plan / Next Steps	By When	Hurdles
#4. Work with University of Cincinnati (UC) on reducing our domestic violence	Finalizing the data agreement	In progress	In progress
	Complete MOU	In progress	In progress
	Schedule first planning session	Pending	Direction to be set based on data analysis

TulStat

911 Public Safety Communications

—

The City Experience

August 25, 2017

TulStat #1

1. Issues & Measureable Goals
   a. **Answer 911 calls quickly** (NENA answer standard)
   b. **Analyze performance** (Service levels for call response)
   c. **Fund 911 services** (Per call costs)
   d. **Focus on core services** (Per call costs)

2. Strategies for Consideration
   a. Staffing models & business process improvements
   b. Data analytics
   c. Cost sharing & fee structures
   d. Self-help & vendor offerings

W. Edwards Deming, one of the founding fathers of Performance Improvement once said, "Management's job is to improve the system." He also said, "In god we trust, all others must bring data."

Issue & Context
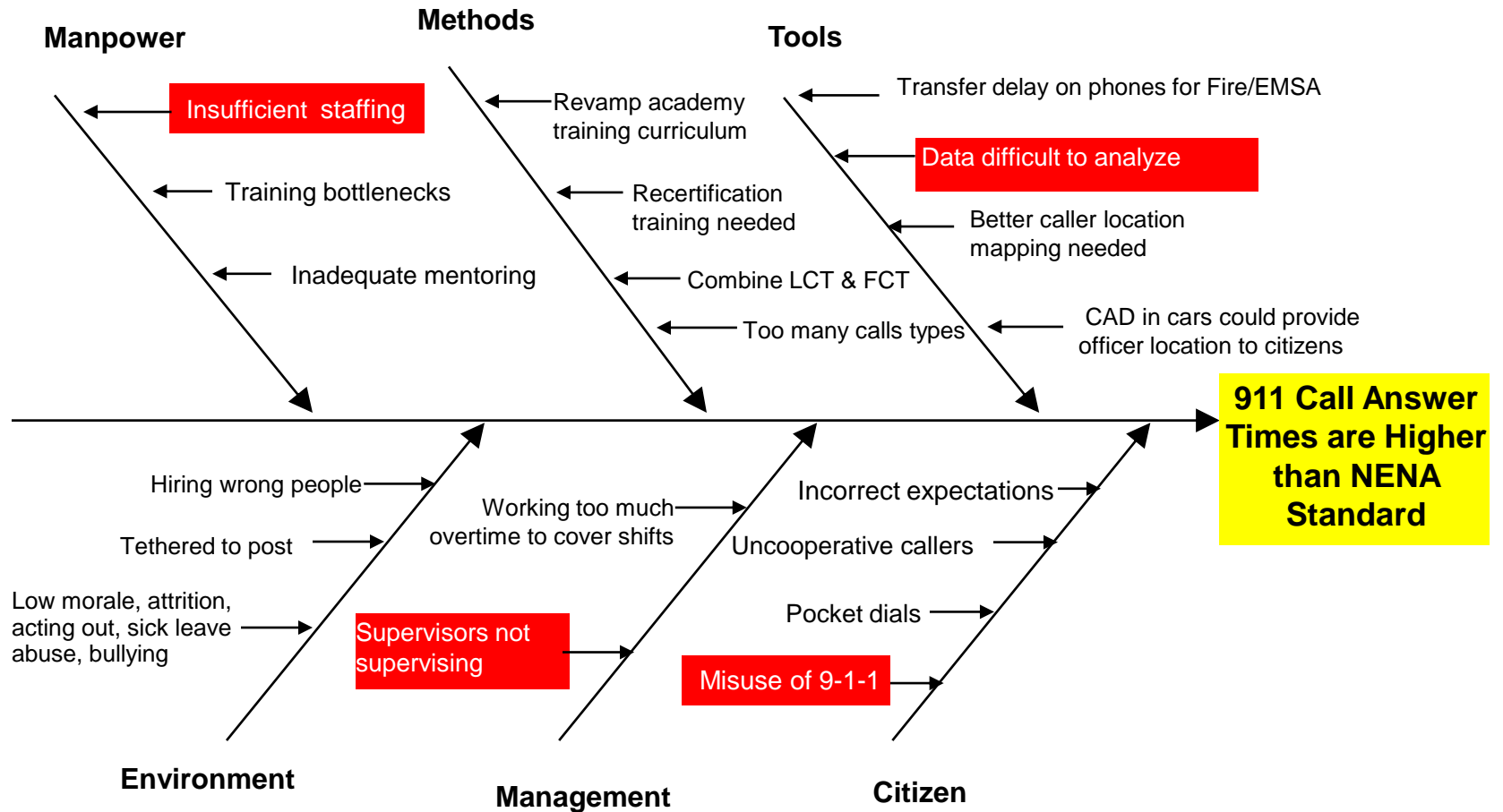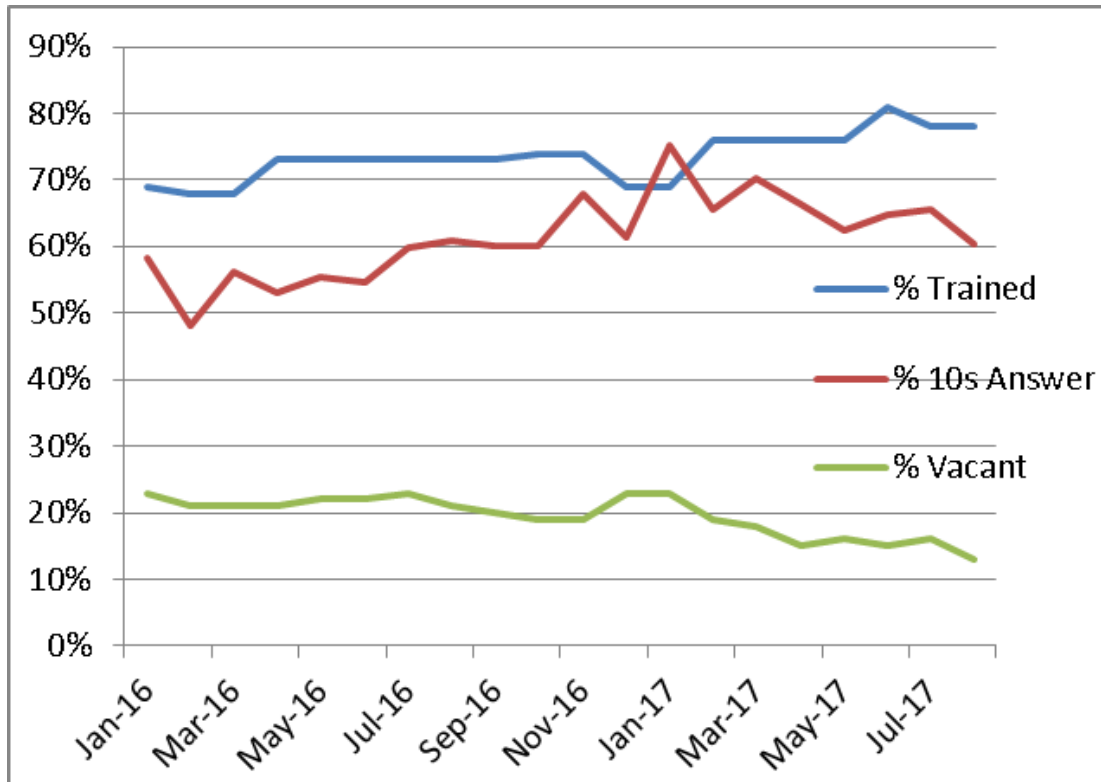
- What's the issue you're trying to solve?
  - Tulsa 911 answer times should meet the NENA call answering standard

