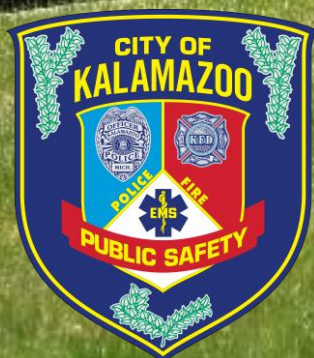


Kalamazoo Department of Public Safety

Vernon Coakley Jr.



2021 Annual Report

Integrity - Dedication - Excellence - Efficiency - Accountability - Compassion

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Mission

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

Vision

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

Values

Integrity – Dedication – Excellence – Efficiency – Accountability – Compassion

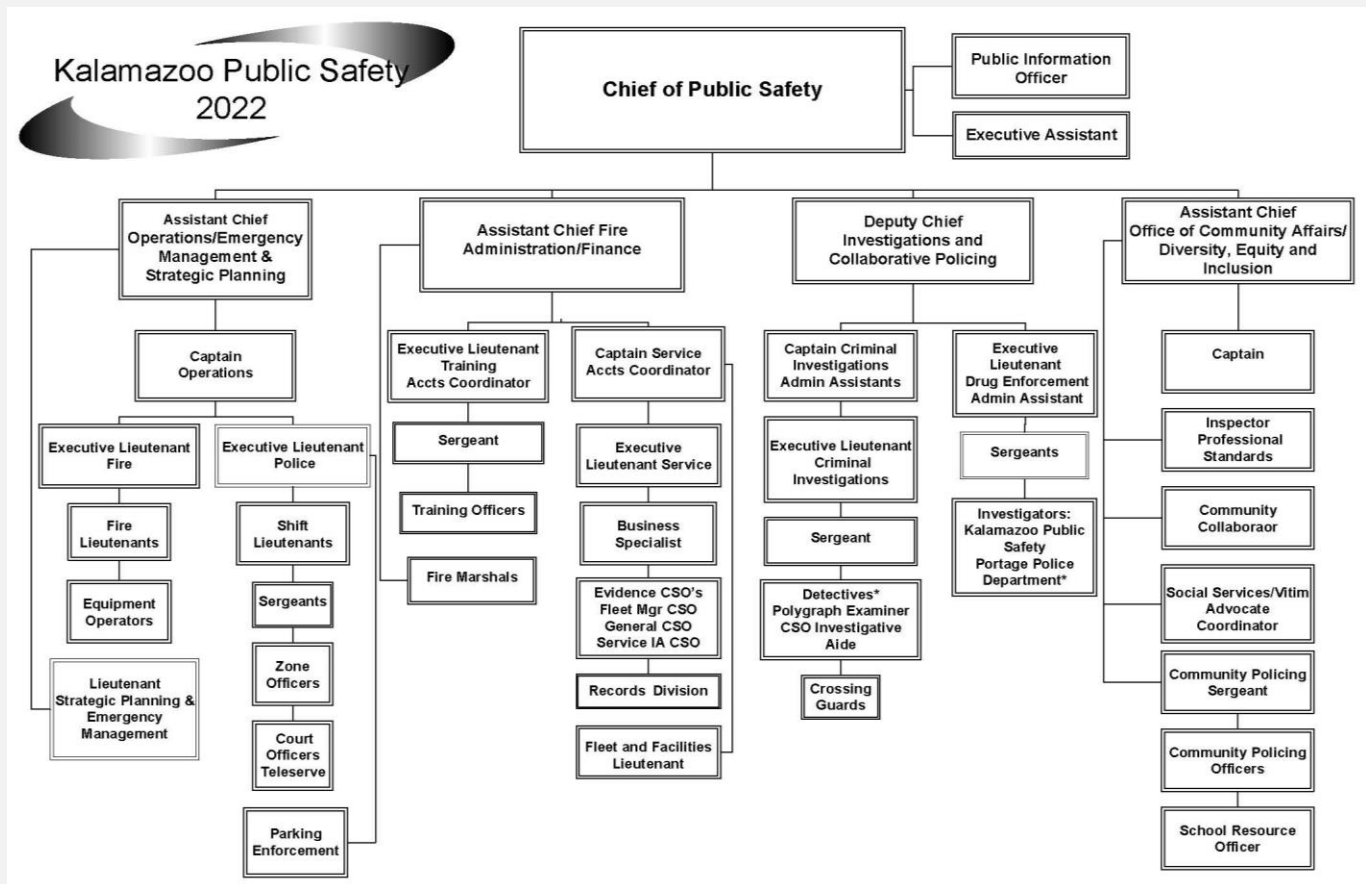
Oath of Office

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

Law Enforcement Code of Ethics

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

Organizational Chart



Chief of Public Safety

Vernon Coakley, Jr. has served in law enforcement for 29 years. He served the City of Detroit for five and a half years and has been serving the City of Kalamazoo for the past 24 years. He has been a servant leader in both communities, functioning in numerous roles: Officer, Drug Investigator, Motor Officer Instructor, Defensive Tactics Instructor, Sergeant, Inspector of Professional Standards, Lieutenant, Executive Lieutenant, Captain, and Assistant Chief. With hard work and dedication, he has risen through the ranks. It was in October of 2020 that he was promoted to Chief, and he is proud to be the first African American to hold this position for the Kalamazoo Public Safety. Although the spring and summer of 2020 brought to Kalamazoo much civil unrest, 2021 brought opportunities to build relationships and improve service.



Executive Staff

Investigations and Collaborative Policing

