Kalamazoo Department of Public Safety

Vernon Coakley Jr., Chief of Public Safety

2020 Annual Report

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

Hello Community,

I want to start by thanking you for allowing me to serve as Chief of the Kalamazoo Department of Public Safety - the largest public safety department in the nation. Please know, I do not take this position, nor the work that lies ahead, lightly. With no further delay, I am proud to present to you the Kalamazoo Department of Public Safety’s Annual Report for 2020.

First off, I want to make it clear that when I use the word “community” I am talking about all of us, including: the City of Kalamazoo and KDPS staff, people who live in, visit or own a business here and community partners. No one is left out of this definition. It is critical that we work together, as one Kalamazoo community, to solve the issues we face. As chief, my top priority is to keep our city safe and to build and strengthen relationships with residents, all while using the tenants of 21st century policing to guide our actions, and get the job done.

Going into 2020, we had high hopes to continue our work to build upon the strategic plan to strengthen relationships between KDPS and the residents, visitors, and business owners of our great city. Those plans all changed in mid-March when Covid19 became a reality in our community and across the world. This pandemic caused us to pause all of our efforts and programming aimed at helping to change the public perception of KDPS, our legitimacy and our service delivery. The entire world just stopped, and we continue to wait until we are able to socialize again, to resume these services.

In addition to Covid19, cities across the nation, both large and small, like ours were faced with civil unrest due to the unconscionable acts of law enforcement throughout the country. As a “boot on the ground,” I maintained a conscionable effort to listen to our internal and external stakeholders on the direction we needed to move in order to improve relations with our community. The civil unrest peeled back layers of frustration, differences, and trauma that our nation faced.

At KDPS, we will remain focused on being transparent and legitimate in the work we do. KDPS will also work with our community, to collaborate on procedural justice ideals and policies to do the work we swore to uphold.

As for policies, in 2020 we worked on bringing all KDPS policies up to the best standards in the country. We accomplished the goal of being accredited in September and are proud to note that we are one of only a few agencies in this state and the nation to receive this distinction. It is also worthy to note we accomplished this feat before Gov. Gretchen Whitmer mandated all law enforcement departments in the State of Michigan become accredited last June.
Additionally, since becoming Chief, I renamed the Office of Professional Standards to the “Office of Community Affairs and Diversity, Equity and Inclusion.” Through this new division, our trainings will continue to include diversity, implicit bias, de-escalation, and equity.

We will focus on building trust and legitimacy together as a community with guidance from our Citizens Public Safety Review and Appeal Board (CPSRAB). Our outreach programs will touch everyone in the City of Kalamazoo, with a special emphasis on our youth, the elderly, the homeless and members of our community who we encounter that are in crisis.

Lessons have been learned from 2020, and I look forward to getting out in the community, meeting more of you, and working together to problem solve and build a stronger city in 2021. The time is now Kalamazoo.

GET ON THE BUS!!

Vernon Coakley,
Your Servant Leader
Executive Staff

Fire Administration and Finance

Ryan Tibbets joined Kalamazoo Public Safety in 2011 and was promoted to Assistant Chief in 2013. He currently serves as the Assistant Chief of Fire Administration and Finance which houses the Service Division, Training Division and Fire Marshal’s Office. In 2020, his divisions continued to serve an active role with several local partners and agencies such as: Kalamazoo County Hazardous Materials Team, Kalamazoo Valley Intergovernmental Ambulance Agreement, Kalamazoo County Fire Chiefs Association, 5th District Technical Rescue, Kalamazoo County Medical Control Authority, and Kalamazoo County Central Dispatch. Several projects and key initiatives were accomplished such as:

- Continued progress on the new Station 2
- Completed a lighting project at the Kalamazoo Regional Training Center
- Acquired new portable and mobile radios
- Began working on the specifications for the new Truck 6
- Continued work on the new Records Management System (RMS)
- Awarded a 2020 Community Oriented Policing Services Grant for fifteen (15) additional personnel

In 2021, KDPS is poised to resume in-person training focusing on procedural justice, implicit bias, and de-escalation. We hope to break ground on the new Station 2 in late spring which will replace the current Station 2 at 1207 Bryant. The current facility was built in 1952 and does not have the space to accommodate modern fire apparatus.

Investigations and Collaborative Policing

Dave Boysen joined Kalamazoo Public Safety in 1995 and was promoted to Assistant Chief in 2018. He currently serves as the Assistant Chief of Investigations and Collaborative Policing which houses the Criminal Investigation Division (CID) and the Community Outreach and Problem-Solving Division (COPS). The global pandemic severely impacted the outreach and enforcement efforts of his divisions in 2020 which resulted in an unprecedented level of gun violence in our community. In 2021, the divisions will continue to build upon our strong community partnerships with collaborative approaches to crime and violence reduction. These proven strategies and partnerships include Group Violence Intervention (GVI) and the High-Risk Domestic Violence Response Team.
Operations, Emergency Management and Strategic Planning

Matt Huber joined Kalamazoo Public Safety in 1998 and was promoted to Assistant Chief in 2020. He currently serves as Assistant Chief of Operations, Emergency Management and Strategic Planning which houses the Operations Division, Emergency Management and Strategic Planning. In 2020, staffing in the Operations Division was directly impacted by Covid19 which led to members from other divisions being temporarily transferred into the division to supplement staffing needs. KDPS also experienced several planned retirements throughout the year which again impacted staffing. The department was additionally tasked with planning for and mitigating civil unrest within the City. In late 2020, a strategic planning position was allocated within the department to help KDPS concentrate on and update our strategic plan as we move forward into 2021. In 2021, the department will strengthen our emergency management capabilities to ensure an efficient response to natural disasters and significant events within Kalamazoo.

Office of Community Affairs and Diversity, Equity & Inclusion (DE&I)

Victor Green served with Kalamazoo Public Safety from 1996 - 2005 as the Inspector of Internal Affairs and Community Relations before becoming Director of Community Relations at Wayne State University. He returned to Kalamazoo Public Safety in 2020 and serves as the Assistant Chief of Community Affairs and Diversity, Equity and Inclusion which houses the Office of Professional Standards, a Community Collaborator, and Community Affairs. In 2021, the division will focus on the pillars of 21st century policing by centralizing community outreach efforts for the Department. The division looks forward to helping to bridge the gap between the police and community to build trust and strengthen communication. Additionally, the department will have a devoted division operating within KDPS to focus on diversity, equity, and inclusion in partnership with Chief Diversity Officer Dorla Bonner from the City of Kalamazoo which will strengthen DE&I both internally and externally.
Crime Stats

In 2020, KDPS experienced a 3% increase in Part 1 Crimes, as compared to 2019. 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 purpose of Uniformed Crime Reporting Statistics.

The global pandemic and civil unrest this past summer created many challenges and adversely impacted the operations of KDPS and the entire criminal justice system. Group Violence Intervention (GVI) efforts were particularly impacted by the pandemic as our community and social service partners were restricted from conducting community outreach. As a result of the impacts on both outreach and enforcement, our biggest increase in Part 1 Crimes were attributed to group involved violence stemming from ongoing disputes. This was a major contributing factor in the 32% increase in Aggravated Assaults (890 in 2020 vs. 675 in 2019) and the 40% increase in homicides (14 in 2020 vs. 10 in 2019).
The availability and easy access to illegal firearms continues to be a challenge for KDPS and was also a contributing factor to our increase in non-fatal shootings and homicides from the previous year. **Assaults with firearms increased 129%** from the previous year (375 in 2020 vs. 164 in 2019). **KDPS seized a total of 412 firearms in 2020, averaging more than one firearm seizure per day.** This represents the highest number of firearms seized by KDPS in a single year.
Methamphetamine continues to be a contributing factor in both violent and property crimes. There had been a steady increase in meth-related cases between 2016 to 2018. The number of meth cases in 2020 is still 75% higher than they were in 2016, however we are trending in the right direction for our second year in a row with a decrease in the total number of meth offenses.
Welcome KDPS’ New Employees

In 2020, Kalamazoo Public Safety introduced two new civilian positions to the department as a way to communicate more effectively with the community. Each brings a vast amount of experience to our department in their respective areas and they are eager to contribute their expertise to supporting the mission and vision of Kalamazoo Public Safety.

