

DATE: November 20, 2017

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

FROM: James Wagner

SUBJECT: TulStat Post-Meeting Memo – Police/911/Municipal Court

Strategic Goal Areas: **The City Experience**

On Thursday, November 9, 2017, the Office of Performance Strategy and Innovation hosted a TulStat meeting with Municipal Court, Tulsa Police Department, and 911 Communications to discuss a new strategy and performance metrics. The purpose of this meeting was to share how data informs operations and to discuss strategies that move toward desired outcomes. Data was presented by department leadership and discussed with the Mayor’s Office, the Office of Performance Strategy and Innovation, and internal-serving department leadership.

Presenting Parties – Municipal Court, Tulsa Police Department, 911

Attendees Present:

<p>G.T. Bynum, Mayor Jack Blair, Chief of Staff James Wagner, OPSI Amy Brown, Mayor’s Office Penny Macias, OPSI Jennifer Betancourt, Mayor’s Office Sarah Davis-City Council</p>	<p>Terry O’Malley, 911 Dennis Larsen, TPD Matthew Kirkland, TPD Chief Jordan, TPD Charles Wulff, TPD Kelly Brader, Municipal Court Jamie King, Municipal Court Mike Kier, Finance</p>	<p>Kim MacLeod, Communications Cathy Criswell, City Auditor Jeff Ash, IT Erica Felix-Warwick, HR Ken Factor, HR Michael Dellinger, IT</p>
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Meeting Agenda

1. Discuss outcomes and purpose (OPSI)
2. What story is the data is telling us? (Municipal Court, Police, 911)
3. Discussion - Strategies (ALL)
4. Follow-up Plan (OPSI)

Presentation & Discussion

1. Municipal Court

Issue: High percentage of failure to pay fines that result in bench warrants for non-payment

Measurable goal: to reduce the number of Time Payment Orders (TPO) by 20%

Strategic Outcomes: Opportunity and Financial Well-Being

Tulsa has over 100,000 active bench warrants, which is very high compared to the State of Oklahoma's 70,000 active warrants. Tulsa issues about 5,000 warrants a week. The problem is the Time Payment Orders (TPO). Judges do a good job at asking the offender how they pay for items (housing, car, etc.) but the offenders tell the judge what they think the judge wants to hear instead of their reality. They get 6 months to pay their fines but most do not pay within that time period. Using one of Behavioral Insights' EAST methods, testing will begin with the three judges' groups. Group 1 will receive a monthly phone call reminding them to make a payment. Group 2 will receive a monthly text message payment reminder. Group 3 is the control group and will probably remain at the 72% or higher rate of bench warrants issued. Jamie King will be the Pay Coordinator and will follow up in 6 months with the results. Jamie will also report to the judges and divisions on people who are making good effort to make payments and potentially could have their late fees or other fees suspended. It was confirmed that all three judges are on board with this experiment. It is believed that most people do want to do what is right and make the payments but they do not have the funds.

James mentioned that the selection is completely random. The groups are assigned by the last number of the docket number and this creates a very random order with demographics.

Sarah mentioned that some phone numbers might not be good after 30 days and to maybe ask if they know someone who has a consistent number.

2. Police

Issue: Homicides are on an increasing trend since 2011.

Goals: Update on latest trend in homicides, gun seizures, Domestic Violence research, and Detective Division

Strategic Outcomes: City Experience (decrease violent crime)

Discussion was around three subject matters: Child Abuse, Rape Kits, and Domestic Violence

The Child Crisis Unit works any crime that involves kids as victims. DHS will be doing investigations beside us. They work the family element and the gold standard is to work side-by-side. Before the team, there would be an interview with the victim and be gone with no

help to relieve trauma. TPD increased the number of people working on the Child Crisis Unit. While the decision was not easy, they had to move facilities and brought the detectives back downtown and it was not ideal. With a management change, everyone is now on the same page. The Chief's office has agreed to move back to the gold standard and the Child Crisis Unit will be moving with DHS to OU at 41st & Yale one the construction is complete. The Family Safety Unit will be a "one stop shop" for DHS and the Child Crisis Unit.

Mayor Bynum said that CAN (Child Abuse Network) is focused on violence towards children and Family Safety Center for domestic violence.

Employees are called Navigators and they will help people through the process. The Navigator assigned will be the one people can call for their needs.

Rape Kits are at the forefront because of *I Am Evidence*, a controversial HBO documentary on untested rape kits. The documentary follows departments that do/did a horrible job. TPD is not one of them. There are currently 5,000 rape kits in the property room, dating back to 1980. In April 2017, the State gave an executive order for an audit of all untested rape kits but provided no money. Each rape kit is to undergo an audit and be entered in a spreadsheet/catalog by December 2017. TPD processes about 250 rape kits each year. TPD has no backlog and every single kit that could result in a charge has been tested. There are reasons why a kit has not been tested, such as victims refuse to cooperate, suspect is known, or DNA is not needed for prosecution. A rape victim can be tested and not have police reports and then no report is generated. It costs about \$1200 per kit and there is a 12 year statute of limitations on rape. Most that have not been tested are beyond the 12 year statute. Spouse DNA, for spousal rape, is now on file and can be used.

