Kalamazoo Department of Public Safety

Karianne Thomas, Chief of Public Safety

Annual Report 2019

Integrity - Dedication - Excellence - Efficiency - Accountability - Compassion
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Message from the Chief

On behalf of the men and women, which comprise the Kalamazoo Department of Public Safety, the largest Public Safety Department in the nation, I present to you the 2019 KDPS Annual Report. I am truly humbled and honored to lead over 250 dedicated professionals, from First Responders to support staff.

The 2019 KDPS Annual Report provides information and insight regarding the outstanding work performed by our employees, volunteers and community partners.

In 2019, we continued to focus on building trust by engaging with citizens and community partners to enhance the quality of life in Kalamazoo. A key component to those relationships is transparency, which is one of the reasons we have produced this annual report. This past year was very successful, with development of new programs and several initiatives designed to increase our productivity and overall efficiency while reducing crime.

KDPS remains focused on reducing violent crime, and in 2019, we saw a 14% reduction in group-involved gun violence utilizing our partnerships and philosophies developed in the Group Violence Intervention (GVI) initiative. We established the Crime Reduction Team to focus on the small number of offenders causing harm in our community, as well as a Fraud Task Force. The Fraud Task Force was formed in partnership with other area law enforcement agencies to address the increase in fraud-related complaints. In order to aid in investigations and analyze our resource deployment, KDPS completed its goal of establishing a Kalamazoo Strategic Operations Center (KSOC). The KSOC employs three (3) data/crime analysts who are a skilled addition to support the work on many levels.

Our community involvement and engagement continued in 2019 with established programs such as the Citizen’s Academy, Pastors on Patrol, Special Olympics events, Bigs with Badges, and neighborhood block parties, as the goal of every KDPS officer is to be engaged with the neighborhood to which they are assigned, conducting foot patrols, business visits, and even at the drop-in basketball game. We know we can only improve by working together within our community. A 2019 highlight was an impromptu dodgeball game at the Youth Development Center between the day-campers and KDPS command officers, it was quite an event for all; hopefully, the 2020 re-match bodes better for KDPS!

2019 was all the first full year of the three-year Strategic Plan, which was developed in 2018. We managed to work through our established goals and are set upon improving the operation as we progress through Year Two in 2020. We also purchased a new training platform (Target Solutions) to track and deliver Fire/Police/EMS training for KDPS officers. Target Solutions will allow officers to stay current on training, which maintains their certifications as well as deliver other training use technological resources. Our newly formed (2018) Technical Rescue Team has had a full year of training evolutions, along with the necessary equipment, and is now prepared for rope, trench, confined space, and structural collapse rescue.
We were also tested as an agency when KDPS was involved in two (2) tragic incidents in which officers were shot during the course of their duty. These events serve as a constant reminder of what is being asked of our officers as well as the dangers of being a First Responder. We grieved for the family members who lost loved one in these horrific events.

We will continue to work together with our neighborhoods, businesses, community members, and learning institutions to build a strong community that will keep our city safe.

*Karianne Thomas, Chief*
Mission
In partnership with the community, the Kalamazoo Department of Public Safety is dedicated to enhancing the quality of life for all by providing professional police, fire and EMS service to the residents and visitors of Kalamazoo.

Vision
As leaders in public safety, KDPS strives to be a dedicated and diverse team of professionals who are committed to partnering with the community to ensure the City of Kalamazoo will be a safe and desirable place to live, work and visit.

Values
Integrity – Dedication – Excellence – Efficiency – Accountability – Compassion

Oath of Office
I do solemnly swear that I will support the Constitution and laws of the United States, and of the State of Michigan, and the Charter and ordinances of the City of Kalamazoo, and that I will, to the best of my ability, faithfully and impartially discharge the duties of the office of public safety officer for the City of Kalamazoo.

Law Enforcement Code of Ethics
As a law enforcement officer, my fundamental duty is to serve the community; to safeguard lives and property; to protect the innocent against deception, the weak against oppression or intimidation and the peaceful against abuse or disorder; and to respect the constitutional rights of all to liberty, equality and justice. I will keep my private life unsullied as an example to all and will behave in a manner that does not bring discredit to me or to my agency. I will maintain courageous calm in the face of danger, scorn or ridicule; develop self-restraint; and be constantly mindful of the welfare of others. Honest in thought and deed both in my personal and official life, I will be exemplary in obeying the law and the regulations of my department. Whatever I see or hear of a confidential nature or that is confided to me in my official capacity will be kept ever secret unless revelation is necessary in the performance of my duty. I will never act officiously or permit personal feelings, prejudices, political beliefs, aspirations, animosities or friendships to influence my decisions. With no compromise for crime and with relentless prosecution of criminals, I will enforce the law courteously and appropriately without fear or favor, malice or ill will, never employing unnecessary force or abuse and never accepting gratuities. I recognize the badge of my office as a symbol of public faith, and I accept it as a public trust to be held so long as I am true to the ethics of police service. I will never engage in acts of corruption or bribery, nor will I condone such acts by other police officers. I will cooperate with all legally authorized agencies and their representatives in the pursuit of justice. I know that I alone am responsible for my own standard of professional performance and will take every reasonable opportunity to enhance and improve my level of knowledge and competence. I will constantly strive to achieve these objectives and ideals, dedicating myself before God to my chosen profession . . . law enforcement.
Organizational Chart

A/C Jeff VanderWiere (Strategic Planning), A/C Vernon Coakley (Operations/Community Outreach), Chief Karianne Thomas, A/C Ryan Tibbets (Fire Administration/Finance, A/C David Boysen (Investigations)
Crime Stats

In 2019, KDPS experienced a 5% reduction in Part 1 Crimes, as compared to 2018. Crimes such as Robbery, Motor Vehicle Theft, Larceny, Criminal Sexual Conduct, Burglary, Arson and Aggravated Assault are defined by the Federal Bureau of Investigation as Part 1 Crimes for the purposes of the Uniformed Crime Reporting Statistics. Methamphetamine continues to be a contributing factor in both violent and property crimes. There has been a steady increase in meth-related cases since 2014. In 2019, meth cases were slightly down from the previous year, but this still represents a 408% increase from 2014.

The availability and easy access to illegal firearms continues to be a challenge for KDPS and was a contributing factor to our increase in non-fatal shootings from the previous year. Over the last three years, the seizure of firearms has continued to trend upward.
Community Involvement

Pastors on Patrol

“Pastors on Patrol” (POP) was started in 2017 at Kalamazoo Public Safety and was initiated to bridge the gap between law enforcement and the community they serve. Our pastors are all locally known and serve in their own individual churches. Pastors serve our community a minimum of eight hours per month in the program but often exceed those hours to mitigate the tension law enforcement sometimes encounters. Pastors go through training to familiarize themselves with law enforcement policies, procedures and law. Our team of Public Safety Officers (PSOs) and Pastors team up weekly to bring integrity, accountability and compassion to the residents and visitors of Kalamazoo; one contact at a time. In 2019, Pastors worked over 2100 hours serving in areas that included ride-a-longs, block parties, community meetings, Group Violence Intervention, Police Athletic League (PAL), Amnesty Day, emergency situations, death notifications and homeless outreach.

PSOs and POP team up to bring a Community Policing-oriented approach to serving the City of Kalamazoo and its visitors.

Our current Pastors on Patrol are:

- Dr. Gregory Jennings (POP Coordinator), Progressive Deliverance Ministries
- Pastor Roger Ulman (KDPS Chaplain), Calvary Chapel of Kalamazoo Valley
- Pastor Herman Phillips, Rehoboth Ministries
- Pastor Ron Coleman, Emmanuel Church
- Pastor John Stokes, World Harvest Ministries
- *Pastor Joseph Anderson, City of Refuge Church * Pastor Anderson passed away suddenly on Aug 20, 2019. He is greatly missed.
Explorer Post 265

The Kalamazoo Public Safety Explorer Post is comprised of young adults from the age range of 14 to 21 who are interested in law enforcement, firefighting, or other leadership style careers. The mission of the Explorer Program is to build self-confidence in our Explorers, while laying a foundation of ethics, respect, honesty, and integrity. A parallel goal is to develop a qualified and diverse pool of Kalamazoo Public Safety applicants. In 2019, the Post was comprised of thirteen (13) active members and nine (9) recruits from thirteen (13) local schools. There are twelve (12) KDPS advisors who oversee the program and assist with mentoring and training.