Community Collaborator

Kalamazoo Public Safety welcomed Community Collaborator LaTonya Turner in late 2020. As Community Collaborator, LaTonya’s role is the help improve communications with residents and business owners in the community with the goal of being a bridge between Kalamazoo Public Safety and the community. A large benefit of LaTonya’s role with the KDPS team is that she is a civilian employee. As a civilian, LaTonya is able to view things from a different lens than that of an officer which allows her to provide a new perspective and fresh ideas for spreading the word about what’s happening at KDPS.

LaTonya Turner has spent the last two years in the Public Relations sector as the Community Outreach and Engagement Specialist for Consumers Energy, Energy Waste Reduction program. She served in the Lansing, Jackson and Kalamazoo regions of Michigan, developing relationships and implementing programs with key community partners and stakeholders. These programs primarily focused on crime prevention initiatives and providing utility resources to the market standard income to income qualified communities.

LaTonya earned a Bachelor of Science degree in Business from Ferris State University in Big Rapids, MI in May of 2002 where the foundation of servant leadership was further cultivated.

LaTonya has enjoyed using the platform provided to her for over 11 years to educate the most vulnerable and disproportionate populations by presenting insurance educational seminars in various communities while employed with State Farm in Lansing, MI and the Auto Club Group (AAA) in East Lansing, MI.

Public Information Officer

Kalamazoo Public Safety welcomed Public Information Officer (PIO) Ryan Bridges in late 2020. Ryan is a seasoned public relations and communications professional with deep experience spanning the public and private sectors. As the Public Information Officer, Ryan is responsible for coordinating communication activities and working with key internal and external stakeholders to foster a coordinated communications plan. This includes researching, assembling, writing, editing, and producing informative materials concerning operations, programs, and events. During emergency situations, Ryan is responsible for leading the communications strategy to staff, the public, and the
Previously, Ryan worked as a communications strategist with East Lansing-based Byrum & Fisk Advocacy Communications, where he provided corporate communications, marketing, media relations, and crisis communication services for clients in the cannabis, education, municipal government, and nonprofit sectors. Before joining Byrum & Fisk, Ryan worked as a consultant with the Detroit-based PR and marketing firm, Mario Morrow & Associates and held key communications posts throughout Wayne County and State government.

Ryan was also the senior communications manager for Wayne County Executive Warren C. Evans, where he served as spokesperson for the county executive, several county departments, and the County Medical Examiner’s Office. He also served as a digital media coordinator for Wayne County and a communications specialist for the State of Michigan.

Ryan holds a B.A. in Journalism from Michigan State University and an M.B.A. with concentrations in Marketing and Management from Wayne State University.

**Community Involvement**

**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 of the program is to recruit area youth and give them a foundation in public service to possibly become future members of Kalamazoo Public Safety. In 2020, there were 16 local cadets in the Explorer program who worked closely with the 13 KDPS advisors.

The KDPS Explorer Post started the year with a long overdue awards ceremony to recognize the hard work and awards received by many of the Explorers during the previous few years. The post participated in 14 scheduled meetings for training between January and March. Most of the trainings were to prepare the youth for State Competition in the following scenarios: building searches, firearms, felony stops, domestic violence, and accident investigations. When not preparing for State Competition, the Explorers were introduced to the following subject matter and procedures; K9, crime lab, narcotics, judicial proceedings, defensive tactics, physical fitness, community policing, Explorer policies and ride-along policies.

In March of 2020, Kalamazoo Public Safety elected to cancel all additional Explorer meetings due to Covid19 concerns and precautions; therefore, the Post did not attend additional outside events for the remainder of the year. The MLEYAC committee cancelled the State Competition and the Explorer academy during 2020 as well, due to similar concerns.
The Explorers were able to assist with two KDPS functions during 2020; two Explorers provided traffic enforcement during Chief Thomas’ retirement ceremony and members from the post assisted with events during KDPS’ Family Day. The Explorer Post is hopeful to resume normal activities and training in 2021.

Community Outreach

In 2020, the Department’s community outreach efforts looked a little different than in years’ past due to Covid19 precautions and restrictions. However, with adversity comes opportunity and KDPS was able to “think outside the box” when it came to community outreach and transitioned many of our outreach efforts online to our social media platforms. During the year, KDPS was able to institute an online initiative called “Books with Badges” where Public Safety officers read our favorite books to the community. This initiative was very well received, and the department hopes to continue this tradition in 2021 to highlight March reading month. Another exciting online initiative was our “Party with Public Safety.” Party with Public Safety was livestreamed on Facebook in multiple sessions. Each session highlighted a different aspect of KDPS to our community. Online participants got to dance with “Sparky” the fire dog, enjoy a book being read to them, virtually tour a police car, fire engine and the SWAT van, and meet police K9 “Case.” Our “party” ended with a live Q&A session with the Chief of Public Safety. The party was a huge success and a great way to connect with the community.

Pastors on Patrol

The “Pastors on Patrol” (POP) program was started in 2017 at Kalamazoo Public Safety and was initiated to bridge the gap between law enforcement and the community they serve. Pastors serve our community a minimum of eight hours per month in the program but often exceed those hours to mitigate the tension that law enforcement sometimes encounters. Our pastors are all locally known and serve in their own individual churches.

Pastors go through training to familiarize themselves with law enforcement policies, procedures, and law. Our team of officers and pastors team up weekly to bring integrity, accountability and compassion to the residents and visitors of Kalamazoo; one contact at a time. The goal is to bring a community policing-oriented approach to serving the City of Kalamazoo and its visitors. Due to Covid19 restrictions, outreach hours by the Pastors on Patrol were significantly impacted in 2020, limiting service hours to only 300 hours as compared to the 2100 hours served in 2019. During the year, POP served in areas that included ride-a-longs, block parties, community meetings, GVI,
emergency situations, death notifications, homeless outreach, coat drives and giveaways, and Shop with a Senior.

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

Highlighted Community Policing Events

- YMCA Summer Camp
- Shop with a Senior
- Virtual Zoo
- KDPS Family Day
- Special Olympics
- Block Parties
- Meijer Partnership
- K9 Demos
- Parks & Rec Partnership
Community Outreach and Problem-Solving Division

Kalamazoo Valley Enforcement Team (KVET)

The Kalamazoo Valley Enforcement Team (KVET) is an intergovernmental cooperative drug unit comprised of sworn officers 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 almost 30 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 Kalamazoo County prosecutor, and civilian support staff. KVET’s staff includes an Executive Lieutenant, two Sergeants, seven officers and an administrative assistant.

During the Covid19 pandemic, KVET investigators were transferred to the Operations Division to assist with manpower. This led to KDPS not utilizing KVET for over 5 months. During this time, the City of Kalamazoo experienced an increase of suspected heroin overdoses and an increase of large amounts of methamphetamine being distributed.

DEA Task Force Officer

One KVET investigator is currently assigned as a Task Force Officer (TFO) to the United States Drug Enforcement Administration (DEA). The TFO works jointly with KVET and the DEA on State and Federal level narcotics investigations. These cases involve large scale narcotics distribution networks that are responsible for not only bringing narcotics into this community, but also into the state and country. In 2020, fourteen people were charged in the federal system for narcotics violations committed in Kalamazoo. The DEA TFO position is vital to removing these narcotics distribution networks from our community.
Crime Reduction Team (CRT)

The Crime Reduction Team (CRT) was established in April 2019 under the Community Outreach and Problem-Solving Division (COPS). The CRT works closely with the other units within the COPS Division, as well as, with the Criminal Investigations 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 citizens with focused, intelligence-lead, specialized enforcement efforts, while placing an emphasis on the most violent offenders and groups/gangs operating in the greater Kalamazoo area. These offenders drive a large amount of the crime in our community. During the Covid19 pandemic, officers from the Crime Reduction Team were transferred to Internal Affairs and the Detective Division to assist with manpower. This led to KDPS not utilizing the Crime Reduction Team for over 5 months. Even with these transfers, the Crime Reduction Team was able to remove several violent subjects from our community and removed many firearms from the street. These efforts are shown in the year end stats, as well as, in the highlighted case below.