- What is your *measurable* goal?
  - During the busy hour of each day, answer 90% of all 9-1-1 calls within 10 seconds of arriving at Tulsa 911

- How does it connect to strategic outcomes
  - Connected to The City Experience (Decrease traffic fatalities and violent crime)

Ishikawa Cause & Effect Diagram

Manpower
- Insufficient staffing
- Training bottlenecks
- Inadequate mentoring

Methods
- Revamp academy training curriculum
- Recertification training needed
- Combine LCT & FCT
- Too many calls types

Tools
- Transfer delay on phones for Fire/EMSA
- Data difficult to analyze
- Better caller location mapping needed
- CAD in cars could provide officer location to citizens

911 Call Answer Times are Higher than NENA Standard

Environment
- Hiring wrong people
- Tethered to post
- Low morale, attrition, acting out, sick leave abuse, bullying

Management
- Working too much overtime to cover shifts
- Supervisors not supervising

Citizen
- Incorrect expectations
- Uncooperative callers
- Pocket dials
- Misuse of 9-1-1

Capacity vs. Call Answer Time

Date	%Trained	%Vacant	NENA
Jan-16	69%	23%	58%
Feb-16	68%	21%	48%
Mar-16	68%	21%	56%
Apr-16	73%	21%	53%
May-16	73%	22%	55%
Jun-16	73%	22%	55%
Jul-16	73%	23%	60%
Aug-16	73%	21%	61%
Sep-16	73%	20%	60%
Oct-16	74%	19%	60%
Nov-16	74%	19%	68%
Dec-16	69%	23%	61%
Jan-17	69%	23%	75%
Feb-17	76%	19%	66%
Mar-17	76%	18%	70%
Apr-17	76%	15%	66%
May-17	76%	16%	62%
Jun-17	81%	15%	65%
Jul-17	78%	16%	65%
Aug-17	78%	13%	60%

Status

Answering Calls Quickly

Issue

What it means

As the # of trained people increases and the # of vacancies decreases, 911 call answer time decreases.