The Post spent a lot of time with the community and participated in approximately 20 community events throughout 2019. These events included the Bronson Park New Year’s Eve Festival, Touch-a-Truck events, the Kalamazoo Marathon, the 9/11 Remembrance ceremony, and National Night Out. Our Explorers offer assistance at local bicycle and car seat safety checks, career days (for surrounding middle schools), and WMU home football games. The Post also assisted KDPS with our first annual KDPS Family Day celebration.

In 2019, Post 265 had approximately 35 scheduled meetings for training. In training, the Explorers were introduced to a variety of subject matter and procedures that included: K9, crime lab, narcotics, judicial proceedings, defensive tactics, physical fitness, community policing, building searches, firearms, felony stops, domestic violence, accident investigation, Explorer policies and ride-along policies.

The Explorer Post attended State Competition in April of 2019 with two teams. This consisted of a three-day weekend at the Fort Custer Military base. The Explorers competed against 25 state-wide Explorer Posts consisting of approximately 45 four-person teams. KDPS Team One received third place overall. Seven (7) members of the KDPS Explorer Post and two (2) advisors also attended a one-week Explorer academy at the Fort Custer Military base in June of 2019. Approximately 140 Explorers attend this academy from posts throughout the state. Explorers are able to gain practical experience throughout the week by engaging role players in citizen contacts, traffic stops, issuing citations, completing accident reports, making arrests and writing reports while also receiving classroom instruction.

“Bigs” with Badges

In 2018, Big Brothers Big Sisters approached the Kalamazoo Department of Public Safety about their “Bigs with Badges” program. This is a national program which pairs up a law enforcement officer with a young person. The program is intended to have a mentor/mentee relationship, guided by the Big Brothers Big Sisters program.

The program’s foundation is fostered at the school of the mentee and the officer makes a minimum of two visits a month with the mentee, though officers often exceed the minimum hours. During the mentee’s lunch hour, they share
experiences with each other in various topics such as school, games, life, neighborhood and sports, and to just share a laugh. Kalamazoo Department of Public Safety currently has nine (9) officers mentoring nine (9) mentees through the ‘Bigs with Badges’ partnership. In 2019, officers spent 131 documented hours with their mentees.

Highlighted Community Policing Events

- **Shop with a Hero**
- **Boys and Girls Club**
- **Car Seat Installations**
- **KDPS Family Day**
- **Special Olympics**
- **Growlers Heroes Night**
- **YDC Dodgeball**
- **Citizen's Academy**
- **Let Me Run**
Community Outreach and Problem Solving Division (COPS)

Kalamazoo Valley Enforcement Team (KVET)

The Kalamazoo Valley Enforcement Team (KVET) is an intergovernmental cooperative drug unit comprised of sworn officer participants from the City of Kalamazoo and the City of Portage. KVET's mission continues to be the detection and elimination of illegal drug distribution in the City of Kalamazoo and its surrounding areas. Founded in 1991, KVET has worked diligently during its twenty plus years of operation to improve the quality of life for the citizens of the Kalamazoo area by arresting thousands of drug offenders and significantly reducing the number of violent crimes and other crimes associated with illegal drug activities.

KVET strives to perform innovative and effective drug investigations, provide tactical and technical assistance to other local, state, and federal entities, and educate and train the community on drug activity and awareness. KVET is comprised of two drug enforcement teams, a DEA task force officer, a parole agent with the Michigan Department of Corrections, a prosecutor, and support staff. KVET is comprised of an (1) Executive Lieutenant, two (2) Sergeants and seven (7) Officers.

Crime Reduction Team (CRT)

The Crime Reduction Team (CRT) was established in April 2019, under the Community Outreach and Problem-Solving Division (C.O.P.S) division. The CRT is comprised of one (1) sergeant and two (2) Investigators. The CRT works closely with the other units within the C.O.P.S. Division as well as with the Criminal Investigative Division and Operations Division. The purpose of the CRT is modeled by the Group Violence Intervention (GVI) program which is a collaboration of law enforcement, community members and social services, working together to reduce violence and weapon-related offenses in the City of Kalamazoo and its surrounding areas. The goal of this initiative is to provide its citizens with focused, intelligence-led specialized enforcement efforts, while placing an emphasis on the most violent offenders and groups/gangs operating in the greater Kalamazoo area, which drive a large amount of the crime in our community.
Community Policing Unit (CPU)

The KDPS Community Policing Unit strives to make Kalamazoo a better place for people to live, work and visit. The unit continues to conduct outreach, education, and enforcement initiatives to better the quality of life for all members of the community. The Community Policing Unit is comprised of one (1) sergeant, eight (8) community police officers, one (1) community policing officer from Western Michigan University Police Department, and one (1) school resource officer assigned to Loy Norrix High School.

The KDPS Community Policing Unit uses a variety of methods to address neighborhood problems and increase community relationships that include: foot patrols, bicycle patrol, plain clothes operations, fully-marked and unmarked vehicle patrols, visits at area schools with teachers and students, and giving presentations on an array of topics mostly geared toward crime prevention and personal safety and awareness. The Community Police Officers (CPOs) maintain a line of communication with neighborhood directors and associations to stay apprised of problems and priorities of the neighborhoods so they can be addressed in a timely manner. On top of problem solving in each neighborhood, the CPOs organized and hosted a number of Community initiatives throughout the City in 2019 that included:


Additionally, the number one requested training in the City is how to respond to an active shooter. In 2019, the Community Policing Officers went to over 40 businesses, churches, schools, non-profit organizations, and medical facilities teaching over 1,500 people how to respond to these types of incidents.
Criminal Investigations Division (CID)

The Criminal Investigations Division (CID) is comprised of seventeen (17) detectives, one (1) civilian service officer, and two (2) administrative assistants. The command staff is comprised of one (1) Captain, one (1) Executive Lieutenant, and one (1) Sergeant. The CID is also responsible for the Kalamazoo Crime Lab which is comprised of two (2) Lab Specialists and three (3) Lab Technicians. One of our detectives is a certified polygraph operator and the division has another detective who is assigned as a Task Force Officer to the Bureau of Alcohol, Tobacco and Firearms (ATF), associated with the ATF office in Grand Rapids, MI. The detectives are divided into five different areas of focus. The classifications include major crimes, sex crimes, fraud, property crimes, and general crimes.

The CID investigates both Part I property and Part I violent crimes in addition to nearly all other felony cases that occur within the City of Kalamazoo. In 2019, the CID was assigned 4,029 cases. In comparison, in 2015 the division had 3,122 cases assigned and the number has trended up each year. In 2019, the division investigated 11 homicides; 10 of which have been solved. The case load is divided amongst fifteen (15) detectives and one (1) CSO. Throughout this past year, each detective averaged 248 cases assigned to them.

Throughout 2019, the CID went through a technology update. During the upgrade, three interview rooms were updated with improved sound barrier and acoustic material along with the latest technology of digital audio and video recording equipment. The CID conference room also received updates, to include, a new large monitor for viewing crime scenes video, a new computer system as well as new office chairs and tables.
Case Highlights

In February 2019, officers responded for a report of a fire in the 400 block of Wallace. During the incident, the home was burned badly and was a total loss and a deceased body was found inside the home. Detectives worked tirelessly on this case for several months and were able to determine that a female acquaintance of the victim had been inside the house, struck him with a bottle and then set fire to the residence. Nearly 3 months later, detectives presented this case to the Kalamazoo County Prosecutor’s Office and the suspect was charged and convicted of first-degree murder and arson.