2020 Case Highlight

Following a homicide of a Benton Harbor resident in Kalamazoo, information was relayed to CRT investigators that retaliation would be sought by associates of the victim from Benton Harbor against those thought to be responsible for the homicide. A local Kalamazoo gang was thought to be responsible for the homicide. After the homicide, there were numerous reports of shots fired on the northside of Kalamazoo; many of which were suspected to be directly related to this homicide and the involved members.
CRT investigators conducted an operation to locate and arrest 2 known members of the local gang who were known to be involved with gun violence. Upon their arrest, the 2 members were found to be in possession of an AR style rifle, a stolen handgun, methamphetamine, and evidence of narcotics sales. Both members were charged in the federal system for weapons and narcotics violations.

CRT investigators also received information that there were several males from Benton Harbor in Kalamazoo and that some were armed with firearms. CRT and KVET investigators responded to the area and observed the reported subjects. The subjects were seen driving past the location of the homicide and appeared to be attempting to locate subjects involved with the homicide. CRT investigators stopped the vehicles and arrested 9 subjects on various felony charges. During the investigation, 4 loaded firearms were located and seized.

This case shows the effectiveness of the Crime Reduction Team. If these investigators had not cultivated information, investigated, and taken action, there would have been additional shootings and loss of life in the City of Kalamazoo.

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<tr>
<th>CRT- 2020</th>
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<td>MDOC compliance checks</td>
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<tr>
<td>Controlled buys</td>
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Community Policing Unit (CPU)

The 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 sergeant, eight community police officers (CPOs), one community policing officer from Western Michigan University Police Department, and one school resource officer (SRO) assigned to Loy Norrix High School.

The Community Policing Unit utilizes a variety of methods to address neighborhood issues and increase community relationships that include: foot patrols, bicycle patrol, traffic enforcement, code enforcement and visits at area schools, businesses and organizations where officers provide presentations on an array of topics focused on crime prevention and personal safety. The goal of the unit is to strengthen relationships within all of Kalamazoo’s neighborhoods, which will provide officers with real time information so issues can be solved in a timely manner and safety can be improved in our neighborhoods. Along with problem solving in each neighborhood, the CPO’s organized and hosted several community initiatives throughout 2020 that included:

- Human trafficking prevention at the YWCA;
- Civilian response to active shooter training;
- Special Olympics;
- Cupcakes with an officer;
- Literacy month;
- YMCA camp days;
- Block parties;
- Safe Halloween events;
- Thanksgiving meals;
- Shop with a Cop

2020 was not the norm for the CPO’s, as Covid19 restrictions prevented numerous events from taking place that historically officers were able to partner with the community in. The Community Policing Unit is looking forward to strengthening previously formed relationships and building new relationships as we continue to partner with our community in 2021.
Criminal Investigations Division (CID)

The Criminal Investigations Division (CID) is comprised of seventeen detectives, one civilian service officer, and two administrative assistants. The command staff is comprised of a Captain, Executive Lieutenant, and Sergeant. The division is also responsible for the Kalamazoo Crime Lab which is comprised of two Lab Specialists and three 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) assigned out of the ATF office in Grand Rapids. The detectives are divided into five different areas of focus: major crimes, sex crimes, fraud, property crimes and general crimes.

The CID investigates Part One property and violent crimes in addition to nearly all other felony cases that occur within the City of Kalamazoo. In 2020, the CID was assigned 4,043 cases. This number continues to trend upwards in recent years.

In 2020, the Criminal Investigations Division faced many challenges. Due to the global pandemic, detectives were initially forced to work minimal shifts and later required to work from home to comply with MIOSHA standards. This past year was also the most violent year in the history of the City. Fifteen homicides were investigated by the Criminal Investigations Division. The majority of these cases were group-involved which added to the immense strain on the division. In these cases, witnesses were reluctant to come forward due to the fear of retaliation.
Due to the lack of willing witnesses, detectives have been forced to rely on technology more than ever before. The GrayKey cell phone system, which assists detectives in conducting forensic downloads of cellular devices, was purchased this past year and the division has already witnessed its benefits. Before, detectives had to travel to different MSP laboratories to gain access to this tool. This tool will continue to make detectives more efficient and productive in their investigations.

**Polygraph**

The division has a detective/certified polygraph operator who mainly focuses on polygraph examinations. This detective also assists in both general cases and major crime investigations. In 2020, eighty polygraph exams were scheduled, and sixty-three exams were completed. Of the exams given, seventeen resulted in a confession and another ten people were cleared after an exam. It should be noted that the polygraph office was only utilized on a case-by-case basis due to Covid19 restrictions throughout the year. The polygraph operator also participated in the investigation of 300 general cases.

**Civilian Service Officer (CSO)**

The CSO serves all court subpoenas generated by the division’s cases and handles all juvenile criminal cases that don’t require follow up by a detective. The courts were closed, or at limited activity, from March through November, but many subpoenas were still being served. In 2020, the Kalamazoo County judicial system made the decision to start serving subpoenas by mail instead of the having our department serve our own. Finding this process to be unsuccessful, the courts asked that KDPS re-take over the process. The CSO served 3,523 subpoenas in 2020 with a 90% success rate. The CSO also processed and presented 322 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 firearm laws at the State and Federal level. During 2020, the TFO was able to get 21 firearm-related cases accepted for federal prosecution. The offenders charged in the Federal System are

**Case Highlight**

Two investigations involving dangerous child sexual predators were furthered from the use of polygraphs examinations in 2020. In both cases, the alleged suspects confessed to multiple sexual crimes against children. The confessions included crimes that had previously been unreported. Both suspects were later charged with multiple counts of criminal sexual conduct and are awaiting trial.

In early 2020, detectives investigated a homicide where the victim was killed shortly after being robbed by a local gang. During this incident, two others were shot but survived. Several people witnessed this tragic event, but nobody was willing to speak with police due to fear of gang retaliation. With the work of several KDPS investigators and the TFO, two suspects were accepted for federal prosecution and will be sentenced to lengthy prison sentences.
considered some of the most violent offenders in Kalamazoo. A majority of the cases involved offenders who were actively shooting firearms and trafficking illegal narcotics in our community. The TFO position is a vital tool in addressing violent offenders.

Crime Laboratory

The Kalamazoo Forensic Crime Lab is comprised of officers from KDPS and the Kalamazoo County Sheriff’s Office. KDPS has two Lab Specialists and three Lab Technicians. The laboratory tests all controlled substances that are seized by KDPS and the Kalamazoo County Sheriff’s Department. In 2020, the lab conducted an analysis of 1,919 samples of controlled substances. Forty-three percent of all the tests conducted were methamphetamine, again highlighting the significant increase of methamphetamine in our community.

The crime lab was utilized quite extensively throughout 2020. The lab responded to all 15 homicides and to numerous other shooting scenes. During the course of the year, the forensic lab took over 144,000 photographs and completed almost 7,000 latent print comparisons. The lab continues to be a vital part of the organization.

![Forensic Science Laboratory Statistics](image-url)
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 patrol officers, four patrol Sergeants and one 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 76,000 residents of the City. In 2020, KDPS responded to 114,154 law enforcement related calls for service and 10,612 fire/rescue related calls for service resulting in over 124,000 total calls for service for the year. These numbers include dispatched calls for service, as well as, proactive and elective enforcement actions such as traffic stops, directed patrols, and community policing events that specifically address quality of life issues and neighborhood concerns reported to the department.

The Operations Division continued several community initiatives in 2020 to include homeless outreach and high-risk domestic violence referrals.

During 2020, KDPS was called upon as a resource to facilitate outreach and assistance to the homeless community. In early 2020, the effects of the Covid19 pandemic became evident and the normal resources available to the homeless
population became sparse or unavailable altogether. The manner in which the pandemic impacted this community morphed throughout the year, as did the services provided in response. Kalamazoo Public Safety members have contributed by leading clothing and blanket drives and then dispersing said items during times of inclement weather. Public Safety members have built and maintained relationships with homeless coalition representatives and other community caretakers to better understand and serve the needs of this population. Public Safety members were also called upon in their more traditional capacity to provide safety and security in these settings with bolstered presence and patrols.