Mayor/Council Goals

The City Experience

Violent Crime

Traffic Fatalities

Strategic Direction & Actions

Strategy	Action Plan / Next Steps	By When	Hurdles
Increase number of people to answer the phones.	Fill all authorized positions (79+6); outreach efforts	Dec. 2017	Qualified applicants; continuing attrition
	Train new hires for LCT; smaller academies	May 2018	Training bottlenecks
	Improve sick leave use & attrition	Ongoing	Current culture; pay; progression delays
Reduce number of calls to 9-1-1.	Public & employee education	Ongoing	Limited resources; need to define target audience

Issue & Context

- What's the issue you're trying to solve?
  - Need to create service level times for call handling that can trigger alerts when levels aren't met.

- What is your *measurable* goal?
  - Individual response times from beginning of citizen call to close of call by first responders

- How does it connect to strategic outcomes
  - Connected to The City Experience (Decrease traffic fatalities and violent crime)

Strategic Direction & Actions

Strategy	Action Plan / Next Steps	By When	Hurdles
Subscribe to public safety-specific data analytics service that has been used by Tulsa Fire Department for several years – First Watch.	Review offerings	Complete	Turnaround time for purchasing
	Setup system & train	4Qtr 2017	Linking phone data to CADS data
	Establish baselines for performance	1Qtr 2018	Elapsed time needed; learning curve for Performance Plus module
	Define triggers to alert on outliers.	1Qtr 2018	Limited triggers (10)

Conclusion

To improve outcomes for citizens, responders, and employees, 911 PSC priority needs are:

- **Additional employees**

- **Data analytics tools**

- **Revenue enhancement**

911 DISPATCHERS
THE MOST IMPORTANT PEOPLE YOU NEVER SEE
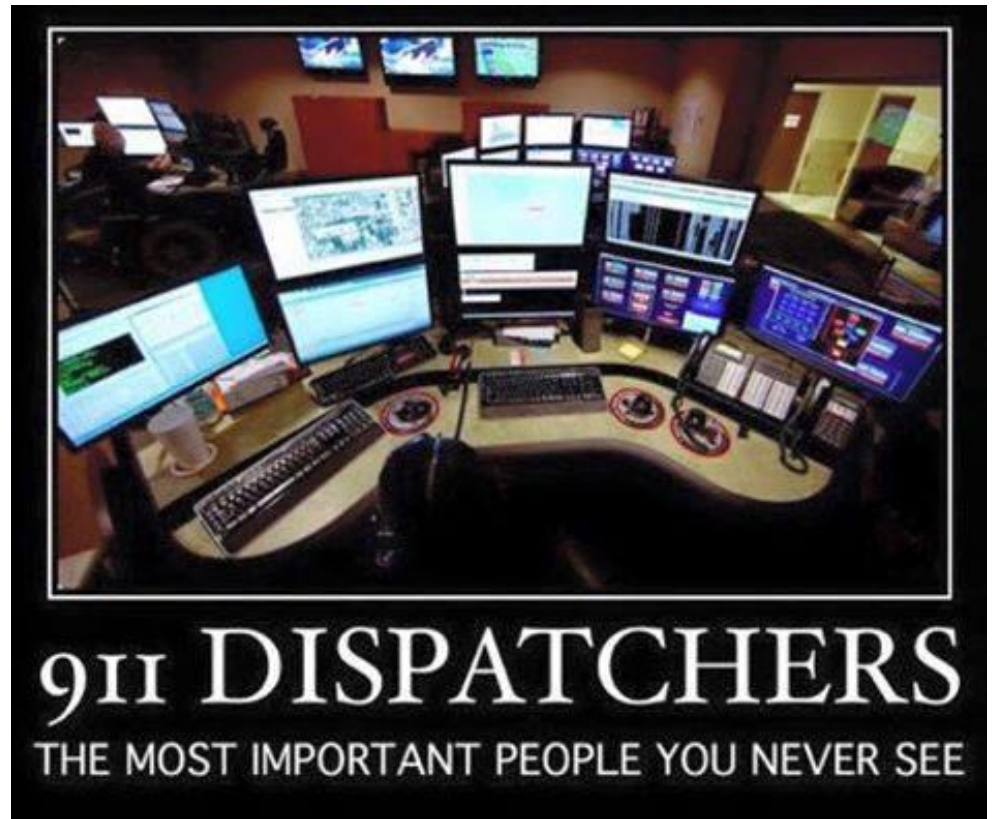
Tulsa Municipal Court

TulStat
August 25, 2017

CITY OF
Tulsa
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Issue & Context

- The Issue
  - Citizens are not appearing to court when summoned resulting in an increase of warrants being issued.

- The Goals
  - The goal is to increase the number of people who have been summoned to court to appear in court by 10%.