David Boysen joined Kalamazoo Public Safety in 1995 and was promoted to Deputy Chief in 2021. He currently oversees Investigations and Collaborative Policing which houses the Criminal Investigations Division (CID) and the Community Outreach and Problem-Solving Division (COPS). In 2021, the City of Kalamazoo saw an increase in violent crimes involving youth. In response, the CID and COPS Divisions actively investigated and engaged in proven strategies and partnerships including Group Violence Intervention (GVI) and Bridging Opportunities to balance our approach to increase community safety.



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 2021, 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:



- Started construction on the new Station 2, which is located at the corner of Bryant and Race
- Finalized the specifications for the new Truck 6
- Began working on the specifications for the new Engine 3
- Evaluation of Records Management Systems (RMS)
- Received several federal, state, and local grants and donations
- Successfully negotiated collective bargaining agreements with the Kalamazoo Police Supervisors Association and the Kalamazoo Public Safety Officers Association

In 2022, KDPS will resume in-person training, focusing on procedural justice, implicit bias, and de-escalation.

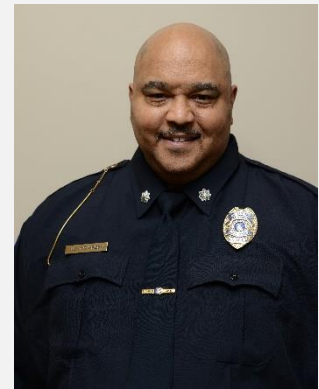
Operations, Emergency Management and Strategic Planning

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. In 2021, the Operations Division continued to focus on timely data driven responses to calls for service and traffic enforcement. The department continued to 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)