Penny asked if TPD completed a Green Belt Lean Six Sigma project in the lab. The Sargent is not familiar if one was completed.

Domestic violence has been focused on the recidivism rates and how to lower them. There is a public health and safety benefit for the city. There is a Call for Service (CFS) for domestic violence only. There is an offender based program to discourage repeat behavior. Looking at the data, re-arrests are months between and not days. Because of this data, they are returning to the research phase. Why is the pattern different from most other cities and how are they different? Currently, there is not a firm date on research.

Chief Jordan said at times they might know it is a DV until they arrive on the scene.

James asked if we are relying on University of Cincinnati for the data. Yes, but TPD can ask them specific questions about their data.

James asked if the data can be replicated and yes, it can.

Jack asked how the offender program works. Two cities have implemented a similar program. Following immediate arrests, police will show up for home visits. It shows that they are still here and monitoring the person. The question is that after the sentence, when does it become harassment to them? It raised a lot of questions that need answers before going forward. DVIS has some offender programs that are offered and are voluntary.

3. 911 Communications

Issue: Employ enough 911 telecommunicators to fully operate call-taking and dispatch positions at the 911 center every day of the year

Goal: Meet the NENA call answering standard that requires answering 90% of all 9-1-1 calls within 10 seconds of arriving at Tulsa 911 during the busy hour each day

Strategic outcomes: City Experience

Right now, 48-75% of 911 calls are being answered within 10 seconds. The NENA (National Emergency Number Association) standard is 90% calls answered within 10 seconds. Is hiring the only answer? Yes, for right now. It is impossible to answer all the calls right now and meet the standard. Association of Public-Safety Communications Officials (APCO) shows that by adding one employee can make a huge difference in employee stress and the quality of service provided to the public. 911 needs to hire, train, and retain the employee. Productivity goes down as people leave the department.

The standards need to be raised for hiring. Two years ago, the process was revamped by starting background checks, adding a psych evaluation for coping mechanisms, new scoring thresholds, and better normalized geography and comprehension tests. Now about 50% of the people are being hired versus 80%. To better the recruiting for 911, they are looking at education fairs, job fairs, festivals, and reaching out to Tulsa Tech North that has dispatch training. This will help employ students as they graduate too.

No longer are they waiting months for academies. Having smaller academies gets them answering calls sooner. Working with HR and getting progressions for current employees will help those without a college education.

911 salaries do not look good compared to other cities. Stillwater starts 911 operators at \$17.50.

Starting a culture change and going towards merit based versus seniority based will help with retention.

Mandatory overtime is necessary in 911 but do it in the least punitive way. If an employee signs up and works 2-4 hours slots, they will not be forced to stay 4 hours after their shift. Since enacting this method, only two employees have been forced to do overtime after their shifts. 911 are also focusing on sick leave abuse with warnings at 40 hours, 48 hours and higher before getting to 80 hours of sick leave. The goal is to get 100 employees.

Mayor Bynum said that in April 2016, the voters approved 16 call takers. Why hasn't it taken 911 to 94 call takers yet? The positions have not been created yet and have not been able to fill vacancies. Lost 25 people since January 2016 and not gained that many new hires.

Mayor Bynum said that in March 2016, why doesn't it reflect the additional positions that the voters approved? They have not been added to the budget. 911 need 100 people, but instead of being 5 away we are 20 away.

Jack says 6 are funded. This will end up as overtime since have the vacancies.

Erica asked if the paperwork been filled to create them? They have been filled it out and will get number to Erica.

Jack mentioned it is a matter of paperwork and not changing anything on the floor.

Mayor Bynum said it passed 1.5 year ago but number has not changed.

Terry said the HR paperwork can be completed today and sent to Mayor's agenda to be created.

Academies are run at five employees at a time. We can do it as the academies are trained and ready for the next set.

Jack asked if we are stuck in a solution. Should we look at pay scales? 911 trains and they leave for more money. Even Coweta pays more. Police has the same issue.

Jack asked if we should take three of those positions and spread it out for more pay instead of carrying the fund balance each year. ECs are the one group we have not finalized for progressions. There is still an opportunity to make the changes.

Mayor Bynum asked about the total personnel budget. It is half is general and half emergency, between \$5-6 million. Technology is cheaper than people.

Non-emergency calls still require entry and fire/police to be dispatched. Homicides have been called on non-emergency. The 10 digit number comes in as a lower priority. The need is to teach call control and to get facts, get off the phone, dispatch.

Rick asked what about getting a pipeline going like at TU, by getting college students to work at 911 and they can study. They will not be for careers, but it is a great area to recruit in.

Have alarm permits increased? Yes.