Additionally, as a way to be proactive in domestic violence intervention, KDPS partnered with the YWCA and the Kalamazoo County Prosecutor’s Office with the hope to deter and hopefully reduce the amount of domestic violence incidents in our community. As a key component of this initiative, KDPS works in collaboration with the YWCA to coordinate follow-up services with domestic violence victims if they fail to contact the Prosecutor’s Office. The YWCA then serves as a victim advocate and helps to fast track services, reduce trauma, create safety plans and provide support. In 2020, KDPS made 36 referrals to the YWCA as part of this initiative.

The Operations Division is also 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 is also housed within the Operations Division.

**Bomb Squad**

The KDPS 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 5 suspicious devices and assisted with several ordinance recovery and disposals during 2020 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 five technicians and one investigator.
Canine (K9) Unit

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. The KDPS Canine Unit started 2020 with seven police canines under the leadership of Sgt. Deblecourt. After Sgt. Deblecourt’s retirement, Sgt. Kelly Pittelkow was appointed to lead the team. The team saw many changes in 2020 due to department promotions, re-assignments, and retirements.

<table>
<thead>
<tr>
<th>New K9 Teams</th>
<th>Retirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>K9 Lex</td>
<td>Handler: PSO L. Denharder</td>
</tr>
<tr>
<td>K9 Ax</td>
<td>Handler: PSO C. Smith</td>
</tr>
<tr>
<td>K9 Norman</td>
<td>Handler: Sgt. Pittelkow</td>
</tr>
<tr>
<td>K9 Nero</td>
<td>Handler: Sgt. Pittelkow</td>
</tr>
<tr>
<td>K9 Case</td>
<td>Handler: Sgt. Deblecourt</td>
</tr>
<tr>
<td>K9 Bach</td>
<td>Handler: Sgt. Perez</td>
</tr>
</tbody>
</table>

Like other divisions, the Covid19 pandemic directly impacted the Canine Unit. In-house training had to be postponed and special arrangements were made to have a master trainer from the National Association of Professional Canine Handlers (NAPCH) come and certify new team members. Additionally, members were not able to attend any outside schools or seminars.

All Kalamazoo Public Safety K9 handlers were in-house certified in tracking, narcotics detection, and aggression control. The handlers and K9s are also certified by NAPCH. This certification is a patrol utility dog certification, certifying handlers in tracking, narcotics detection, aggression control, article searches, obedience, area searches and building searches.
K9 Team Equipment

In 2020, the canine team received various donations to assist in purchasing new equipment for the unit. As a result, an exterior dog kennel was built on the side of Station 3, a new bite suit was purchased for training, and a variety of leashes, muzzles, and K9 vests were purchased to outfit the new K9’s and handlers, as well as, replace old equipment on the team.

K9 Team Software

In late 2020, a business proposal was drafted and accepted by KDPS to purchase software to more efficiently document K9 deployments and trainings. The K9 team did research regarding which program would best assist the team and completed a trial run of the KATS Platinum software. The Kats program was purchased and officially put into use in November 2020. The software program uses updated technology to organize and compile statistics for all K9 deployments and trainings. The program allows secure access to K9 handlers both on and off duty allowing trainings and deployments to be documented promptly. Furthermore, it offers statistical analysis of K9 deployments versus K9 apprehensions and keeps track of the amount of time spent training and the outcomes of each training. The program can provide hard copies of this data at the push of a button should it ever be needed.

Statistics

At year end 2020, the K9 Unit handled 649 calls for service and arrested/charged 133 suspects on a total of 259 charges. The unit recovered $5,380 worth of property, forfeited $9,195 in drug money and seized $322,691 worth of narcotics. During the Covid19 pandemic, the KDPS Canine team still found a way to conduct 15 demos and complete a total of 3,033 training hours.

Based on the K9 team’s hard work, 20% of the time a KDPS canine team was deployed, a criminal charge or arrest was initiated. Furthermore, of all 133 persons arrested and/or charged, only 2 of the subjects were intentionally apprehended by a canine whereas the other 131 did not require any use
of force by the canine. KDPS canines have an apprehension rate of less than 1% while still maintaining their efficacy on patrol.

In 2020, the KDPS Canine team was used by all divisions of KDPS, as well as, agencies throughout Kalamazoo County.

The KDPS canine team is entering into 2021 looking forward to the new additions to the team, the reopening of trainings and seminars, and the constant challenge to find better ways to serve the City of Kalamazoo.

**Crowd Management Team (CMT)**

The KDPS Crowd Management Team (CMT) was established in 2018. Its mission is to provide an effective and appropriate law enforcement presence at public assemblies and gatherings while protecting the constitutional rights of participants and discouraging acts of lawlessness. The team was originally made up of twenty-seven officers specifically trained to handle large-scale protests and civil disorder. In 2020, two CMT officers retired, and an additional eleven officers were added to the team, bringing total staffing of the team to thirty-six officers.

**Training**

- CMT officers attended four hours of in-service training in February and November of 2020. Additional in-service training was cancelled due to Covid19.
- Three CMT command officers attended the Public Order Management Academy at Eastern Michigan University.
- Due to Covid19, no CMT officers were able to attend the federally funded Field Force Operations training at the Center for Domestic Preparedness this year.
Equipment

Based on needs identified during several activations in 2020, the following equipment was acquired or purchased:

- Three additional sets of Damascus FX-1 personal protective equipment
- Thirty-two Avon C50 protective masks with laser protection inserts, hydration system adapters and carry bags
- Thirty-two Camelbak hydration packs
- Munition pouches
- Protective mask filters
- Helmet identification tags
- Chevrolet cargo van (acquired from another city department at no cost to KDPS)

Activations

The Crowd Management Team had six activations in 2020 with the following results:

- Reduction in property damage
- Reduction in criminal behavior
- Elimination of riotous conditions
- Opening of impeded roadways
- Rescue of trapped officers

Fire Operations

Fire Operations are part of Kalamazoo Public Safety’s Operations Division. Fire Operations work 7 days a week, 24 hours a day, in three rotating Fire Platoons. Fire Operations consists of thirty-nine Equipment Operators (EOs), three Fire Lieutenants and one Executive Lieutenant. Each daily fire shift consists of thirteen EOs and one 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 Public Safety stations and respond with the Engine/Truck Company of their station assignment. A first alarm assignment will bring a complement of three engines and one truck, along with assigned Zone officers. Zone 1 personnel respond to every fire incident in the City.

KDPS has six 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 EO. Station 2 is staffed with a rescue vehicle, an engine and two EOs. Station 4/5 is staffed with a rescue vehicle, an engine, a truck and three EOs. Station 6 is staffed with a rescue vehicle, a squad, a truck, five EOs and one 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.

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 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 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 EOs are certified in assisting the Fire Marshal’s Office in conducting these investigations.

In 2020, KDPS Fire Operations personnel responded to 10,612 calls for service. Of those calls, 3,579 calls were fire-related calls for service and 7,033 calls were related to medical calls for service. Due to the Covid19 pandemic, most community relations events were scaled back. Station tours and car seat installations were minimized to slow the passing of Covid19. Even with the additional precautions, Equipment Operators and Public Safety Officers were able to participate in over 54 public service events, fire prevention activities, birthday processions, station tours, and/or car seat installation activities.

Honor Guard

The year 2020 was a difficult year for everyone including the mission capabilities of the KDPS Honor Guard. Restrictions on funerals, parades, and ceremonies halted participation with all of these activities. Nevertheless, the KDPS Honor Guard did participate in some functions that fell within the restriction guidelines. Moreover, the Honor Guard was able to add new four members to the roster and made great strides in forming the KDPS Pipe and Drum Corps. The addition of new members brought the Honor Guard roster up to twenty-three members.

The following is a breakdown of the assignments that the KDPS Honor Guard conducted during 2020:

- Rendered honors to the late Lt Sam Schaafsma at his memorial ceremony.
- Posted the colors for MLK Remembrance Day at Mount Zion Church.
- Represented the department for the late MSP Lieutenant Rich Martin.
- Represented the department for the pass and review inspection for accreditation.
- Rendered honors to the late PSO Mike Vorick at his memorial service.