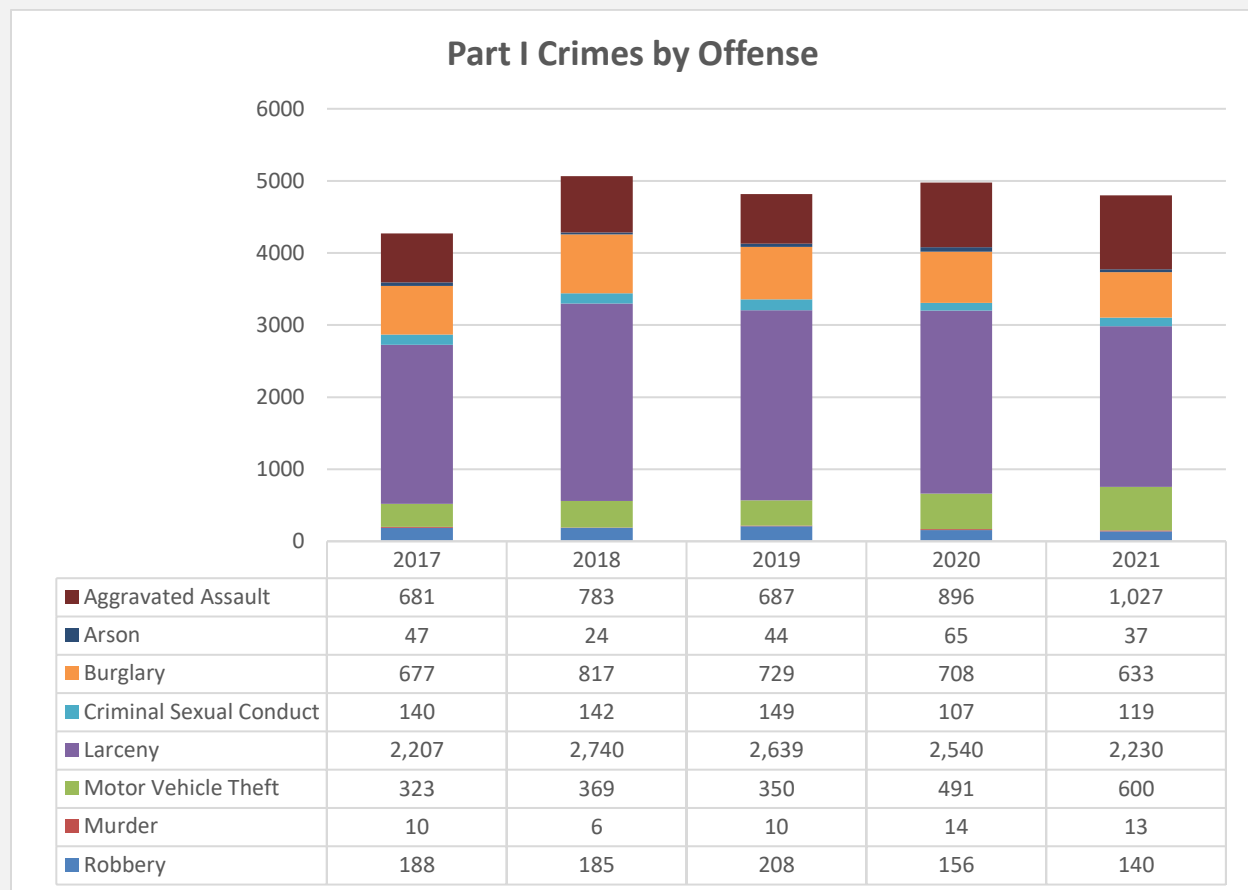
Victor Green served with Kalamazoo Public Safety from 1996 - 2005 as the Inspector of Internal Affairs and Community Relations before becoming Director of Community Relations at Wayne State University. He returned to Kalamazoo Public Safety in 2020 and serves as the Assistant Chief of Community Affairs and Diversity, Equity and Inclusion which houses the Office of Professional Standards, a Community Collaborator, and Community Affairs. In 2021, the division focused on the pillars of 21st century policing by centralizing community outreach efforts for the Department. The division looks forward to helping 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 from the City of Kalamazoo which will strengthen DE&I both internally and externally.