- How it connects to strategic outcomes
  - Connected to The City Experience: Decrease Violent Crime

Warrants by Frequency and Individual

1 person → 35 warrants for his arrest

1 person → 1 warrant for his arrest
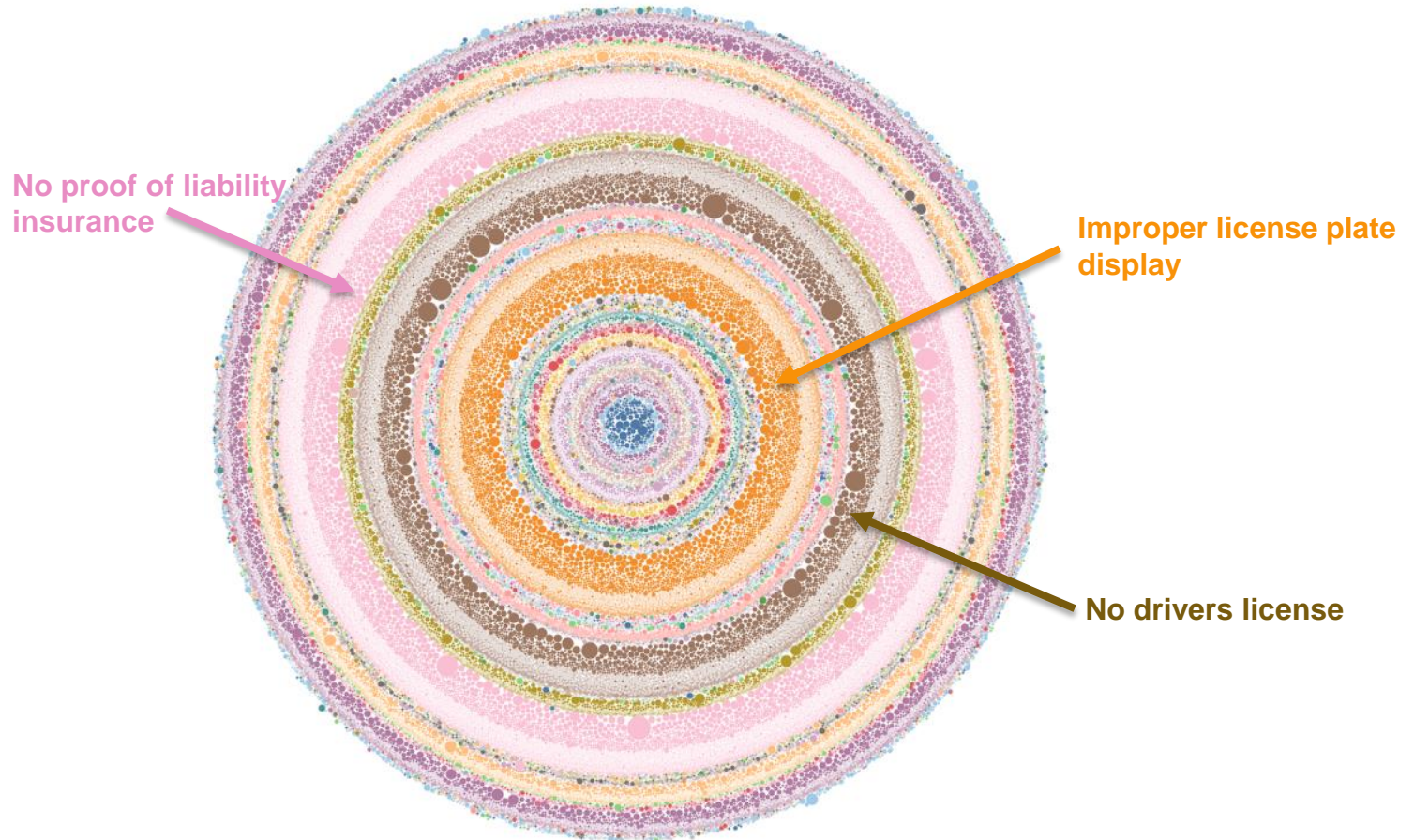
1 person → 9 warrants for his arrest

What it means

There are **110,056 active warrants** existing in the City of Tulsa. Each circle in this graph represents an individual who has a warrant out for their arrest. The larger the circle, the more warrants have been issued for that person.