In 2019, the City of Kalamazoo saw a rash of bank robberies that began in May and continued through September. Detectives were eventually able to identify a suspect who was found to be responsible for five bank robberies throughout 2019. Surveillance was conducted and the suspect was eventually arrested in Kalamazoo before they could commit another robbery. The suspect confessed to the bank robberies and through collaboration with the local FBI Office, the suspect was prosecuted in the federal system.

Fraud Task Force

Towards the end of 2019, the division was able to establish a county-wide Fraud Task Force. Upon reviewing the fraud cases throughout the past year, it became very evident that several agencies throughout the county were investigating the same suspects for similar incidents. It was discovered that detectives would spend countless hours on a fraud investigation only to find that the prosecutor’s office already had charges pending against the same individual that had occurred in another jurisdiction. Upon reaching out to other agencies, as well as the Kalamazoo County Prosecutor’s Office, KDPS quickly learned of the combined interest to collaborate on these types of investigations. KDPS drafted a Memo of Understanding and presented it to all of the interested parties and by the end of 2019, the agencies had established the Fraud Task Force. This team is comprised of local law enforcement, county, and federal agencies. KDPS looks forward to the future collaboration between all of these entities.
Polygraph

CID has a detective who is also a polygraph operator that mainly focuses on conducting polygraph examinations. This detective also assists in major crime investigations. In 2019, 156 polygraphs were scheduled and 75 were conducted. These subjects came from ten different nearby agencies. Over 75% of the tests given were for felony cases that carried the potential penalty of life in prison. Polygraphs were given on 7 different homicide cases throughout the year.

Civilian Service Officer

The CSO serves all court subpoenas generated by the division’s cases and also handles all juvenile criminal cases that don’t require follow up by a detective. In 2019, the CSO served 4,948 subpoenas with a 93% success rate. The CSO also processed and presented 469 juvenile cases to the Juvenile Prosecutor’s Office.

ATF Task Force Officer

The Criminal Investigations Division has a detective assigned as a Task Force Officer (TFO) to the Bureau of Alcohol, Tobacco and Firearms (ATF) Violent Crime Task Force based in Grand Rapids, MI. The TFO works in a dual capacity, investigating violations of firearms laws at the State and Federal level. During 2019, the TFO reviewed 118 cases involving firearms that aligned with the United States Attorney’s Office’s (USAO) Prosecution Guidelines and 32 of those cases were accepted and charged in the Federal System in the Western District of Michigan. The offenders charged in the Federal System are considered some of the most violent offenders in Kalamazoo and a majority of the cases involved the offenders who are actively shooting firearms and trafficking illegal narcotics.

A 2019 case highlight was the arrest and prosecution of a group of individuals who had been designated as priority offenders because of their repeated association with gun violence and the trafficking of illegal narcotics in the City of Kalamazoo. There were four defendants charged with a medley of offenses to include Delivery of Heroin, Felon in Possession of Firearms, and Possession of Firearms with Obliterated Serial Numbers. Each of the defendants had lengthy criminal histories riddled with violent offenses which contributed to the multi-year sentences they are currently serving in Federal Prison.

Crime Laboratory

A three-year project came to fruition in 2019. The Kalamazoo County Forensic Laboratory is now able to provide additional services to the City of Kalamazoo due to the implementation of a Gas Chromatograph Mass Spectrometer (GC/MS) for controlled substance testing. This challenging task involved collaboration between police agencies for funding, building maintenance and outside contractors for infrastructure upgrades, as well as laboratory personnel and WMU staff for training and development of practices.

Lab Specialists continue to hone their skills with the instrument and to create methods and procedures that will withstand judicial and expert review. They are currently working on techniques to test controlled
substances that formerly could only be tested by the Michigan State Police Lab. A case that previously would be temporarily denied by the OPA or not submitted at all until a MSP lab report was received 6-8 weeks later can now be accomplished on the same day by our specialists.

Most significantly, the use of this equipment has provided immediate impact for controlled substance cases involving the use and distribution of deadly drugs, including opioids like Fentanyl and Heroin.

The laboratory worked on many cases throughout 2019 to include the homicide case highlighted earlier in this report. The laboratory’s work on this case involved many layers to include initial scene processing, video collection and the processing of two additional locations. Our laboratory staff worked in concert with the fire marshal’s office during the initial scene processing. Every member of the KDPS laboratory became involved and it spanned three separate counties during the investigation phase. Our laboratory was able to recover, process, and dissect video footage from the crime scene and was then able to overlay it with cell phone communications from the suspects and other involved parties to prove and disprove facts of the case.

A noteworthy achievement from this investigation occurred as our specialists were able to utilize our 3D scanner’s capabilities and create an output for the trial phase. Our staff was able to create and utilize a three-dimensional scan of the homicide scene to display in open court to a jury. This production created an environment for a juror that places them at the scene of the event, at a much truer scale then a photograph or video could. This visual representation of the scene and area that leaves little to the imagination and provides more clarity for prosecution of complex cases.

### Operations Division

The Operations Division is the largest division within Kalamazoo Public Safety. The Division is staffed by 168 sworn personnel and professional staff who are dedicated to providing police, fire and medical services to our community. Officers in the Operations Division typically work a rotating schedule of 12-hour shifts. Each shift must be staffed with a minimum of thirteen (13) patrol officers, four (4) patrol sergeants and one (1) shift lieutenant. The Operations Division is responsible for patrolling the 25 square miles of Kalamazoo, including 285 miles of City streets, while responding to police, fire and medical calls for service from the over 78,000 residents of the City. In 2019, KDPS responded to over 103,480 law enforcement related calls for service and 10,928 fire / rescue related calls resulting in over 114,000 total calls for service for the year. The Operations Division is home to the Department’s Specialty Units to include, the Canine Unit, SWAT team, Honor Guard, Bomb Squad, Technical
Rescue Team, Crowd Management Team, and Hazardous Material Response Team. Parking enforcement for the City is also housed within the Operations Division.

Bomb Squad

The Kalamazoo Public Safety Bomb Squad is nationally recognized as a certified explosive disposal team with the Federal Bureau of Investigation and meets all the federal standards as a certified bomb squad. This national standing allows the team to obtain equipment and training opportunities from the federal government at no cost to the City of Kalamazoo. Our national certification continues to be a priority with the team. The Bomb Squad responded to and remediated 8 suspicious devices during 2019 within the City of Kalamazoo and/or surrounding areas.

Additionally, the Bomb Squad provides training and support to the community. Throughout the year, the Bomb Squad provided training to organizations on bomb threats and awareness of explosive devices. The Bomb Squad continues to cooperate with Fort Custer as they provide assistance to KDPS with our military ordinance destruction. The Bomb Squad also works in conjunction with the Hazmat Team to provide the utmost safety to our community. The team is comprised of four (4) technicians and one (1) investigator.

Canine Unit (K9)

The Kalamazoo Public Safety Canine Unit is comprised of teams of handlers and patrol utility dogs. The K9s are trained in and utilized for tracking, narcotics detection, building/article/area searches, obedience, aggression control and community engagement. The Canine Unit utilizes both German Shepherds and Belgian Malinois due to their versatility, drive and intelligence.

At the beginning on 2019, the Canine Unit had seven (7) active K9 teams. In February 2019, PSO Rieser was assigned to the team with K9 Murphy and they started the 6 week “in house” K9 School in March 2019. At the end of April 2019, PSO Rieser was released to the street, bringing the total number of KDPS K9s working the street to eight (8).

At year-end 2019, the Canine Unit handled 672 calls for service and arrested 108 suspects on a total of 207 charges. The Unit recovered $2,470.00 in property, forfeited $23,934.00 in drug money and seized $41,471.00 in narcotics. The Unit conducted 70 K9 demonstrations and participated in a combined total of 3,032 training revolutions with their assigned K9s.