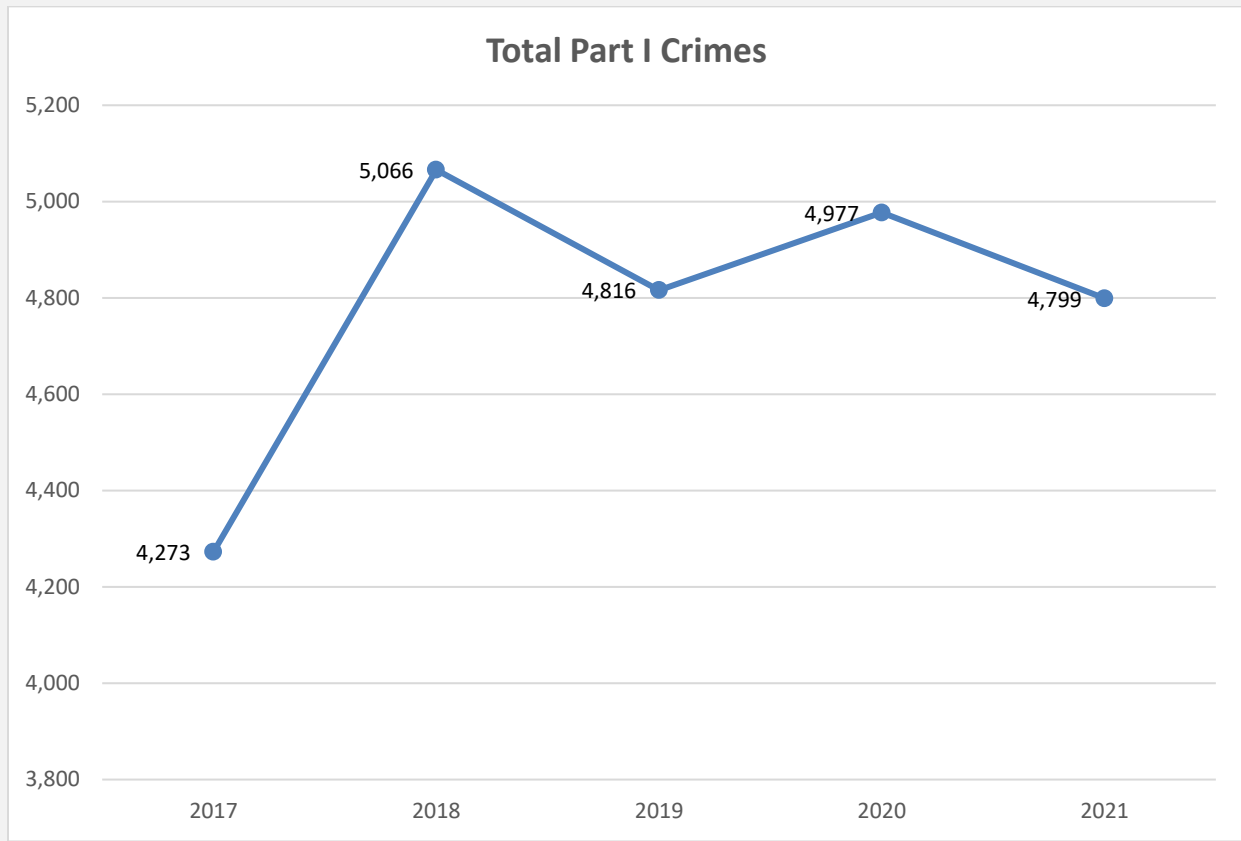


Crime Stats

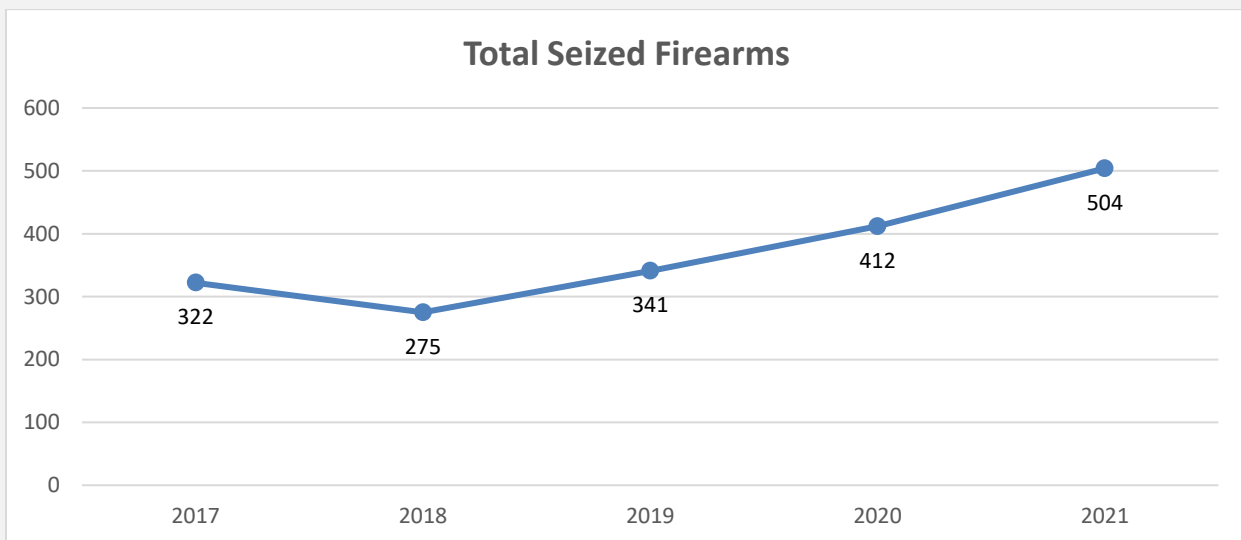
In 2021, KDPS noted a **3.5% decrease in Part 1 Crimes**, as compared to 2020. Crimes such as robbery, motor vehicle theft, larceny, criminal sexual conduct, burglary, arson, and aggravated assault are defined by the Federal Bureau of Investigation (FBI) as Part 1 crimes for the purpose of Uniformed Crime Reporting Statistics.