Mayor/Council Goals

The City Experience

Reduce Crime

Warrants by Frequency and Charge Description

No proof of liability insurance

Improper license plate display

No drivers license

What it means

Each dot in this graph represents an **active warrant** for each individual. The **color** of the dot indicates what the individual was **charged** with and the bigger the individual circle, the more violations exist for that individual for that specific charge.
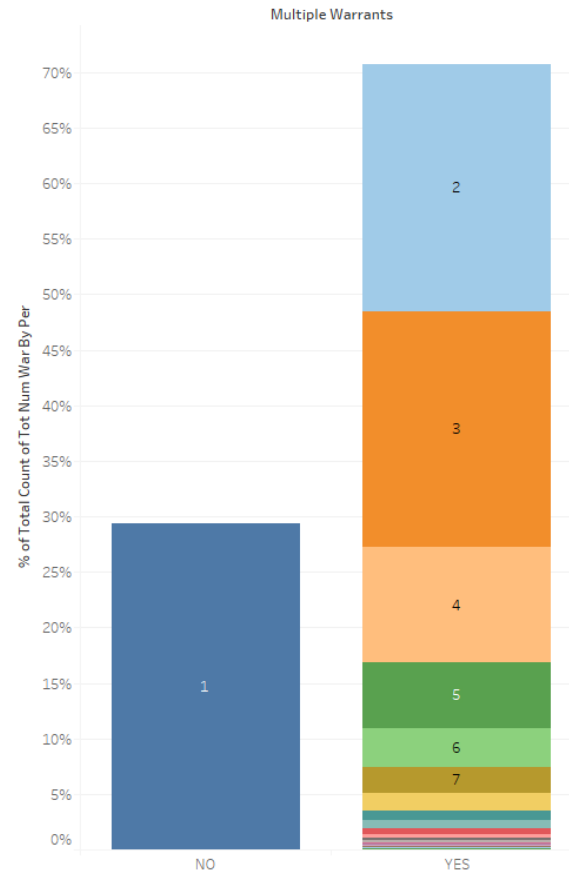
Mayor/Council Goals

The City Experience

Reduce Crime

Total Count of Multiple vs. Single Warrants

Multiple Warrants

32,276 (NO)
77,780 (YES)
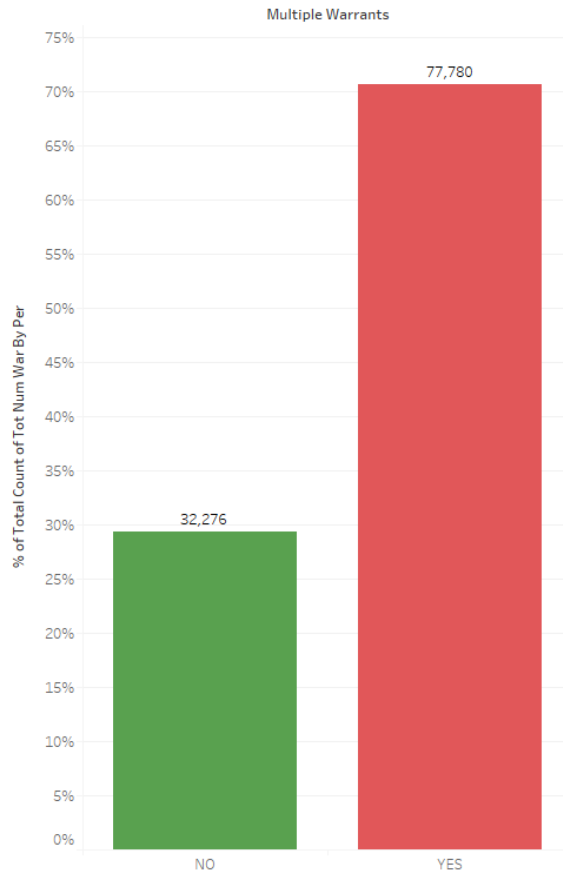
% and Breakdown of Multiple vs. Single Warrants

Multiple Warrants

1 Warrant = 29%
2 Warrants = 22%
3 Warrants = 21%
4 Warrants = 11%
5 Warrants = 6%
6 Warrants = 4%
7 Warrants = 2%
8 Warrants = 2%
9 Warrants = 1%
≥ 10 Warrants = 2%