Crowd Management Team (CMT)

The Kalamazoo Public Safety Crowd Management Team was established in 2018 with a mission to provide an effective and appropriate law enforcement presence at public assemblies while protecting
the constitutional rights of participants and discouraging acts of lawlessness. The team is made up of twenty-seven (27) officers specifically trained to handle large-scale protests and civil disorder.

The Crowd Management Team had 4 successful activations in 2019, with the following results:
- Reduction in property damage
- Reduction in criminal behavior
- Elimination of riotous conditions
- Opening of impeded roadways
- Safe gatherings of large crowds of people

Fire Operations

Fire Operations are part of the Kalamazoo Public Safety’s Operations Division. The division works 7 days a week, 24 hours a day, in three rotating Fire Platoons. The Fire division consists of thirty-nine (39) Equipment Operators (EOs), three (3) Fire Lieutenants and one (1) Executive Lieutenant. Each daily Fire Shift consists of thirteen (13) EOs and one (1) Fire Lieutenant. Fire and EMS calls for service are supplemented with staff from the patrol division when necessary. Patrol officers work out of the six (6) Public Safety stations and respond with the Engine/Truck Company of their station assignment. A first alarm assignment will bring a complement of three (3) engines and one (1) truck, along with assigned Zone officers. Zone 1 personnel respond to every fire incident in the City.

KDPS has six (6) Public Safety stations throughout the City: Station 2, Station 3, Station 4/5, Station 6 and Station 7. KDPS Headquarters is the sixth station but contains no fire apparatus. EOs are assigned to the five separate fire stations throughout the City. Station 3 and Station 7 are staffed with a single engine and one (1) EO. Station 2 is staffed with a rescue vehicle, an engine and two (2) EOs. Station 4/5 is staffed with a rescue vehicle, an engine, a truck and three (3) EOs. Station 6 is staffed with a rescue vehicle, a squad and truck, five (5) EOs and one (1) Fire Lieutenant.

Fire Operations personnel respond to fire incidents, medical calls, car accidents, and special services that included car fires, downed wires, gas leaks, alarms and technical rescue calls. KDPS personnel respond with our contracted Advanced Life Support Ambulance companies on all Med 1 and Med 2 EMS calls for service within the City. Kalamazoo Public Safety contracts out all medical transports to outside ambulance companies.

EOs also participate in community relations events providing station tours, car seat installations and safety checks, fire prevention/safety presentations, static displays and equipment demonstrations. KDPS employs two (2) Fire Marshals that work hand in hand with Equipment Operators to conduct fire prevention/safety activities and fire inspections at businesses and rental properties throughout the City. Six (6) EOs are certified
Fire Inspectors and assist the Fire Marshal’s Office with conducting in-depth fire inspections at area businesses. The Fire Marshal’s Office also conducts cause/origin and arson investigations. Three (3) EOs are certified in assisting the Fire Marshal’s office in conducting these investigations.

In 2019, KDPS Fire Operations personnel responded to approximately 10,834 calls for service. Of those calls, 4,421 calls were Fire-related calls for service and 6,413 calls were related to medical calls for service. Equipment Operators and Public Safety Officers also participated in over 94 public service events, fire prevention activities, station tours, and car seat installation activities.

Honor Guard

The Kalamazoo Public Safety Honor Guard represents the department at funerals for fallen police officers and firefighters. The Honor Guard is comprised of nineteen (19) Public Safety Officers. It participates in memorial services, parades and other special events as requested. KDPS also introduced bag pipes in 2019 to its services. In 2019, the KDPS Honor Guard was responsible for rendering full honors at four (4) retiree funerals. These funerals were executed flawlessly and the families were very thankful and grateful for sending their loved ones off with the utmost dignity and respect for their service. They also represented the Department for one funeral for a line of duty death of an officer in Detroit. The Honor Guard attended and participated in five (5) law enforcement memorials: two in Lansing, one in Grand Rapids, one in Kalamazoo, and the National Law Enforcement Memorial in Washington D.C. They additionally presented the National and State Colors in eight (8) separate ceremonies throughout the year. In many of these, the KDPS Honor Guard was sought after by the host for our professional services.

Special Weapons and Tactics (KM-SWAT)

Kalamazoo Public Safety is a component of a highly trained multi-jurisdictional tactical team known as Kalamazoo Metropolitan SWAT (KM-SWAT). KM-SWAT is comprised of forty-two (42) members, encompassing members from KDPS, Portage Public Safety, Kalamazoo County Sheriff’s Office, Western Michigan University Police, and Kalamazoo Township Police, with tactical paramedics provided by Life EMS. The goal of KM-SWAT is to resolve critical incidents in a coordinated manner with the least amount of risk and vulnerability to team members, citizens, victims, perpetrators, and other involved parties. In 2019, KM-SWAT responded to and resolved seventy (70) critical and dangerous incidents that exceeded the normal capabilities of law enforcement units within the Kalamazoo area.
Parking Enforcement

Kalamazoo Public Safety Parking Enforcement has six (6) part-time positions that cover 98 hours of service over the course of a week. Parking Enforcement attendants issue parking tickets outside of the Central Business District, report repair needs such as broken parking meters, street signs, light poles and report traffic problems, abandoned vehicles and other related concerns. In 2019, four (4) of six (6) allocated Parking Enforcement attendant positions were filled and 15,053 parking tickets were issued.

Technical Rescue Team

The KDPS Technical Rescue Team (TRT) was created in 2018 with a mission to provide advanced level technical rescue support for Kalamazoo Public Safety. Team members receive specialty training in high angle rope rescue, confined space rescue, trench rescue, structural collapse, and tower rescue.

In 2019, the Technical Rescue Team (TRT) achieved three (3) primary goals set at the beginning of the year:

1. Team members were trained to the operations level in Trench Rescue.
2. Team members were trained to the operations level in Structural Collapse.
3. Equipment to allow the KDPS members to begin initial actions for any of the five technical disciplines was procured and placed in service on Squad 6.

Meeting these three (3) goals allows for KDPS’ responders to immediately start life-saving actions in the event of a technical rescue emergency before the arrival of additional KDPS TRT members or other support groups.

The team consists of twenty (20) members in various work assignments in the agency. The diverse work assignments allow for one or more members to be on duty at all times to ensure a TRT-trained person can respond directly to the scene to provide technical assistance and support. In the unlikely event on-duty personnel are unable to mitigate an incident, the team will utilize the Active 911 system to respond to large scale expanding incidents. All KDPS TRT members have been added to the 5th District Technical Rescue Team roster.

In 2019, there were seven (7) team training events equaling 1,965 staff hours. Members averaged 98.25 hours of organized team training throughout the year. Michigan Urban Search and Rescue provided instruction to certify members to the operations level in Trench Rescue and Structural Collapse. KDPS TRT also partnered with Portage Fire Dept., Oshtemo Fire Dept., Kalamazoo Township Fire Dept., Kalamazoo Valley Community College, and 5th District Technical Rescue Team for large scale scenario evolutions involving the skills of all five technical disciplines.
**Office of Professional Standards**

The Office of Professional Standards (OPS) established in 2001, is staffed with two (2) Inspectors who report directly to an Assistant Chief. Primary responsibilities of the Office of Professional Standards include the investigation of citizen and internal complaints, policy review, police accreditation and recruiting/hiring.

**Internal Affairs**

The Office of Professional Standards continues its mission to protect the public, the employee, and the department through fair, thorough and proactive investigations of alleged misconduct. This mission is intended to accomplish three (3) objectives:

- Protection of the public by identifying and effecting corrective action of department personnel and changing procedures that negatively affect the quality of life in the City of Kalamazoo.
- Protection of the department by taking appropriate action so that misconduct of a few will not detract from the overall reputation of the Kalamazoo Department of Public Safety.
- Protection of the employee against false or malicious allegations of misconduct by ensuring fairness and accuracy in all investigations.