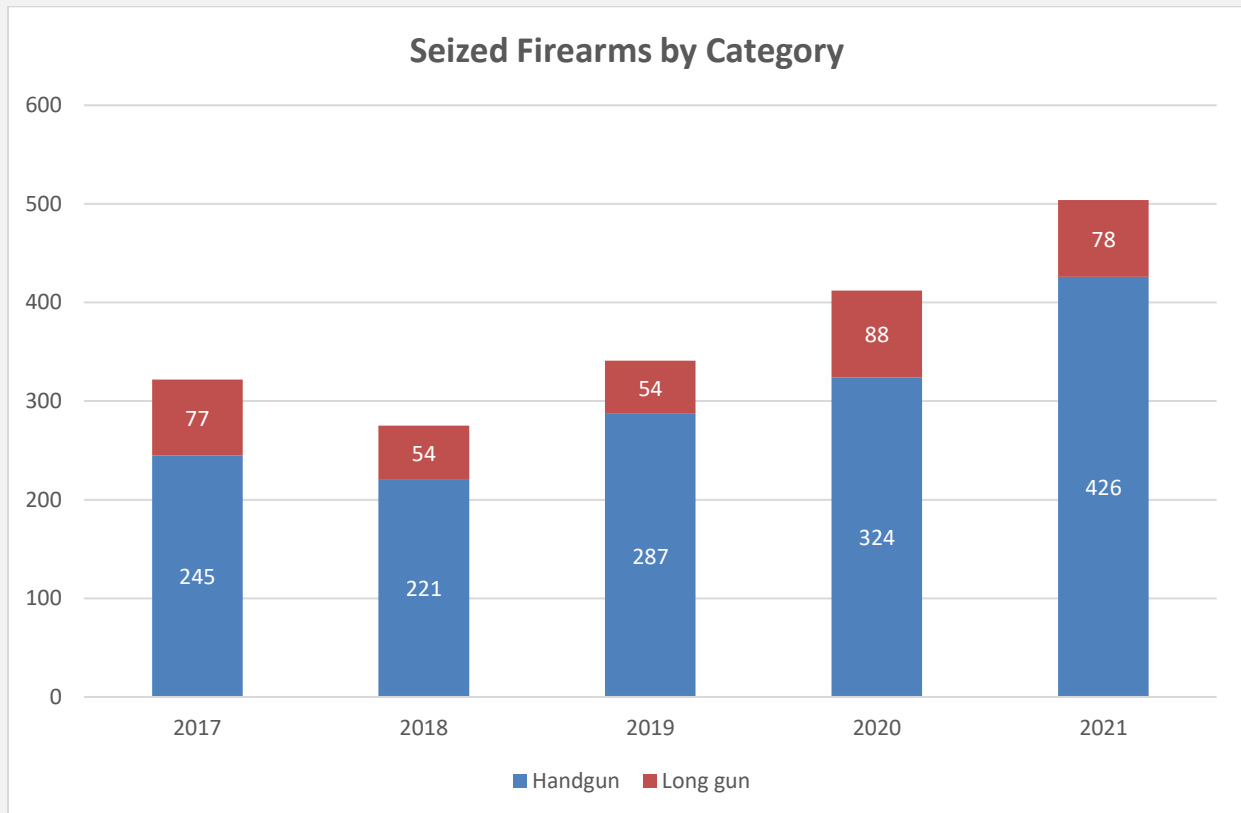
The global pandemic and civil unrest of 2020 created many challenges and adversely impacted the operations of KDPS and the entire criminal justice system. This resulted in dramatic increases in violent crime throughout the nation and in Kalamazoo. In 2021, most categories of Part 1 crimes were reduced resulting in a 3.5% overall reduction from the previous year. The notable exceptions to this are in aggravated assaults and motor vehicle thefts which had 14.62% and 22.20% increases respectively.