As it pertains to training, the Honor Guard hosted two training events during 2020. The frequency of training was impacted due to departmental Covid19 restrictions.
Parking Enforcement

Parking enforcement has one full-time position and three part-time positions that cover 100 hours of service over the course of a week. Parking enforcement attendants issue parking tickets, report repair needs such as broken parking meters, street signs, and light poles, and report traffic problems, abandoned vehicles and other traffic-related concerns. In 2020, parking enforcement attendants were furloughed during the Covid19 pandemic resulting in no citations being issued from April to September. For the remainder of the year, 3,480 parking tickets were issued by parking enforcement attendants.

Special Weapons and Tactics (KM-SWAT)

The Kalamazoo Metropolitan SWAT team (KM-SWAT) is a highly trained, multi-jurisdictional tactical team that responds to critical and dangerous incidents which exceed the capabilities of normal law enforcement units. KM-SWAT is comprised of members from the Kalamazoo Department of Public Safety, Portage Public Safety, Kalamazoo County Sheriff’s Office, Western Michigan University Police, Kalamazoo Township Police, and Life EMS.

The mission 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. KM-SWAT serves the entire County of Kalamazoo and is the only SWAT team operational inside the County. KM-SWAT is part of Michigan’s 5th Emergency Management District and is also available to assist other jurisdictions within the 5th District.

KM-SWAT is divided into several teams: the entry team is comprised of twenty-seven members, the precision long-rifle team is comprised of four members, the crisis negotiations team is comprised of fifteen members, and the tactical medic team is comprised of seven members.

Capabilities of KM-SWAT include, but are not limited to, high-risk search warrants, barricaded subjects, violent subject apprehension, hostage rescue, tactical emergency medical services, and crisis negotiations. In 2020, KM-SWAT was requested to respond to and resolve fifty-four critical and dangerous incidents that exceeded the normal capabilities of law enforcement units within the Kalamazoo area.

Traffic Unit

In response to community complaints of traffic concerns, the KDPS Traffic Unit was re-established in 2020. The Traffic Unit was staffed with one full-time officer who focused on the department’s short-term and long-term goals regarding traffic enforcement which are to deter potential violators and gain
voluntary compliance with the law. Enforcement functions emphasized the enforcement of violations that contribute to traffic accidents. In 2020, the Traffic Unit officer wrote over 1,000 traffic citations and/or warnings. The officer also responded to vehicle traffic crashes and high priority incidents. By responding to traffic crashes, the officer was able to free up zone officers and allow them to better address the needs of the community. In 2020, KDPS officers completed 2,729 traffic crash reports.

**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 2020, the TRT continued the mission of training and equipping KDPS personnel to immediately start life-saving actions in the event of a technical rescue emergency. In 2020, team assets were deployed to ten emergency scenes for technical support as opposed to the two calls for service in 2019. During the year, the team set a goal to begin advanced training and certification for members in multiple disciplines. KDPS was scheduled to host a rope rescue technician level class with students from Grand Rapids Fire Department in pursuit of this goal. However, due to training and group size restrictions with Covid19, the forty-hour class was moved to April 2021. Undeterred by the circumstances, the team procured equipment and began in-house training preparing for advancement to the technician level.

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

Team utilizes in 2020 included shoring up an occupied building to prevent structural collapse, assisting the Detective Division in a death investigation, and shoring up a building to prevent catastrophic building collapse.

KDPS TRT members, despite several months of restrictions, documented 519.5 hours of training in 2020 with 280.5 hours occurring during members’ regularly scheduled shifts. KDPS TRT has two primary goals related to training. First, members are committed to conducting training that utilizes equipment and techniques that could mitigate potential emergencies that City of Kalamazoo workers face in their everyday work
environments. Second, KDPS TRT is committed to seeking relationships with new partners and strengthening established relationships with other jurisdictions. The 2020 training events described below illustrate how the team aimed to meet these goals.

- In March, KDPS hosted the 5th District Technical Rescue Team’s quarterly training evolution. TRT members coordinated with the Kalamazoo County Land Bank to acquire a structure and built a structural collapse scenario. Over the course of three days, more than fifty technical rescue trained personnel representing fire departments from the five-county region attended.

- In September, the TRT trained for two days at the COK Blakeslee underground water reservoir developing practical and efficient patient removal systems that could be used in the event a City worker fell ill or injured. The reservoir contains multi-level subterranean confined spaces. The environment presented a new and unique challenge for the team. After the training, the team is confident that an incident at the facility could be competently handled by any combination of TRT members.

**Office of Community Affairs, Diversity, Equity & Inclusion**

The Office of Community Affairs, Diversity, Equity & Inclusion was established in late 2020. The Office of Community Affairs is staffed with a Captain, an Inspector of Professional Standards, and a Community Collaborator who all report directly to an Assistant Chief. In 2021, the Community Policing Unit and School Resource Officer will additionally be transitioned to the Office of Community Affairs. Primary responsibilities of the Office of Community Affairs include strengthening communication both internally and externally, enhancing community relations in conjunction with the 21st century policing pillars and enhancing diversity, equity, and inclusion practices within the department. Primary responsibilities of the Office of Professional Standards include the investigation of citizen complaints, policy review, police accreditation and recruiting/hiring.

**Police Accreditation**

In 2018, Kalamazoo 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

In February 2020, Kalamazoo Public Safety completed its mock assessment which was conducted by personnel from other Michigan-accredited police agencies. Typically, the final on-site assessment by
assessors from the Michigan Law Enforcement Accreditation Commission (MLEAC) occurs shortly after the mock assessment. However, due to Covid19 restrictions, Kalamazoo Public Safety’s final assessment was postponed until August 2020. In August, two MLEAC assessors spent two days at KDPS evaluating over 2 years of our work during the accreditation process. At the end of the final assessment, Kalamazoo Public Safety received a recommendation to obtain accredited status from the assessors. In September 2020, Kalamazoo Public Safety was awarded full accreditation status by MLEAC making KDPS the largest accredited police agency in Michigan!

Office of Professional Standards- Internal Affairs

The Office of Professional Standards (OPS) 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 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 for policy compliance all use of force incidents, vehicle pursuits, foot 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-community relations (PCR) complaint will be opened for further investigation by the Office of Professional Standards. Kalamazoo Public Safety completed a total of 63 inquiries in 2020.

Police-Community Relations (PCR) Complaint

In 2020, the Office of Professional Standards received 37 PCR complaints involving a total of 81 allegations made against officers (most PCR complaints have several allegations contained within them). In the same year, KDPS officers handled 124,776 calls for service. Using the above numbers, the amount of PCR complaints generated (37) compared to the numbers of calls for service being handled (124,776) was extremely low (00.0003%). In other words, approximately 1 PCR complaint is filed for every 3,372 calls for service handled. Two of the PCR investigations were in direct relation to
the protests/civil unrest in the City of Kalamazoo which occurred in May/June 2020 and were referred to the OIR Group for further investigation. That investigation is ongoing.

At year end, 69 of the 81 allegations made to KDPS were investigated by the Office of Professional Standards and forwarded to the Chief of Public Safety for final review and disposition (2 allegations were forwarded to OIR Group for investigation and 10 allegations are still under investigation by the Office of Professional Standards). The following graph illustrates the dispositions that were found on all raised allegations.

Of the 69 allegations thus far investigated in 2020, 17% of the allegations were sustained against officers. Of the allegations that were sustained, all of them were for relatively minor policy violations which are found below.
### Dispositions Explained

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

In 2020, the Office of Professional Standards conducted nine internal investigations into the actions of KDPS officers. Three additional investigations were forwarded to the City of Kalamazoo Human Resources Department for investigation. Of the investigations completed by Professional Standards, eight were sustained resulting in the issuance of various corrective measures, ranging from training and counseling to significant suspensions and a resignation (in lieu of termination). One investigation resulted in a disposition of exonerated. The three investigations conducted by Human Resources concluded that there were no policy violations.

