1. Identify the **Issue** you’re trying to solve

2. Determine how to **Measure** the outcome

3. Set a **Goal** for improvement

4. Identify, test, and implement the **Strategy**

5. Measure the results and refine the strategy
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 all 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
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).

Status

The City Experience

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

Legend

2017 Homicides (1/1 to 8/1)

2010 to 2016 Homicide Density

- Very Low
- Low
- Medium
- High
- Very High

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

2017 Homicide Data only through 8/1/2017
(51 incidents total)
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.
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).
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.
Community Policing--61st and Peoria
(Crime Totals First 7 Months of Each Year)

<table>
<thead>
<tr>
<th>Calendar Month</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>JAN</td>
<td>125</td>
<td>101</td>
</tr>
<tr>
<td>FEB</td>
<td>104</td>
<td>90</td>
</tr>
<tr>
<td>MAR</td>
<td>132</td>
<td>104</td>
</tr>
<tr>
<td>APR</td>
<td>116</td>
<td>92</td>
</tr>
<tr>
<td>MAY</td>
<td>125</td>
<td>105</td>
</tr>
<tr>
<td>JUN</td>
<td>102</td>
<td>91</td>
</tr>
<tr>
<td>JUL</td>
<td>144</td>
<td>109</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>#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.</td>
<td>Eliminate preset bond</td>
<td>Fall 2017</td>
<td>Dependent on presiding District Court Judge</td>
</tr>
</tbody>
</table>
## Strategic Direction & Actions

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<tr>
<td>#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.</td>
<td>Obtain additional grant for a community policing officer in the other two divisions</td>
<td>Fall 2018</td>
<td>Replicating the successful grant proposal used for 61st and Peoria</td>
</tr>
<tr>
<td><strong>Utilize the above Grant OR use manpower below</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assign additional officers to community policing</td>
<td>Contingent upon reaching funding and staffing goals</td>
<td>Limited manpower</td>
<td></td>
</tr>
</tbody>
</table>
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
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.
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.

*2017 is preliminary and YTD as of 8/1/2017*
## Strategic Direction & Actions

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<tbody>
<tr>
<td>#1. Continue current lethality assessment</td>
<td>Continue using the lethality assessment</td>
<td>In progress</td>
<td>None</td>
</tr>
<tr>
<td>#2. Increase the level of intervention with high-risk domestic violence strangulation cases.</td>
<td>Continue the high-risk strangulation intervention</td>
<td>In progress, started April 2017</td>
<td>None</td>
</tr>
<tr>
<td></td>
<td>Follow up analysis of data on high-risk intervention</td>
<td>December 2017</td>
<td>Limited manpower</td>
</tr>
<tr>
<td></td>
<td>Alter high-risk strategy depending on data results</td>
<td>Spring 2018</td>
<td>Depends on results of analysis</td>
</tr>
</tbody>
</table>
# Strategic Direction & Actions

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<tr>
<td>#3. Increase the sworn manpower of the Family Violence Unit.</td>
<td>Hire sufficient PD-01 officers to allow expansion of sworn investigators from current 5 to 9.</td>
<td>Contingent upon reaching funding and staffing goals</td>
<td>Limited Manpower</td>
</tr>
</tbody>
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## Strategic Direction & Actions

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</tr>
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<tbody>
<tr>
<td>#4. Work with University of Cincinnati (UC) on reducing our domestic violence</td>
<td>Finalizing the data agreement</td>
<td>In progress</td>
<td>In progress</td>
</tr>
<tr>
<td></td>
<td>Complete MOU</td>
<td>In progress</td>
<td>In progress</td>
</tr>
<tr>
<td></td>
<td>Schedule first planning session</td>
<td>Pending</td>
<td>Direction to be set based on data analysis</td>
</tr>
</tbody>
</table>
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
- Hiring wrong people
- Tethered to post
- Low morale, attrition, acting out, sick leave abuse, bullying

Methods
- Revamp academy training curriculum
- Recertification training needed
- Combine LCT & FCT
- Too many calls types
- Working too much overtime to cover shifts
- Supervisors not supervising

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

Management
- Uncooperative callers
- Pocket dials
- Misuse of 9-1-1

Environment
- Supervisors not supervising

Citizen
- 911 Call Answer Times are Higher than NENA Standard
What it means

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

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

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<tr>
<td>Subscribe to public safety-specific data analytics service that has been used by Tulsa Fire Department for several years – First Watch.</td>
<td>Review offerings</td>
<td>Complete</td>
<td>Turnaround time for purchasing</td>
</tr>
<tr>
<td></td>
<td>Setup system &amp; train</td>
<td>4Qtr 2017</td>
<td>Linking phone data to CADS data</td>
</tr>
<tr>
<td></td>
<td>Establish baselines for performance</td>
<td>1Qtr 2018</td>
<td>Elapsed time needed; learning curve for Performance Plus module</td>
</tr>
<tr>
<td></td>
<td>Define triggers to alert on outliers.</td>
<td>1Qtr 2018</td>
<td>Limited triggers (10)</td>
</tr>
</tbody>
</table>
Conclusion

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

• Additional employees
• Data analytics tools
• Revenue enhancement
Tulsa Municipal Court

TulStat
August 25, 2017
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
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.
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.
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.
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.
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.
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.
What it means

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

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<tbody>
<tr>
<td>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.</td>
<td>Michael with Bloomberg will provide Kelly with case studies and samples which she will review and will develop a corresponding plan.</td>
<td>Sept. 30, 2017</td>
<td>N/A</td>
</tr>
<tr>
<td>Hire 1 OT-17 or -18 to run the program.</td>
<td></td>
<td>Sept. 30, 2017</td>
<td>Getting the position posted and a person hired.</td>
</tr>
</tbody>
</table>
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

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<th>By When</th>
<th>Hurdles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measure program success through the collection of data.</td>
<td>Meet w/MHA and Legal Aid to discuss plan to collect data on program participation.</td>
<td>August 28, 2017</td>
<td>N/A</td>
</tr>
<tr>
<td></td>
<td>Develop &amp; implement plan on how to collect data.</td>
<td>90 days</td>
<td>N/A</td>
</tr>
<tr>
<td>Serve more citizens through special court programming.</td>
<td>Develop an implementation plan, &amp; get buy-in from judges and prosecutor.</td>
<td>90 days</td>
<td>N/A</td>
</tr>
</tbody>
</table>