The availability and easy access to illegal firearms continues to be a challenge for KDPS and was a contributing factor in the increase of aggravated assaults and non-fatal shootings and homicides over pre-pandemic levels. **KDPS seized a total of 504 firearms in 2021, averaging more than one firearm seizure per day.** This represents the highest number of firearms seized by KDPS in a single year and broke the previous record of 412 that was set in 2020.





Operations Division

Patrol Operations

The Operations Division is the largest division within KDPS. 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 (Patrol Officers) and 24-hour shifts (Engine Operators).



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 2021, KDPS responded to 117,906 law enforcement related calls for service (3% increase compared to 2020) and 11,413 fire/rescue related calls for service (10% increase compared to 2020) resulting in

over 129,319 total calls for service for the year (6% increase compared to 2020). 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.

In 2021, the Operations Division continued to navigate through the COVID19 pandemic, while still providing first rate service to the community. In doing so, the Operations Division solidified a strong relationship with Integrated Services of Kalamazoo (ISK). A referral service was initiated with ISK that gave officers a mechanism to provide a route of service to the community for needs that are best suited for social service agencies. This began to bridge the gap and provide a response to the community that was not law enforcement based and provided an avenue for the community to receive services while lessening the demand for law enforcement. This will allow for officers to focus on reducing crime and making Kalamazoo a safer community.

In 2021, cell phones were also issued to every front-line patrol vehicle to provide officers with an additional way to efficiently communicate with the public.

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. In 2021, the Operations Division also established its very own Aviation Unit.

Fire Operations



Fire Operations is part of the KDPS's Operations Division. Fire Operations consists of 39 Equipment Operators (EOs), three Fire Lieutenants and one Executive Lieutenant. There are Fire Operations personnel working seven days a week, twenty-four hours a day, in three rotating platoons. Fire and EMS calls for service are supplemented with staff from the uniformed patrol division as necessary. Uniformed

Patrol Officers work out of the six Public Safety stations and respond with the Engine/Truck Company from their assigned station. A first alarm assignment will bring a complement of three engines, one truck and the EOs and Patrol Officers assigned to those apparatus.

KDPS has six Public Safety stations throughout the City– Headquarters, Station 2, Station 3, Station 45, Station 6 and Station 7. Headquarters is the only facility that does not house any fire apparatus, however the zone 1 designated uniformed Patrol Officers assigned there respond to all fire incidents. The apparatus staffing at the remaining stations are as follows:

Station 2	Station 3	Station 45	Station 6	Station 7
Engine Rescue	Engine	Engine Truck Rescue	Squad Truck Rescue	Engine

Fire Operations personnel respond to fire incidents, medical calls, and other special service calls including vehicle fires, downed wires, gas leaks, fire alarms, and technical rescues.

Fire Operations personnel work hand in hand with the KDPS Fire Marshal's Office. Six EOs are certified fire inspectors and assist in conducting comprehensive fire inspections at area businesses and rental properties. Two EOs are certified fire investigators capable of conducting cause/origin and arson investigations. Fire Operations personnel are also involved in community outreach. They provide station tours, car seat installation and safety checks, fire prevention/safety presentations, and participate in equipment demonstrations, birthday processions and parades.



In 2021, KDPS Fire Operations personnel responded to 11,413 calls for service.

Aviation Unit

In 2021, KDPS created the Aviation Unit, a first of its kind at KDPS. The Aviation Unit is a very robust program with several layers of accountability and training. KDPS was awarded a Certificate of Authority (COA) by the Federal Aviation Administration (FAA) which allows remote pilots to officially operate within controlled airspace within the City of Kalamazoo and 5th District of Southwest Michigan. All remote pilots within the Aviation Unit are also licensed as 14 CFR Part 107 remote pilots, which requires officers to be versed in FAA laws concerning operation of unmanned aerial systems (UAS) and assures remote pilots do so in a safe and efficient manner. The Aviation Unit



is comprised of 16 remote pilots and four UAS platforms which can perform varying levels of tasks.

Since October of 2021, the Aviation Unit has had over 50 field and training deployments. The Aviation Unit has assisted the Canine Unit, Bomb Squad, SWAT, Emergency Management and Operations Patrol by providing a unique aerial perspective of emergency incidents. The Aviation Unit is an

invaluable tool and has already provided life-saving information to incident command during extremely dangerous and fluid situations.