### Recruitment/Hiring

Kalamazoo Public Safety is committed to providing the highest level of professional public service to our community. We recognize the value of diversity within our own ranks as being absolutely necessary to carry out our roles as public servants. The Recruitment Team is charged with finding outstanding candidates that can deliver public services in accordance to our high standards. Once found, the Recruitment Team must build relationships with candidates to encourage them to make Public Safety their ultimate career choice. Our strategies are constantly evolving as the pool of candidates has dwindled in the last few years. The national climate, employment options, and
competitive wages have all contributed to a diminished interest in the public safety profession. The Recruitment Team must find the right message to draw highly qualified candidates to KDPS; this is no easy task.

Recruiting efforts in 2020 were greatly limited from the past. The inability to gather in groups prevented many traditional recruiting efforts related to job fairs and other in-person contacts. The transition to virtual events has been less than fruitful. In 2020, the Recruiting Team began a new “Recruitment Tour” initiative which was a public outdoor recruiting event that visited each area of the City. Outdoor events in 2021 will be our focus for hiring local and diverse candidates. With a significant drop in staffing due to unforeseen and early departures from Public Safety, recruiting efforts need to increase to ensure we have the staff to meet the needs of the organization.

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 a medical screening. KDPS actively initiates hiring processes to fill vacancies caused by planned and unplanned departures from the department. In 2020, Kalamazoo Public Safety ran three hiring processes which yielded thirteen new Public Safety Officers. In 2020, Kalamazoo Public Safety was also granted 15 allocated positions through a COPS grant bringing our full-time sworn officer allocations to 268.

Support Services Division

The Service 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 deliver high quality services to citizens of this community. The Service Division maintains seven Public Safety facilities, coordinates the 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 with the Kalamazoo County Central Dispatch Authority, the City of Kalamazoo Information Technology Department, Records Management services and the Evidence and Quartermaster Section.
2020 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
- 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-year operational plan for Support Services
- Reviewed and approved all invoices

Records Division

The Records Division is comprised of three Records Clerks and two 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 2020, the Records Division handled the following requests:

![Graph showing FOIA requests by assignments or type]

![Graph showing FOIAs by year]

![Graph showing dictations by year]
Evidence/Quartermaster

Kalamazoo Public Safety has three 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 for legal proceedings. In 2020, evidence/quartermaster personnel had the following activity:

**Quartermaster**

- Fulfilled 115 requests for various uniform orders
- 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; items included uniforms, turnout gear, ballistic vests, duty belt equipment, and miscellaneous items
- Coordinated the sizing, purchasing and replacement of 50 sets of expiring turnout gear
- Coordinated the initial sizing and/or replacement of 85 ballistic vests
- Coordinated and completed repair requests for numerous uniform items and various gear including duty belt equipment, turnout gear, and miscellaneous items
- Approved the payment of numerous invoices

**Fleet & Facilities 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. In 2020, the following projects were completed:

- Ordered of fourteen new front-line patrol vehicles and coordinated the outfitting of the vehicles (1133 & 1122 are fully outfitted and on the road)
- Coordinated 3 City auctions of equipment and 16 tow company auctions
• Entered 2,859 abandoned vehicles or police impounds to the spreadsheet and/or into LEIN
• Completed all 2020 KDPS LEIN paperwork
• Attended Soundoff training
• Coordinated with City Yards for 1,283 services completed at their facility
• Coordinated 18 trips to local repair shops for vehicle damage
• Coordinated 5 windshield replacements
• Coordinated 69 trips to local dealerships for vehicle repairs
• Made several trips for KDPS supplies needed for various usage (tarps, water, etc.)
• Made 19 trips for emergency equipment repairs and/or vehicle maintenance
• Completed plate renewal for all administration vehicles
• Facilitated the complete re-build of 2 fire pumps
• Facilitated the replacement of the frame rails on Engine 3
• Coordinated third party testing of all ground ladders, fire hose, and aerial ladders
• Coordinated infrared heat patching, crack sealing and asphalt sealing on the parking lots of 6 public safety facilities
• Assisted with various other projects at the need of KDPS
• Coordinated lighting project at Training Complex

Regarding equipment, the Fleet and Facilities Supervisor coordinated a variety of annual inspections and repair efforts to include engine and truck preventative maintenance and emergency repairs, SCBA repair, boat motor service, engine pump testing, gear washing, Holmatro service, and fire extinguisher refill and repair.

**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 2020, there were several technology projects that were launched:

- Purchase and deployment of 40 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
- Completed security audit of CJIS systems
- Assisted with 59th & 60th Advanced Academy
- Assisted with planning, installation, and configuration of Tyler LERMS Project
- Assisted with purchasing of equipment
- Assisted MPSCS with updating encryption keys on 117 portable radios
- Assisted IT with preparation for “work from home” and trained end users in remote access
- Inventoried and distributed 228 radios (145 Portables/83 Mobiles) and trained end users
- Assisted with portable radio coverage testing
- Completed agencywide bi-annual LEIN certification
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. 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 2020, there were 178 purchase orders that were issued by public safety for a variety of goods and services.

Training Division

The Public Safety concept requires that all officers employed by Kalamazoo Public Safety are professionally trained in three disciplines: Police, Fire and EMS. 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. In 2020, Training Division staff consisted of six members that worked together to train in-service officers and new recruits. The Training Division uses a variety of delivery methods including classroom instruction led by internal and/or external subject matter experts (SMEs), practical instruction led by internal and/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 require 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** - Police Academy training is provided by an external state licensed academy. The Police Academy typically runs 16 weeks, two times per year. During that time, the Training Division monitors the recruits’ progress and works with the academy to ensure successful passage of various requirements. Upon successful completion, the recruit earns Michigan Commission of Law Enforcement Standards’ (MCOLES) certification. Kalamazoo Public Safety sponsored twenty-three new recruits through the Police Academy in 2020.
2. **Fire Academy**- The 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 their Michigan Firefighter I and II certifications. Fourteen recruits attended the Fire Academy in 2020.

3. **Medical First Responder (MFR) Academy**- The 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 recruits attended the MFR academy in 2020.

4. **Advanced Police Academy**- The 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. Twenty-three recruits attended the Advanced Police Academy in 2020.

5. **Field Training Officer (FTO) Program**- The 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 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 Field Training Officers and eight Field Training Supervisors. In 2020, twenty recruits went through the FTO program.

**In-Service Training**

The Training Division delivers in-service training in Police, Fire and EMS operations. Our RMS training provider, Target Solutions, doubles as a content delivery program, which can provide robust measurements of training hours. In 2020, KDPS officers logged 16,854 training hours in Target Solutions.

For medical training, the Training Division delivers content sufficient to maintain licensure for 253 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, and 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.

The Training Division also conducts, organizes, and oversees in-service command level training to enhance supervisory skills. Supervisors receive instruction in the ICS system, NFPA 1403, Fire Instructor 1, Fire Officer and Street Sergeant command level courses. The instruction provided in these courses improves leadership, mentorship, and skill levels for command officers.

**Program Management**

The Training Division manages a 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 Trainers, Peer Support Team and Taser Instructor Cadre.

1. The Armory is a Training Division program that includes twelve 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 seven 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 sixteen members. The Range Instructor Cadre is responsible for running open range day, providing annual duty, back up, off duty, and rifle qualifications, as well as, skill building, low light proficiency and MILO decision-making training.

4. The Peer Fitness Trainer program is a Training Division program that currently consists of four trainers. Peer Fitness Trainers are responsible for developing recruits to ensure passage of basic PT requirements and maintaining and servicing weight room equipment. Peer Fitness Trainers attend certified personal training courses in many different fitness genres to meet a variety of fitness needs. They assist in conducting personal training and diet plans to promote the health and well-being of officers. In 2020, there were 62 private training sessions and 483 total sessions provided. Due to Covid19, the capacity of the department's work-out facilities was limited.

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

6. The Peer Support Cadre is a program that assists in the physical and mental health well-being of officers. Peer support provides one-on-one peer counselling, and group critical incident
debriefings. All members are trained in the ICISF model of group and peer counseling. The peer support team is available 24 hours a day to attend to any officer that may be experiencing a personal or job-related mental health crisis. Fifteen officers of diverse ranks make up the Peer Support Team. The team conducted 10 peer support sessions in 2020.

**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, the Station 4/5 barn, and the 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.