What it means

29% of the existing active warrants are **single warrants for an individual**. **71%** of the active warrants are individuals who have **multiple warrants** out for their arrest. The graph to the right breaks down **the number of multiple warrants by percentage of the population with active warrants out for their arrest**.
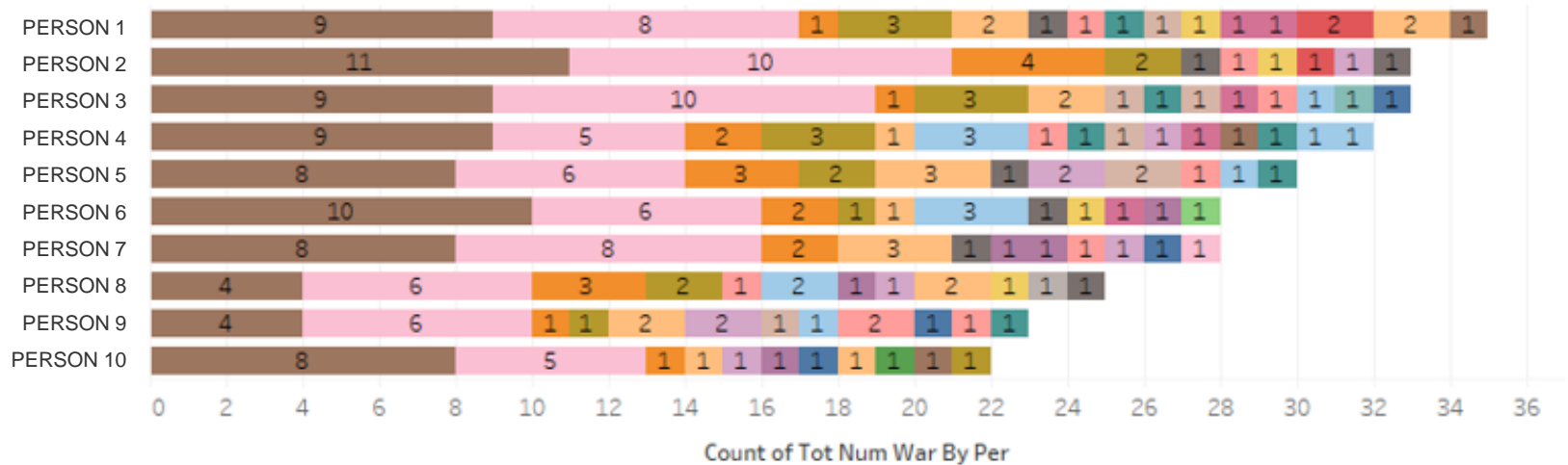
Mayor/Council Goals

The City Experience

Reduce Crime

Multiple Warrants Color Coded by Charge Description

= No drivers license
= No proof liability insurance
= Improper license plate display

What it means

These are the **top 10 individuals** who hold the most warrants with **35 warrants** on record for the person with the most warrants. The **colors** represent the types of charges against these individuals & the **number** indicates how many violations within that type of charge has occurred for each person.

Mayor/Council Goals

The City Experience

Reduce Crime

Multiple Warrants by Individual
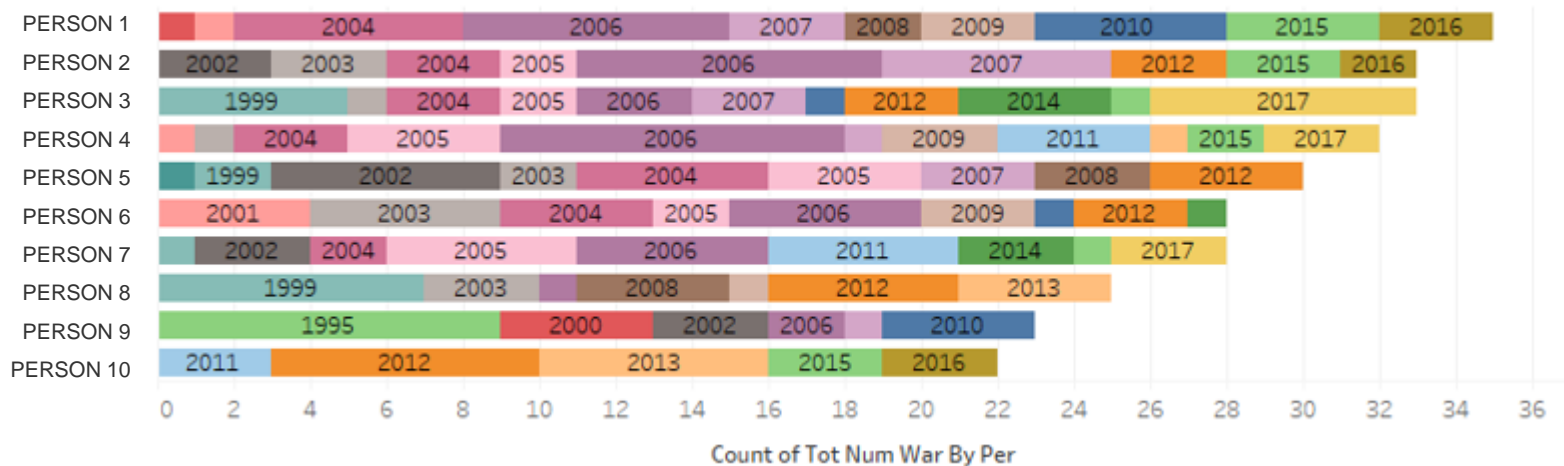
Count of Tot Num War By Per