To accomplish this mission, OPS monitors the activity of officers receiving complaints from the citizens they serve, and reviews all use of force incidents, vehicle pursuits, and KDPS-involved vehicle accidents.

**Inquiries**

If a citizen desires to make a complaint against an officer, a supervisor will contact the complainant whenever possible to gain further information about the complaint. If the supervisor is able to make personal contact with the complainant and resolve the initial complaint by listening and providing a thorough explanation of the officer’s actions or KDPS policy/procedure, then the complaint will be documented as an “Inquiry” within the KDPS reporting system. If a complaint can’t be mutually resolved between the complainant and the supervisor, a police-citizen relations (PCR) complaint will be opened for further investigation by the Office of Professional Standards. Kalamazoo Public Safety completed a total of 53 inquiries in 2019.

**Private Citizen Reports (PCR)**

The Office of Professional Standards received a total of twenty-two (22) private citizen reports (PCR) complaints containing 53 total allegations in 2019 (most PCR complaints have several allegations contained within them). In the same year, Public Safety Officers handled 114,408 police/fire calls for service. Using the above numbers, the ratio of PCR complaints generated (22) compared to the number of calls for service (114,408) was extremely low (0.0001%). In other words, approximately 1 PCR complaint is filed for every 5,200 calls for service handled. The table shows a breakdown of the findings from those 53 allegations.
Dispositions Explained

<table>
<thead>
<tr>
<th>Disposition</th>
<th>Description</th>
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<tbody>
<tr>
<td>Unfounded</td>
<td>When the investigation determines that the alleged acts did not occur or did not involve</td>
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<tr>
<td></td>
<td>department members. Complaints that are determined to be frivolous will fall within the</td>
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<td></td>
<td>classification of unfounded.</td>
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<tr>
<td>Exonerated</td>
<td>When the investigation determines that the alleged act occurred, but that the act was</td>
</tr>
<tr>
<td></td>
<td>justified, lawful and/or proper.</td>
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<tr>
<td>Not sustained</td>
<td>When the investigation determines that there is insufficient evidence to sustain the</td>
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<tr>
<td></td>
<td>complaint or fully exonerate the member.</td>
</tr>
<tr>
<td>Sustained</td>
<td>When the investigation determines sufficient evidence to establish that the act occurred</td>
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<tr>
<td></td>
<td>and that it constituted misconduct.</td>
</tr>
<tr>
<td>Misconduct Not Based on The</td>
<td>If an investigation discloses misconduct or improper job performance that was not alleged</td>
</tr>
<tr>
<td>Complaint</td>
<td>in the original complaint, the investigator shall take appropriate action with regard to any</td>
</tr>
<tr>
<td></td>
<td>additional allegations.</td>
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</table>

Internal Investigations

Internal investigations are completed by the Office of Professional Standards for a variety of reasons to include egregious violations of policy discovered through internal reviews, all deadly force investigations, and instances in which a civilian and/or suspect is serious injured or killed as a result of police interaction.

In 2019, the Office of Professional Standards conducted eight (8) internal investigations into the actions of its officers. Six (6) internal investigations were completed based on alleged officer misconduct that was discovered through internal controls. Of those six investigations, four (4) were sustained resulting in the administration of various corrective actions, ranging from training to a significant suspension. Two of the investigations resulted in a disposition of unfounded/exonerated. The remaining two investigations resulted in the officers’ actions being justified and within policy relative to a use of deadly force in one investigation, and a general review of an incident in which a victim was killed by a suspect while officers attempted to intervene.

Police Accreditation

In 2018, the Kalamazoo Department of Public Safety committed itself to maintaining excellence by obtaining Michigan Police Accreditation.

Michigan Police Accreditation is a voluntary program for police agencies that is designed to help departments accomplish the following:

- To establish and maintain standards that represent best policing practices
- To increase effectiveness and efficiency in law enforcement services
- To establish standards that address and reduce liability for the agency and its members

The accreditation team, comprised of four (4) KDPS members, used 2019 to update and establish best practice policies for the Department. Through their efforts, KDPS anticipates obtaining Michigan Police Accreditation status in June 2020.
Recruitment/Hiring

The Kalamazoo Department of Public Safety Recruitment Team employs comprehensive and recruitment selection strategies to recruit and select employees from a qualified and diverse pool of candidates. The recruitment team is comprised of personnel from the Kalamazoo Department of Public Safety and the City of Kalamazoo Department of Human Resources. The mission of the recruitment team is to recruit candidates who have a passion to serve the community. The recruitment team will continue to identify recruitment strategies that focus on hiring qualified personnel to our work force. These strategies include the following:

- Expanded outreach through partnerships with local media, community groups, citizen academies, colleges, universities and military
- Use of marketing strategies to target a variety of applicant pools
- Expanded use of technology and maintenance of a strong internet presence
  - Note: This also includes an interactive social media website to promote and inform the public of recruitment events.
- Identification of diverse (racially and culturally) markets
- Allow for ride-alongs for interested candidates

Furthermore, the recruitment team will continue to focus on promoting the KDPS brand and image as one of the premier law enforcement agencies in southwest Michigan. The KDPS Recruiting Team attended 65 recruitment events in 2019.

The Kalamazoo Public Safety employment selection process actively strives to identify outstanding candidates by employing a comprehensive screening and selection process that measures cognitive ability, physical ability and a personality assessment. The hiring process consists of multiple steps to include a written test, interview, physical agility test, background investigation, drug screening, psychological testing, and medical screening. KDPS actively initiates hiring processes to fill vacancies caused by planned and unplanned departures from the Department. In 2019, Kalamazoo Public Safety ran two (2) hiring processes which yielded eighteen (18) new Public Safety Officers. Kalamazoo Public Safety was allocated 253 full-time sworn officer positions in 2019.

Support Services Division

The Support Services Division is responsible for all physical assets, procurement, payroll, evidence, quartermaster, and Records Division functions at Public Safety. The goal of the Service Division is to provide the resources and support needed to provide high quality services to citizens of this community. The Service Division maintains seven (7) Public Safety facilities, handles the coordination of maintenance for the entire Public Safety fleet of vehicles (marked police cars, fire response apparatus, unmarked investigative vehicles, specialty vehicles and specialty equipment), and functions as a liaison between KDPS and the Kalamazoo County Consolidated Dispatch Authority (KCCDA) and the City of Kalamazoo Information Technology Department. The Service Division is operated under the direction of one (1) Captain and one (1) Executive Lieutenant.
2019 Projects and Initiatives

- Decommissioned the Kalamazoo County Integrated Dispatch Center and completed a renovation of the space, transitioning it to the Kalamazoo Strategic Operations Center (K-SOC)
- Created a new radio channel template to improve interoperability with other agencies
- Procured and distributed 125 portable radios and 19 installed mobile radios
- Began the design work on the new Public Safety Station #2
- Organized Public Safety auction items throughout the year
- Created and implemented the three (3) year operational plan for Support Services
- Reviewed and approved all invoices

Records Division

The Records Division is comprised of four (4) Records Clerks and two (2) Typists. These dedicated personnel assist in the Freedom of Information Act (FOIA) process, dictate police reports, handle requests for traffic reports, assist with criminal records checks and firearms licenses, and process requests for police and fire information from outside agencies and the public. In 2019, the Records Division handled the following requests:

- Total Government Requests: 2,819
- Total Documents Provided in Response to Government Requests: 5,649
- Accident Reports: 737
- Fingerprint Purchases: 136
- Certified Records Checks: 46
- Reports typed (see Dictation Totals table on pg. 25):