**Other Duties**

The Training Division also conducts training for other jurisdictions. The staff of the training division are certified in NFPA 1403 and provide requisite instructors for compliance with NFPA standards at the Fire Training ground. The Training Division staff also assists with instruction at the KVCC Fire Academy and provides logistical and instructor support for Cooke and Palisade Fire Brigade training evolutions. Additionally, the Training Division administers the pre-employment agility testing (twice yearly) and hosts the Citizens’ Academy (yearly). Due to Covid19, the Citizen’s Academy was not conducted in 2020. Training Division staff also assists in providing CPR training for the Western Michigan University Medical Center. Other assignments are taken on an ad-hoc basis to ensure that Public Safety is responsive to the needs of Kalamazoo residents and neighboring jurisdictions.

**MSU Staff and Command**

Kalamazoo Public Safety would like to acknowledge and congratulate our employees who attended Michigan State University’s School of Staff and Command in 2020. This highly intensive, 400-hour, problem-based course allows students to think critically, adopt problem-solving into their daily activities and partner with residents to tackle crime by utilizing relevant, real-life, work-based problems to guide their training. Kalamazoo Public Safety’s 2020 attendees were:

- Executive Lieutenant Sean Gordon
- Executive Lieutenant Dave Thomas
- Executive Lieutenant Mike Treu
- Executive Lieutenant Scott VanderEnde
**Group Violence Intervention (GVI)**

In 2020, the City of Kalamazoo saw a dramatic increase in the number of shootings. In total, there were 75 non-fatal shootings and 13 gun-related homicides. By comparison, we had a total of 31 non-fatal shootings and 7 homicides in 2019. Most discouraging is that we have had a significant increase in group involved shootings this year. A group involved shooting is defined as when either the suspect or victim in the shooting is a member of a known street group in the City regardless of the motive for the shooting. These are exactly the type of incidents that the Group Violence Intervention (GVI) Strategy is designed to prevent.

In 2020, there were 50 group involved non-fatal shootings and 7 group involved homicides. By comparison, we only had 8 group involved shootings and 3 group involved homicides the previous year. There is a long list of variables that have factored into these increases in violent crime. The primary factor has been identified as the Covid19 pandemic and its overall effect on the GVI.

![Group Violence Comparison: 2019 to 2020](image)

**Impacts of Covid19 on GVI outreach efforts:**

There are three main partners in the GVI strategy and each of them are equally important to the success of the strategy. All were severely impacted by the pandemic. The three partners are the Street Outreach Team (community moral voice), social services (offer to help) and law enforcement (swift, certain, legitimate consequences for those who engage in gun violence).

During the pandemic, our Street Outreach Workers and social service partners (Urban Alliance) were not able to go out into the field and have had to work from home for much of the spring and summer. These in-person contacts with all three partners in the field are extremely important to show that we are all working together to stop gun violence and that we truly care and want people to remain safe, alive, and out of prison. The ability to offer services and moral support to those at-risk is crucial in helping them to turn their lives around.
Impacts of Covid19 pandemic and civil unrest on Law Enforcement efforts:

The inability to implement crime prevention measures, such as the GVI strategy, has been a contributing factor to the increase in violent crime. Since the GVI strategy was implemented in 2016, the City of Kalamazoo has seen significant reductions in group-involved violent crime. In 2020, however, these reductions have turned to increases due to the GVI Program’s inability to effectively administer all of the aspects of the Program due to the pandemic.

Throughout the first five months of 2020, the City recorded 21 people shot with 3 homicides. Those numbers had nearly doubled in June, July, and August. Over the course of these months, 39 people were shot with 5 homicides.

The pandemic greatly reduced our ability to follow through with swift, certain, and legitimate consequences should a member choose to ignore the GVI message and continue to commit violent acts. Operations of the entire criminal justice system including the courts, jail, probation, and parole have been adversely impacted by effects of the pandemic.

In order to maintain patrol strength during the pandemic, our Crime Reduction Team (CRT) along with the investigators from our drug unit were placed on temporary furlough. These units were critical in carrying out strategic intervention and enforcement actions to calm down street violence. The recent civil unrest and negative views of policing nationwide have also worked against the GVI strategy. To successfully prosecute a shooting case, we need witnesses to come forward. For witnesses to talk to the police and aid in prosecution, we need to have trust and legitimacy. The negative views on policing have worked to undermine trust and legitimacy within the Community. As a result, fewer witnesses and victims were willing to cooperate.

Reversal of negative violent crime trends:

The GVI strategy has specific measures in place to try to prevent and reduce these numbers. One of those “tools” is the enforcement piece of the GVI. This provides law enforcement with specific direction and focus on key offenders. These individuals have been identified as being known shooters who are group involved. The “enforcement” piece of the GVI strategy was temporarily limited through the months of June, July, and August which was likely a considerable factor in the increase in violent crime throughout those three months.

In late August, the GVI reinstated the “enforcement” piece of the GVI to focus on the identified “shooters” in the community. As a result, KVET and the Crime Reduction Team (CRT) were reassigned to their respective divisions to reduce and prevent violent crime through focused enforcement. This focused enforcement began immediately and started with creating a list of the top “shooters” in Kalamazoo. Once that list was established, there was a concentrated plan for each of the members on the list. Starting with prevention measures, such as serving Custom Notification Letters, and continuing all the way to locating and arresting them for warrants or crimes they have committed.

Since late August, KVET and CRT have focused on the main “shooters” who were driving much of the group violence over the summer. By performing strategic interventions through both enforcement
and outreach, they were able to defuse many of the ongoing feuds that were causing this vicious cycle of violent events and retaliation.

**GVI outreach efforts are now fully engaged:**

The Street Outreach Team and community partners are back in the field engaging with our community. They are now able to accompany public safety officers once again in the field to deliver custom notifications, re-entry visits, individual call-ins, and attend community meetings and events. Since August, they have held 5 community events in neighborhoods to promote peace.

Our main social service partner, Urban Alliance is now back to work and once again going out into the field with the GVI team.

Our Community Policing Unit has also been tasked with assisting with the GVI. They work closely with the GVI Coordinator, Street Outreach, and social services to deliver custom notifications to those who have been identified by our Crime Reduction Team as most at-risk to engage in gun violence. These custom notifications are critical in deterring retaliation and calming down ongoing disputes. In 2020, we delivered 30 custom notifications.

Since we have been unable to do a GVI call-in due to restrictions on large gatherings, we have come up with a new approach to deliver the message. We now do one-on-one call-ins with the GVI team. Individuals who are on probation or parole and who have been identified as being involved in violent street groups are called into a meeting with their parole/probation officer. We then have community members, outreach workers, public safety, and social services deliver the GVI message. They are told that the community cares about them, loves them, but hates the violence. This gives the individuals an opportunity to have a two-way dialogue with the team. Five individual call-ins were done in the month of August.

We have also once again started doing prisoner re-entry visits. The GVI team works with the Michigan Department of Corrections to identify those individuals who have previous involvements with group-involved violent crime and who are returning to our community from prison.

In the past, when someone with a history of gun violence would get released from prison, we would try and catch them committing new crimes in order to send them back to prison. We let them know that we are doing things in a different way now and we want to make sure that they are successful in their return. We acknowledge that it is hard to reintegrate back into society on their own and we bring with us a team of people who care and are willing to help.

Urban Alliance helps make sure they have the tools necessary to obtain employment.

Pastor Cunningham from Men of Change offers peer support and any assistance that they might need.

GVI Coordinator Michael Wilder lets them know that we care and want to see them safe, alive, and out of prison.

Four prisoner re-entry visits were done in late summer after Covid19 restrictions were eased.
Results:

Since these arrests have been made, coupled with our focused outreach efforts, we have seen significant reductions in shootings and shots fired calls. Conversely, we have seen the ramifications in the community when we are unable to utilize the GVI approach.