What it means

These are the top 10 individuals who hold the most warrants. The **colors** represent the years the violations occurred; a few go back to the **1990's**. The wider the color block, the more violations that person has on record for that year.
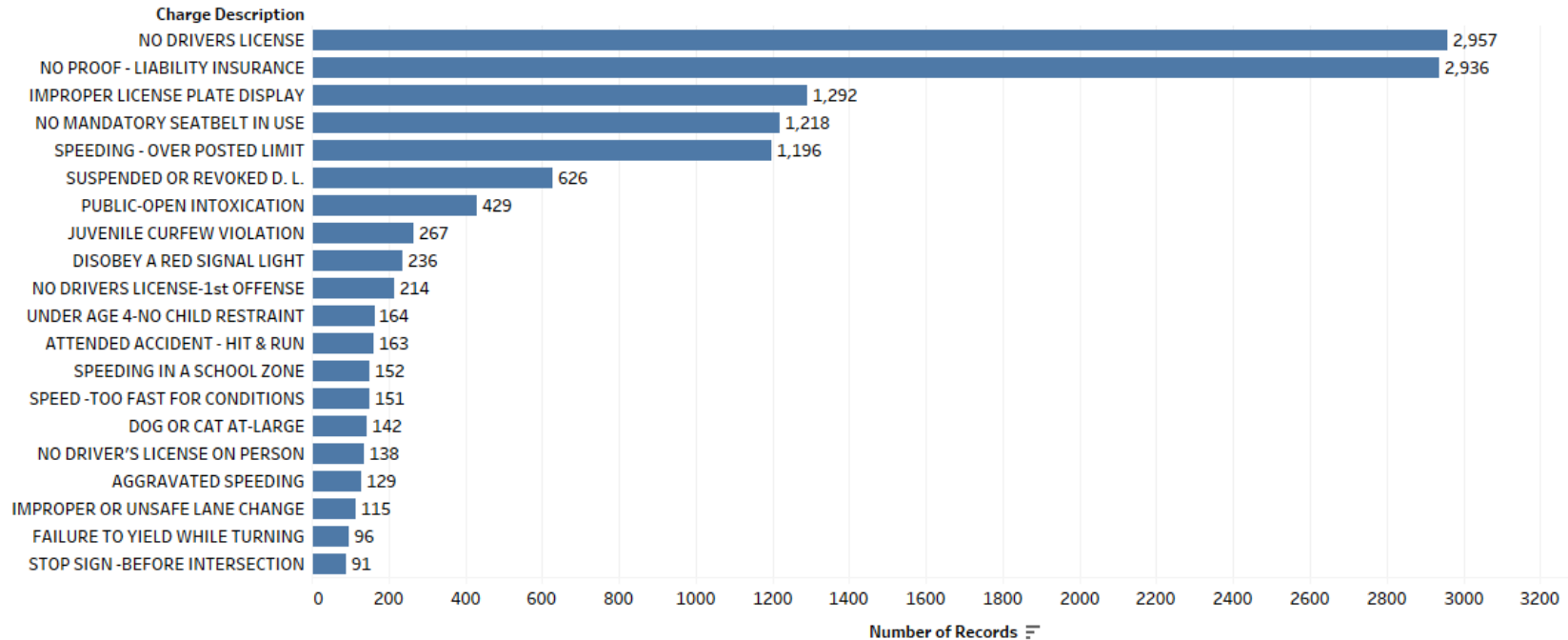
Mayor/Council Goals

The City Experience

Reduce Crime

Abated Warrants by Charge Description

Charge Description	Number of Records
NO DRIVERS LICENSE	2,957
NO PROOF - LIABILITY INSURANCE	2,936
IMPROPER LICENSE PLATE DISPLAY	1,292
NO MANDATORY SEATBELT IN USE	1,218
SPEEDING - OVER POSTED LIMIT	1,196
SUSPENDED OR REVOKED D. L.	626
PUBLIC-OPEN INTOXICATION	429
JUVENILE CURFEW VIOLATION	267
DISOBEY A RED SIGNAL LIGHT	236
NO DRIVERS LICENSE-1st OFFENSE	214
UNDER AGE 4-NO CHILD RESTRAINT	164
ATTENDED ACCIDENT - HIT & RUN	163
SPEEDING IN A SCHOOL ZONE	152
SPEED -TOO FAST FOR CONDITIONS	151
DOG OR CAT AT-LARGE	142
NO DRIVER'S LICENSE ON PERSON	138
AGGRAVATED SPEEDING	129
IMPROPER OR UNSAFE LANE CHANGE	115
FAILURE TO YIELD WHILE TURNING	96
STOP SIGN -BEFORE INTERSECTION	91