![FOIA Totals by Year](image)
Evidence/Quartermaster

Kalamazoo Public Safety has three (3) personnel that handle evidence and quartermaster duties. This work includes the intake of evidence, evidence destruction, and the release of evidence according to KDPS policy. Additionally, KDPS has more than 170 body worn cameras and 60 in-car camera systems that record the activities of KDPS as they respond to calls for service and interact with the public. These digital video recordings are regularly requested by the City Attorney’s Office, traffic courts and the Prosecutor’s Office. In 2019, evidence personnel had the following activity:

- Intake of 8,044 pieces of evidence
- Destruction of 4,160 evidence items
- Release of 725 items
- 125 requests for various uniform orders
- Established a new uniform contract
- Fulfilled requests for equipment and various supplies including leather gear, office supplies, and other miscellaneous items
- Completed sizing with vendors, ordering, and issuing new uniforms and equipment to all new hires in 2019. Items included all uniforms, turnout gear, ballistic vests, duty belt equipment, and miscellaneous items
- Coordinated the sizing and replacement of turnout gear and ballistic vests expiring in 2019
- Coordinated and completed repair requests for numerous uniform items and various gear including duty belt equipment, turnout gear, and miscellaneous items.
- Produced an estimated 5,840 video copies. These included copies for the Prosecutor and City Attorney’s Office along with pre-trials, traffic court, and officer/detective requests
- Received and processed 1,612 requests from the Prosecutor’s Office and an estimated 520 requests from the City Attorney’s Office to save several individual videos from officers that completed reports

Fleet Management

KDPS has a fleet of nearly 100 vehicles which include: front-line patrol vehicles, detective vehicles, specialty unit vehicles, and fire apparatus. Having reliable vehicles for emergency responders to utilize is paramount. KDPS relies on City of Kalamazoo mechanics at City Yards and various local
vendors for vehicle maintenance and repairs. Kalamazoo has one (1) Civilian Service Officer who serves as the Department’s fleet manager. In 2019, the following projects were completed:

- Created and implemented a three-year vehicle replacement program
- Took delivery of the new Engine 2 and Squad 6, mounted loose equipment and placed them into service
- Took delivery of seven (7) new front-line patrol vehicles and coordinated the outfitting of the vehicles

**Information Technology**

Service Division staff work regularly with the City of Kalamazoo Information Technology Department to address the unique Public Safety needs relative to technology. As technology continues to evolve and the reliance on technology becomes greater, it is imperative that staff plan for technology upgrades and evaluate new platforms that will improve efficiency and provide real-time data to enhance decision-making abilities. In 2019, there were several technology projects that were launched:

- Implementation of Image Trend as the new Fire Records Management System
- Purchase and deployment of new iPads to support the fire company level inspection program
- Purchase and deployment of 30 new laptop computers into front-line patrol vehicles
- Continued work on the Tyler Technologies project which is the new police Records Management System
- Assisted with the implementation of Target Solutions for training delivery, asset management and training hours tracking
- Continued the replacement of legacy in-car camera systems with Watch Guard

**Payroll and Business Services**

All of the payroll functions for KDPS staff are handled by an Accounts Coordinator in the Service Division. The responsibilities include ensuring that payroll approvals are completed based on the adopted payroll schedule and in compliance with the various collective bargaining agreements. In addition to payroll, the Accounts Coordinator is responsible for ordering supplies and completing subpoenas.

The Business Specialist is responsible for ensuring compliance with all City of Kalamazoo and Kalamazoo Public Safety purchasing and financial policies, entering requisitions, monitoring purchase orders, monitoring contracts, processing monthly p-card statements, processing Records Division daily financial transactions, reconciling financial transactions, and completing voucher requests. In 2019, there were 226 purchase orders that were issued by Public Safety for a variety of goods and services.
Training Division

The Training Division is tasked with promoting ethical and courteous behavior, enhancing the professional performance of duty, and cultivating an appreciation of equity, diversity, and inclusion through education and training in the Police, Fire, and MFR disciplines. To accomplish these goals, the Training Division has a dedicated staff of seven (7) members. Given the complexity of the Public Safety model, the Training Division uses a variety of delivery methods including classroom instruction led by internal or external subject matter experts (SMEs), practical instruction led by internal or external SMEs, and an E-Learning management system (Target Solutions). Most training can be delivered using Training Division staff or other SMEs working throughout the Department. However, some training requires outside trainers to provide key skills.

Recruit Training

As new employees are brought into the organization, the Training Division is tasked with preparing them for solo patrol. These basic training components consist of the Police Academy, Fire Academy, MFR Academy, Advanced Police Academy, and Field Training Officer Program.

1. Police Academy training is provided by an external state licensed academy. The Police Academy typically runs 16 weeks; twice per year. During that time, the Training Division monitors the recruit’s progress and works with the academy to ensure successful passage of various requirements. Upon successful completion, the recruit earns the Michigan Commission of Law Enforcement Standards’ (MCOLES) certification. Seventeen (17) recruits attended the Police Academy in 2019.

2. Fire Academy runs 10 weeks; once per year in the summer. During this time, Training Division staff and other Department SMEs deliver content using classroom lecture and practical instruction at the training tower. Upon successful completion, the recruit earns the Fire Fighter I and II certifications. Thirteen (13) recruits attended the Fire Academy in 2019.

3. Medical First Responder (MFR) Academy runs 3 weeks; once per year in the spring. During this time, Training Division staff delivers content using classroom lecture and practical instruction. Upon successful completion, the recruit earns the Medical First Responder license. Fourteen (14) recruits attended the MFR academy in 2019.

4. Advanced Police Academy runs 4 weeks; 2-4 times per year. During this time, Training Division staff delivers content using classroom lecture and practical instruction. Upon successful completion, the recruit learns department policies and begins the process of combining the Police, Fire, and MFR skills into a single profession – Public Safety Officer. Eighteen (18) recruits attended the Advanced Police Academy in 2019.

5. Field Training Officer (FTO) Program runs 14 weeks with 2-3 processes per year. During this time, a cadre of Field Training Officers and Field Training Supervisors work to develop the recruit into a solo-patrol competent Public Safety Officer. The FTO process allows the recruits to review tasks, observe how tasks are completed, and then to actually use those tasks to gain proficiency. The review process includes examining 20 different skills fundamental to a Public Safety Officer’s performance. Upon successful completion, the recruit is released to full duty as...
a solo patrol officer counting toward minimum staffing. The FTO program currently has twenty-one (21) Field Training Officers and eight (8) Field Training Supervisors. In 2019, nineteen (19) recruits went through the FTO program.

**In-Service Training**

The Training Division delivers in-service training in every discipline. Currently, our ability to aggregate hours is unavailable due to changes in our Records Management System (RMS). Our RMS provider, Target Solutions, doubles as a content delivery program, which will provide robust measurements in years to come.

For medical training, Training Division delivers content sufficient to maintain licensure for 250 Public Safety Officers at the MFR level. For police training, the Training Division delivers content including Crisis Intervention Team (CIT) training, Mobile Active Violence training, Implicit Bias training, Use of Force training with Firearms and Defensive Tactics among other in-house courses. For fire training, the Training Division provides content to include twice-annual live burn training, bi-annual Ice Water Rescue training, and Pump School Operations, among other in-house courses.

**Program Management**

The Training Division manages of variety of other programs throughout the organization. To facilitate the effective performance of these duties, the Training Division uses SMEs who serve as Program Managers to ensure projects, tasks, training, and maintenance are performed. These programs include the Armory, Subject Control Cadre, Range Instructor Cadre, Peer Fitness Trainer, and Taser Instructors Cadre.

1. The Armory is a Training Division program that includes twelve (12) members. The Armory is responsible for the care, inspection, and maintenance of department-issued weapons including shotguns, rifles, and pistols and inspections of all weapons carried pursuant to police powers.

2. The Subject Control Cadre is a Training Division program that includes five (5) members. The Subject Control Cadre is responsible for delivering training through hands-on evolutions and policy review twice per year.