During the months of July and August, we had 23 incidents where people were shot resulting in 3 homicides. Since the end of August after we began our outreach coupled with targeted enforcement, we have seen steady reductions in shooting incidents.
Fire Marshal’s Office

Kalamazoo Public Safety’s Fire Marshal is responsible for creating and coordinating the Community Risk Reduction (CRR) program with the emphasis on the “five E’s”: Education, Engineering, Enforcement, Economic Incentives, and Emergency Response. These focus areas include fire inspections, fire investigations, Freedom of Information Act (FOIA) requests, construction site plan reviews, and public education. The Fire Marshal holds the following qualifications: Certified Fire Inspector (CFI), Certified Fire Protection Specialist (CFPS), Certified Fire Investigator, and Certified Plans Examiner. In addition to the Fire Marshal, KDPS has 8 CFIs and 1 Fire Investigator who assist with technical inspections and fire investigations. During 2020, the Fire Marshal’s Office continued with the practice of providing superior service while also dealing with the trying times of the pandemic.

Inspections and Occupancies

2020 was a challenging year for the construction industry, but the City of Kalamazoo was still able to flourish with some large-scale projects. The Fire Marshal’s Office worked alongside the City of Kalamazoo’s Community Planning and Economic Development (CPED) and Building departments to complete more than 129 technical code inspections of sites (“finals”) and issued more than 40 new occupancy certificates.

Fire Investigations

Fire investigations are always a very in-depth and lengthy process and sometimes utilize special equipment. The distinction of a working fire is described as a fire incident that is not under control within the first 10 minutes, extends from the original object of origin, and causes any other damage that would make the structure uninhabitable for the residents/tenants.

In 2020, the City of Kalamazoo had a slight increase in confirmed working structure fires, with a total of 89 occurring. There were an additional 54 fires which were contained to the area of fire origin and extinguished within the first 10 minutes. The City of Kalamazoo’s Fire Marshal investigated 6 fires outside of the city limits as neighboring jurisdictions had a multitude of extenuating circumstances requiring the Fire Marshal’s assistance. Pavilion Township’s fire department requested the Fire
Marshal’s expertise with an investigation into a fatal house fire in 2020. The State of Michigan reported 122 deaths resulting from structure fires, which is a 21% increase from 2019. Notably, the City of Kalamazoo suffered 2 fatal fires, which is a decrease from 3 in 2019.

Fire Incidents

Freedom of Information Act (FOIA) Requests

Another responsibility of the Fire Marshal’s Office is the processing of FOIA requests, which can come from a multitude of different people and places and are routed through the City of Kalamazoo’s City Attorney’s Office. These requests are for historical data of previous fire inspections, fire incidents, hazardous spill responses, and underground tank storage. In 2020, the Fire Marshal processed over 290 FOIA requests.

While working in conjunction with the Building department and CPED for daily site inspections of ongoing construction projects, it is also the responsibility of the Fire Marshal’s Office to review all incoming site plans and building plans for life safety issues. The City of Kalamazoo progressively adopted the 2018 International Fire Code and has been diligently following it since its adoption. The Fire Marshal utilizes this Code along with other National Fire Protection Association (NFPA) documents to conduct evaluations of plans. On a weekly basis, a consortium of City departments meets to conduct site plan meetings. Involved in these meetings are the following departments of the City of Kalamazoo: Building, Stormwater, Wastewater, Electrical, Plumbing, Streets, Environmental, Zoning, Planning, and Economic Development. During 2020, the Fire Marshal participated in 50 site plan meetings and 39 project review meetings.

Education and the Public

In 2020, it was the focus of the Fire Marshal’s Office to continue educating the public, with an intent to inform the elderly and equip senior living centers with important skills. However, due to the Covid19 pandemic, only one of these events was able to be held. The Fire Marshal also concentrated his
efforts on training new Public Safety Officers and fire academy recruits. The Fire Marshal assisted on multiple occasions at the training tower and during classroom education. While 2020 was a challenging year for any in-person learning/teaching, it did provide an opportunity for experimenting with new technology and remote learning opportunities. The Fire Marshal conducted multiple virtual fire safety interviews and instructional videos with the public to maintain the goal of continuous education.

**Kalamazoo Strategic Operations Center (K-SOC)**

The Kalamazoo Strategic Operations Center (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 in the former KDPS dispatch center located inside KDPS Headquarters and houses three full-time Strategic Operations and Intelligence Analysts, the Public Information Officer (PIO) and the Strategic Planning and Emergency Management Officer. 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. Since its inception, KSOC personnel have completed hundreds of analytical requests, monitored and disseminated intelligence during several high-profile incidents and routinely collaborated with all divisions within Kalamazoo Public Safety.

**Strategic Planning**

In 2020, KDPS entered its second year of a three-year strategic plan designed to drive the organization towards its goals while maintaining a sense of accountability and transparency about
how effectively the department is meeting our 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 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. Members used the gathered information to re-develop KDPS’ Mission, Vision and Values in which the seven core pillars were developed. Additionally, 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 organization’s specific Mission, Vision and Values. The pillar groups were overseen by an owner who would set meetings and drive the pillar agenda.

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throughout the course of the year. Additionally, each pillar was assigned a whiteboard. The whiteboards line the halls of the Administrative area 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.

In March 2020, the strategic planning process faced an unprecedented challenge, navigating the strategic planning process during the global Covid19 pandemic. Although the pandemic made it near impossible to navigate the planning process in a traditional manner, it was not met without progress. In June 2020, a strategic planning officer position was created. The strategic planning officer position was the first of its kind but was created out of necessity, as a good strategic plan needs to be deliberate and consistent. The strategic planning officer was created to maintain progress with a deliberate and consistent focus. The strategic planning officer will act as an information conduit between divisions and pillar owners, as well as, collaborate with K-SOC analysts to track and measure data related to the strategic planning process.

Although progress was hindered by the pandemic, the strategic planning process has been realigned and pillar owners continue to strive to reach strategic goals. In early 2021, the strategic planning officer will meet with executive staff and pillar owners to revisit the plan moving forward. Next year marks the conclusion of the FY 2019 through FY 2021 Strategic Plan and for that reason, steps to design the next strategic plan have already been set into motion.

**Budget**

Kalamazoo Public Safety’s proposed FY2021 budget supports the core functions of police, fire, and emergency medical services (EMS) response. It accounts for anticipated population growth and infrastructure development in the City of Kalamazoo which has necessitated an increased emphasis on investing in recruitment, retention, technology, resource deployment, employee wellness and equipment. The budget will allow KDPS to continue building partnerships in our community while addressing crimes and issues which afflict Kalamazoo.

KDPS deploys resources from seven facilities and is comprised of six divisions: Administration, Community Oriented Problem-Solving (COPS), Operations, Criminal Investigations, Service and Training. In 2020, KDPS responded to more than 124,000 police, fire and EMS calls for service. In 2021, KDPS will continue 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.
### Expenditures by Division - General Fund

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<th>2020 Adopted Budget</th>
<th>2020 Amended Budget</th>
<th>2021 Budget</th>
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### Positions

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### Expenditures by Type - General Fund

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<td>$32,524,506</td>
<td>$32,419,685</td>
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</table>
Kalamazoo Public Safety would like to take a moment to recognize the men and women who departed KDPS in 2020 after a long and dedicated career of serving the citizens of Kalamazoo. Their vast experience, commitment and enthusiasm will be missed.

2020 Departures

- Chief Karianne Thomas
- A/Chief Jeff VanderWiere
- Captain Brad Misner
- XO Scott Boling
- XO Mike Kelley
- Lt. Marc Rifenberg
- Lt. Chad VanderKlok
- Sgt. Jeff Deblecourt
- Sgt. Aaron Wiedbrau
- F/Marshall Jim Williams
- Detective Rob East
- Detective Gary Gaudard
- Detective Karen Rivard
- Lab Spec. Matt Bombich
- Lab Tech. Tod Neldon
- PSO Al Hampton
- PSO Rod Mox
- PSO Jim Doerr
- PSO Brad Gronau
- PSO Brad Clarke
- PSO Ben Brown
- PSO Jason Colyer
- PSO Brian Brusach
- PSO Curtis Bonnema
- PSO Dan Frazier
- PSO Paula Hensell
A Look Ahead at 2021 from Chief Coakley

Kalamazoo, as we move forward into 2021, I look forward to making a better city. This coming year my prayers are to ensure everyone stays healthy, safe, and alive. We need to work on our issues as a community and build a stronger Kalamazoo.

Let’s build on our strong foundation, take care of one another, and use the awesome resources Kalamazoo possesses that make us an awesome city.

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