Bomb Squad

The KDPS Bomb Squad is nationally recognized as a certified explosive disposal team with the FBI 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. Currently, the KDPS Bomb Squad has 4 certified bomb technicians and two bomb squad investigators. To be certified as a bomb squad technician, a bomb squad investigator is required to attend several weeks of training prior to being accepted into the FBI Hazardous Devices School (HDS) which is a fast-paced and rigorous six-week training held in Huntsville, Alabama. After successfully completing this course, officers will officially be licensed as a public safety bomb squad technician. Technicians are required to re-certify through HDS every three years.

In 2021, the Bomb Squad responded to 33 suspicious packages, remediated 12 improvised explosive devices, conducted three post-blast investigations, and assisted with several ordinance recovery and disposals within the City of Kalamazoo and surrounding areas within Southwest Michigan's 5th District. Additionally, the Bomb Squad provides training and support to the community by attending numerous community events



and social functions.

Throughout the year, the Bomb Squad provided training to private organizations on bomb threats and awareness of explosive devices. The Bomb Squad continues to cooperate with Fort Custer as they aid KDPS with our military ordinance destruction.

Canine (K9) Unit

The KDPS Canine Unit is comprised of eight teams of handlers and patrol utility dogs. The K9s are trained in and utilized for tracking, narcotics detection, building/article/area searches, and community engagement. The Canine Unit utilizes both German Shepherds and Belgian Malinois due to their versatility, drive, and intelligence. K9's Sledge and Groot were added to the team in 2021, which brought the team back to full strength. All K9 handlers are certified by the National Association of Professional Canine Handlers (NAPCH).



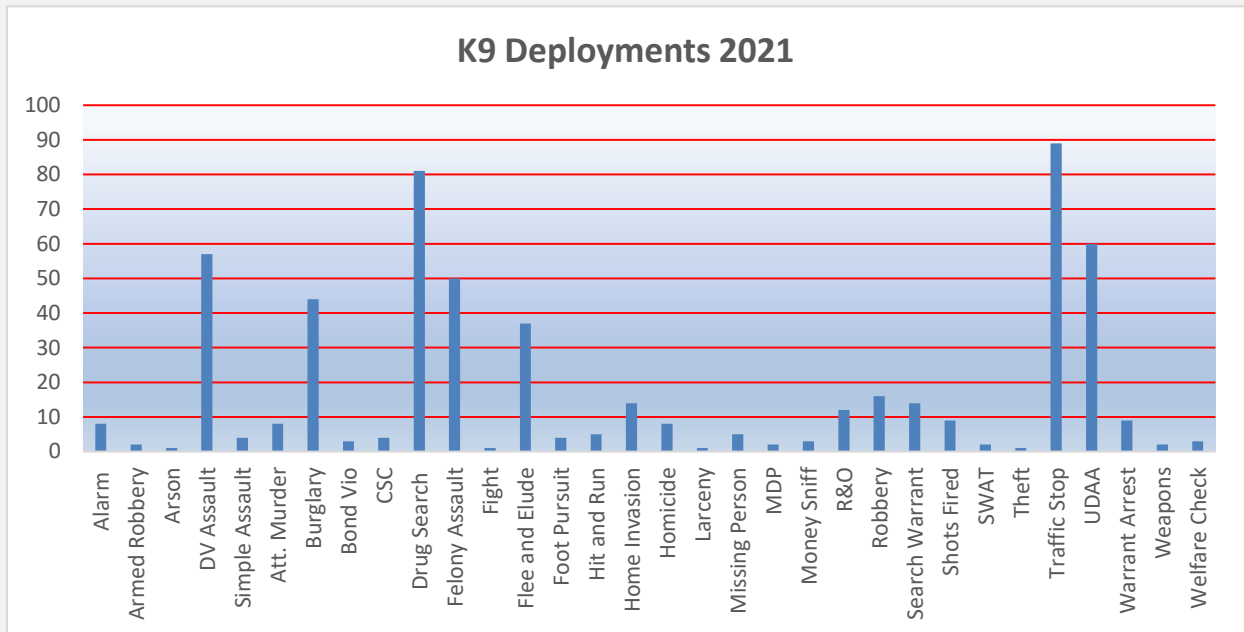
K9 Unit Equipment

In 2021, the K9 Unit received various donations to assist in purchasing new equipment. As a result, all K9's were outfitted with a lightweight helmet that affords them ear and eye protection and has the capability to affix a flashlight or camera to the helmet.