3. The Range Instructor Cadre is a Training Division program that includes fourteen (14) members. The Range Instructor Cadre is responsible for running open range day, providing annual duty, back up, off duty, and rifle qualifications, and MILO decision-making training.

4. The Peer Fitness Trainer program is a Training Division program that currently consists of two (2) trainers. Peer Fitness Trainers are responsible for developing recruits to ensure passage of basic PT requirements, maintaining weight room equipment, and offering personal training to all sworn personnel.

5. The Taser Instructors Cadre is a Training Division program that includes five (5) members. The Taser Instructors Cadre is responsible for providing annual Taser training, review of accidental discharges, bi-annual downloads, and equipment maintenance.
Maintenance

The Training Division is responsible for a variety of maintenance duties that can generally be broken down into property and equipment. Regarding property, the Training Division maintains the Tower/Sim City training grounds, the firearms range, Station 4/5 barn, and Training Division classrooms. Management of these properties includes maintaining the grounds, snow plowing, building maintenance, repairs, utilities, and coordinating use within Public Safety and with outside agencies.

Regarding equipment, the Training Division coordinates a variety annual inspections and repair efforts to include Engine and Truck preventative maintenance, Engine and Truck emergency repairs, FIT testing, SCBA repair, Boat Motor Service, Engine Pump Testing, Ladder Testing, Gear Washing, Hose Testing, Holmatro Service, SBCA Hydro-Static Testing, and Fire Extinguisher refill and repair.

Other Duties

The Training Division also works to ensure other divisions have assistance with their operations when needed. The Training Division is responsible for instructing the Education for Employment (EFE) Law Enforcement Program in partnership with KRESA. The EFE Program allows Public Safety to connect with juniors and seniors in high school who are interested in a Public Safety career. The EFE Program has created a hiring pipeline resulting in dozens of future officers being developed through the program's history. Additionally, the Training Division administers the pre-employment agility testing (twice yearly) and hosts the Citizens' Academy (yearly). Other assignments are taken on an ad-hoc basis to ensure that Public Safety is responsive to the needs of Kalamazoo residents.

Group Violence Intervention (GVI)

In 2011, members of the Kalamazoo Interfaith Strategy for Advocacy and Action in the Community (ISAAC) approached KDPS leadership about the possibility of bringing the Group Violence Intervention (GVI) model to Kalamazoo. The request was made in response to an increase in group involved shootings and violence in Kalamazoo. The strategy was a project of John Jay College of Criminal Justice and was launched in 2009 under the direction of David M. Kennedy. ISAAC brought David Kennedy to Kalamazoo to speak about the GVI. Since then, KDPS has worked to implement the strategies of the GVI. The adoption of the GVI Strategy has dramatically improved Public Safety's response to serious violence. This has been done in partnership with social services and community members (street outreach workers). The GVI Strategy consists of community members, law enforcement, and social services directly engaging the small, active number of people involved in street groups. Each partner in the strategy plays an important and distinct role:

- A moral message from community members that violence will not be tolerated;
- A law enforcement message that any future violence will be met with clear, predictable and certain consequences;
- An offer of help from social service providers for those who want it.
The GVI partnership has allowed KDPS to reduce group involved violence while at the same time improving legitimacy and trust in the community. When law enforcement lacks legitimacy and trust, fewer people are willing to provide information and cooperate with investigations. The amount of people who refused to prosecute in non-fatal shooting cases is a way to measure the level of trust and legitimacy that departments have in the community.

Prior to the implementation of the GVI, over half of our non-fatal shooting victims refused to prosecute. Between 2011 and 2014, 53% of all non-fatal shooting victims refused to prosecute. The number of victims who refuse to cooperate in non-fatal shooting cases has significantly decreased over the last two years. In 2018, only 30% of non-fatal shooting cases were closed due to no prosecution by the victim. Last year in 2019, that number dropped to 14%. Not only did more victims cooperate last year, but the rate of cases that were closed by arrest more than doubled from 15% in 2018 to 31% in 2019 (See charts below):
Group involved homicides remained the same from last year with a total of 3. Group involved non-fatal shootings were reduced by 50% from last year from 16 to 8. *GMI- Group Member Involved
Youth Intervention - Bridging Opportunities

During the summer of 2017, the Kalamazoo Public Safety began responding to an increased number of crimes involving juveniles (under age 18). The Northside Neighborhood in particular was experiencing a spike in criminal activity involving juveniles. Part I Crimes involving juvenile suspects in the Northside and West Douglas neighborhoods had steadily increased between 2014 and 2016. In 2014, there were 61 juveniles suspected of committing Part I Crimes in these neighborhoods. The number had increased to 73 in 2015 and spiked to 94 in 2016. Residents who lived in these neighborhoods were overwhelmingly the victims of this criminal behavior and began to seek help from their neighborhood association, the Northside Association for Community Development (NACD) as well as indicated to Public Safety that something needed to be done.

KDPS knew that the old way of arrest, incarceration, and release was not working and something new had to be done. KDPS began to analyze the data and determined that a very small number of extremely active juveniles were driving the majority of the crime. KDPS found that 24 juveniles, ages 13-17, were responsible for 480 police involvements, resulting in 120 arrests. Most of these juveniles were on probation and it was obvious that the old way of doing business was not working. There was a revolving door of arrests, placement in juvenile detention, and release on juvenile probation for these juvenile offenders. Once released, they would again engage in criminal behavior and get re-arrested.

Law enforcement alone was not the answer. These at-risk youth were living in a very economically challenged area and needed more options. According to U.S. Census data, 35% of children lived in poverty in the Northside Neighborhood in 2000. Between 2008-2012, the number living in poverty had increased to 67%.

It was decided that a new approach was needed. The police, Courts, probation, community organizations, and families were all working independently on this problem and were not properly communicating with each other regarding what was being done. These at-risk juveniles were taking advantage of lack of communication and were “slipping through the cracks”. Bridging Opportunities brings all of these entities together in a collaborative effort to ensure that communication gaps are closed. This collaboration involves Public Safety, Probate Courts, juvenile probation, community members, parents, and public schools. Community programming sites consisted of the NACD and the Boys and Girls Clubs of Greater Kalamazoo. The strategy includes guidance, mentoring, peer support, accountability, education, and paid employment through Youth Opportunities Unlimited (YOU) for this small number of youths who are driving much of the crime.

2019 marked our third year of the Bridging Opportunities program. In 2019, there were 140 fewer Part I Crimes committed by juveniles compared to the crime spike in 2016 that led to the implementation of the strategy (see chart on page 34):
Fire Marshal’s Office

Kalamazoo Public Safety has two (2) Fire Marshals that are Certified Fire Inspectors (CFI), Fire Investigators, and Plans Examiners. In addition to the Fire Marshals, KDPS has seven (7) CFIs and two (2) Fire Investigators that assist with technical inspections and fire investigations. They are responsible for coordinating the Community Risk Reduction (CRR) efforts through the “three E’s”: Education, Enforcement, and Engineering. These focus areas include fire inspections, fire investigations, Freedom of Information Act (FOIA) requests, construction site plan reviews, and public education. In 2019, continued economic growth has fueled many large-scale projects in the downtown area which has increased the demand for collaboration with developers and the Community Planning and Economic Development (CPED) department. The 2019 highlights include:

- Investigation of more than 100 fires
- Coordination of the company level inspection program
- Adoption of the 2018 International Fire Code
- Provided fire and life safety education focused on children and the elderly
- Partnered with Red Cross to install smoke alarms in residential dwellings
- Continue to support the Great Lakes Burn Camp
- Completed 63 site plan reviews

Although the number of fatal fires in the State of Michigan was reduced by 27% in 2019 to 102, the State of Michigan continues to experience a disproportionate number of fatal fires as compared to other states. In 2019, the City of Kalamazoo experienced three (3) civilian fire fatalities at three (3) separate residential fires and five (5) civilian injuries.
Kalamazoo Strategic Operations Center (K-SOC)

The Kalamazoo Strategic Operations Center (K-SOC) is a unit within Kalamazoo Public Safety. The K-SOC was formally implemented in June of 2019 with the mission to provide advanced operations and intelligence information to the City of Kalamazoo and surrounding agencies. The K-SOC is housed in the former KDPS dispatch center located inside KDPS Headquarters and employs three (3) full-time Strategic Operations and Intelligence Analysts.