What it means

Approximately 15,000 warrants are going to be abated. Of those warrants being abated, the two most common types of charges being dropped are **no drivers license** and **no proof of insurance**. This chart represents the top 20 types of abated warrants, representing 85% of warrants abated.
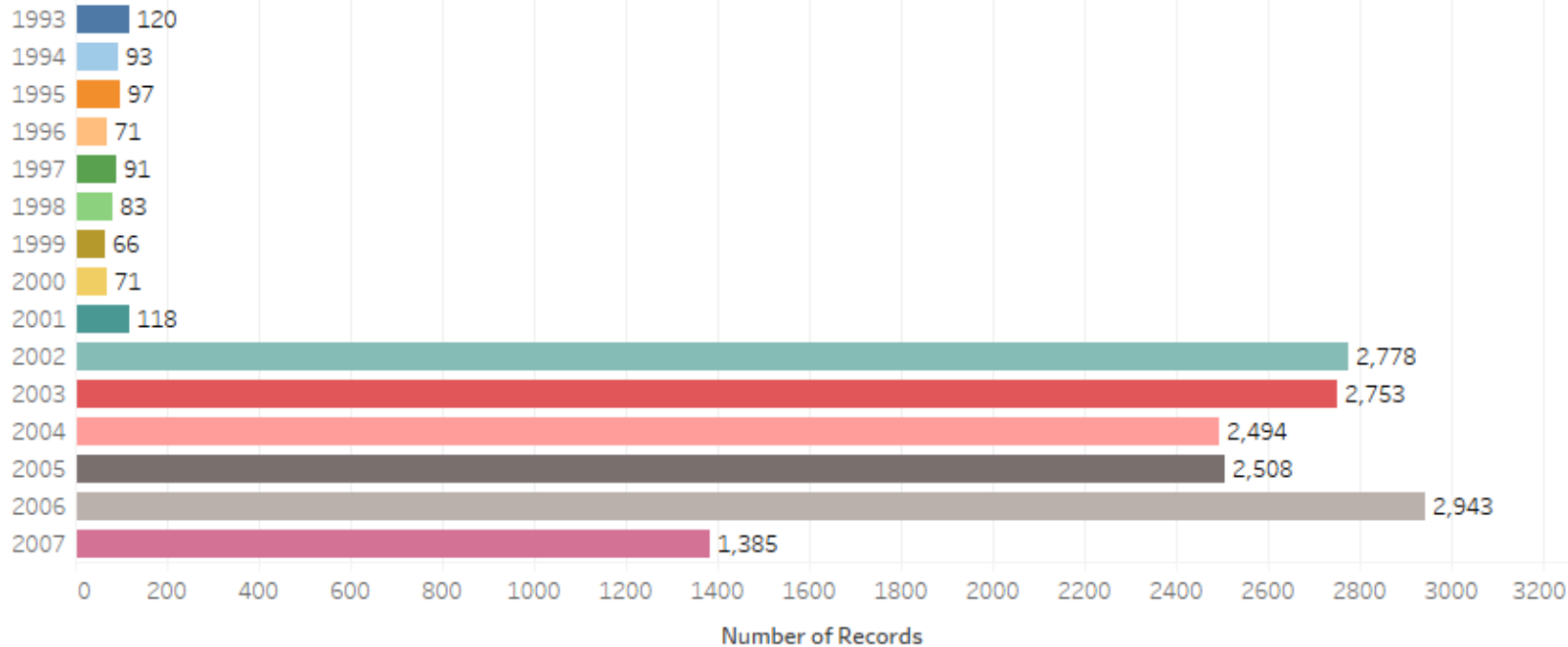
Mayor/Council Goals

The City Experience

Reduce Crime

Abated Warrants by Violation Years

Year of Viol..

Year	Number of Records
1993	120
1994	93
1995	97
1996	71
1997	91
1998	83
1999	66
2000	71
2001	118
2002	2,778
2003	2,753
2004	2,494
2005	2,508
2006	2,943
2007	1,385

Number of Records

What it means

Active warrants go back decades. Of those being abated, this graph highlights which years those violations being dropped initially occurred.

Mayor/Council Goals

The City Experience

Reduce Crime

Strategic Direction & Actions

Strategy	Action Plan / Next Steps	By When	Hurdles
Increase the number of citizens appearing to court by sending letters and text messages to those who have been summoned to court and have failed to appear and have failed to pay.	Michael with Bloomberg will provide Kelly with case studies and samples which she will review and will develop a corresponding plan.	Sept. 30, 2017	N/A
	Hire 1 OT-17 or -18 to run the program.	Sept. 30, 2017	Getting the position posted and a person hired.

Issue & Context

- The Issue
  - The City has not been tracking the number of participants who have gone through the Municipal Special Court program and thereby do not have a measure of its success.

- The Goals
  - To have a tracking system in place within 90 days.
  - To increase the number of special court program days (by 1 day) or courtrooms dedicated to special courts (by 1 additional courtroom).

- How it connects to strategic outcomes
  - Connected to The City Experience: Decrease Violent Crime

Strategic Direction & Actions

Strategy	Action Plan / Next Steps	By When	Hurdles
Measure program success through the collection of data.	Meet w/MHA and Legal Aid to discuss plan to collect data on program participation.	August 28, 2017	N/A
	Develop & implement plan on how to collect data.	90 days	N/A
Serve more citizens through special court programming.	Develop an implementation plan, & get buy-in from judges and prosecutor.	90 days	N/A