The K-SOC is responsible for providing operations and intelligence information regarding:

➢ Toll analysis
➢ Phone ripping
➢ Phone data analysis
➢ Heat maps
➢ Statistics
➢ Threat assessments
➢ Investigative and case support
➢ Open source analysis
➢ Situational awareness bulletins
➢ Social media exploitation
➢ Presentations
➢ Crime trends
➢ Crime forecasting
➢ Link charts
➢ Emerging trends

K-SOC Partnerships

The K-SOC works closely with other divisions within KDPS as well as outside jurisdictions including, but not limited to the Michigan State Police, Portage Department of Public Safety, Kalamazoo County Sheriff’s Department, Kalamazoo Township Police Department, Western Michigan University Police Department, FBI, ATF, and DEA. The chart below represents a breakdown of the number of projects in which the K-SOC was involved.

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<table>
<thead>
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<tbody>
<tr>
<td>Kalamazoo Public Safety</td>
<td>332</td>
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<tr>
<td>Kalamazoo County Sheriff’s Dept.</td>
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<tr>
<td>Kalamazoo Township Police Dept.</td>
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<td>Portage Public Safety Dept.</td>
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<td>WMU Police Dept.</td>
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<td>Federal Agencies</td>
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<td>Battle Creek Police Dept.</td>
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<td>Michigan State Police</td>
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<td>Benton Harbor Public Safety</td>
<td>1</td>
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<tr>
<td><strong>Total (June-December 2019)</strong></td>
<td><strong>359</strong></td>
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</table>
Types of Analysis Completed in 2019

The K-SOC’s Strategic Operations and Intelligence Analysts provide a wide variety of analyses. The chart below is broken up into two main types of analyses: Administrative Analysis and Investigation & Intelligence Analysis. These are two very broad types of analyses. Administrative Analysis includes the analyzing of statistics. The Investigation & Intelligence Analysis includes social media investigations, investigative workups on suspects, threat assessment reports, or any other investigative assistance. The “other” category in the chart below reflects presentations and other miscellaneous projects the analysts were assigned in 2019.

Emergency Management

The City of Kalamazoo has elected to integrate into the Kalamazoo County Emergency Management Program. As partners in the five phases of emergency management: mitigation, preparedness, prevention, response and recovery, the City of Kalamazoo and the Kalamazoo County Office of Emergency Management share joint responsibilities. Kalamazoo Public Safety is tasked with taking the lead role for these Emergency Management responsibilities. In 2019, the City of Kalamazoo responded to four (4) significant events to include the extreme cold temperatures in February, flooding in June, extreme heat conditions in July, and the EEE outbreak in September and October.

Kalamazoo Public Safety also updated its Support Emergency Operations Plan in 2019. The document, which had not been updated since 2014 and was significantly out-of-date, identifies the various responsibilities of all departments within the City of Kalamazoo should a wide-scale natural disaster occur. Additionally, the Department began the development of several procedures to address natural emergencies such as extreme temperatures, flooding and severe storm response. These procedures are designed to act as a playbook should the City of Kalamazoo experience any one of these naturally occurring weather events. KDPS completed the Extreme Temperature Annex in the 4th quarter of 2019 and has begun work on the flooding response annex as of years’ end.

Additional milestones for 2019 include the build-out of the Kalamazoo Strategic Operations Center (K-SOC) which can be converted to an Emergency Coordination Center (ECC) in a matter of minutes and has full functionality during times of disaster to include emergency back-up power, radio
capabilities to include the ability to dispatch from our center, and logistical workspaces set up to serve as a command post during emergency events.

**Strategic Planning**

In 2019, KDPS entered its first year of a three-year strategic plan designed to drive the Department towards its goals while maintaining a sense of accountability and transparency about how effectively we are meeting those goals. The development of the three-year strategic plan (FY 2019-2021) was developed in 2018 and went into effect on January 1, 2019. It is based upon seven (7) core service areas of the department: High Performance Organization, Crime Prevention, Fire Prevention, Response, Community Outreach, Support Services, and Training.

In 2018, the department began a laborious process to 1) Take input from the community using the Imagine Kalamazoo 2025 plan; 2) Gather internal buy-in and support by surveying KDPS employees; and 3) Hold a strategic planning session with our partners in the police, fire and EMS disciplines. The input gained from these three processes was presented to over 40 members of the Department during a day-long retreat. Those members used the information to re-develop KDPS’ Mission, Vision and Values in which the seven core pillars were developed. Additionally, the members were assigned to one of the seven pillars to assist in the development of the desired outcome of each pillar and the development of a strategy for each fiscal year of the plan.

In 2019, each pillar group met and developed an operational plan in which they would track their progress each quarter during each fiscal year. The operational plan is designed so that each pillar group would develop three goals in each fiscal year. Under each of those goals, they would identify 3 to 5 critical tasks that needed to be accomplished to meet the respective goal, strategy and desired outcome of the pillar. Everything that was developed was based upon the foundational input dating back to the input from internal and external stakeholders and were driven by the Department’s specific Mission, Vision and Values.

The pillar groups were overseen by an owner who would set meetings and drive the pillar agenda throughout the course of the year. In early 2019, the entire Chief’s staff met with each pillar group individually to discuss goals and tasks associated for 2019. Follow-up meetings were scheduled in July 2019 for a 6-month report out and the operational charts were updated as needed throughout the year.

Additionally, each pillar was assigned a whiteboard. The whiteboards line the halls of the Administrative Offices at Headquarters. Each pillar group was asked to begin utilizing data by working with the Kalamazoo Strategic Operations Center (K-SOC) to begin tracking important metrics that will be needed to reach the overarching strategy of each respective pillar. Those boards are expected to be fully populated in the first quarter of 2020 and will serve as communication piece for future Senior Staff meetings.
Between the seven pillar groups, the operational plans called for 98 tasks to be completed. As of January 1, 2020, the Department had accomplished 90 of those tasks, with the remaining 8 being near completion status. This represents a 92% success rate in meeting the goals of the Department for fiscal year 2019.

Budget

The revenue sources for the Kalamazoo Department of Public Safety (KDPS) are the General Fund, Federal and State Grants, and Local Unit Contracts.

The mission of KDPS is to provide comprehensive, all-hazards Public Safety services. KDPS strives to build and maintain meaningful relationships with the community to better serve the residents and visitors of Kalamazoo through transparency, trust and community engagement.

KDPS deploys resources from seven (7) facilities and is comprised of 6 Divisions: Administration, Community Oriented Problem Solving (COPS), Operations, Criminal Investigations, Support Services and Training. KDPS continues to promote crime and fire prevention programs, the investigations of crimes leading to the apprehension of perpetrators, the recovery of property, and providing emergency medical services. Public Safety will continue to explore ideas and concepts leading to improved service to our community. The promotion of goodwill, community respect and confidence in Public Safety will continue to be of the highest priority for all employees. KDPS will also strive to recruit and retain a diverse and local workforce.
A Look Ahead at 2020

We look forward to 2020 as another year to serve this community. In the coming year, we hope to break ground on a new Station #2 which serves both the Edison and Milwood neighborhoods. This Public Safety station has been in the works for many years and will replace a station which is in poor repair, does not house the fire apparatus of the 21st Century adequately, and has been outgrown. We will also enter our second year of our Strategic Plan, which will be more integrated into our daily operations and information sharing.

We look forward to using our community partnerships to address local issues and to continue our growth in those efforts.