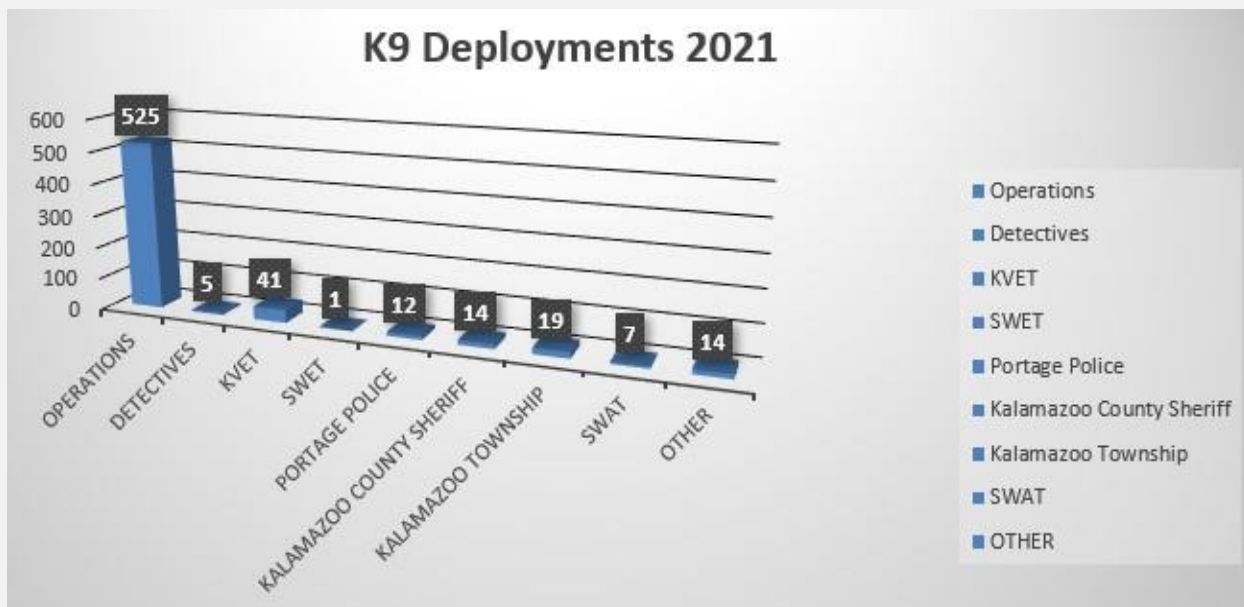
K9 Statistics

At year end of 2021, the K9 Unit handled 638 (-2% compared to 2020) calls for service and arrested/charged 194 (+46% compared to 2020) suspects on a total of 282 (+9% compared to 2020) charges. The Unit recovered \$19,675 (73% increase compared to 2020) worth of property, forfeited \$98,758 (91% increase compared to 2020) in drug money and seized \$34,130 (89% reduction compared to 2020) worth of narcotics. The Covid19 pandemic continued to restrict the usage of the KDPS Canine Unit for community outreach; however, they still found a way to conduct 25 demos and complete a total of 3,033 training hours.

The K9 Unit was involved in the apprehension of 194 persons. Only one of the subjects was intentionally bitten by a canine whereas the other 193 did not require any use of force by the K9. KDPS K9s have a bite-to-apprehension rate of less than 1%, while still maintaining their efficacy on patrol.



In 2021, the K9 Unit was used most commonly by members of the Operations Division (82% of the time). However, all divisions at KDPS including several other Kalamazoo County law enforcement agencies were able to incorporate KDPS K9 Unit capabilities into their investigations.



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 is comprised of thirty-six officers specifically trained to handle large-scale protests and civil disorder. In addition to attending in-service team training, individual CMT officers attended training hosted by the Police Executive Research Forum (PERF), FEMA's Center of Domestic Preparedness, DOJ's Bureau of Justice Assistance and the North American Active Assailant Conference in 2021. CMT intends to reestablish training at the Center for Domestic Preparedness in Field Force Operations, once Covid19 19 restrictions are lifted.

CMT officers also instructed crowd management training for the KDPS Operations Division, the KDPS Advanced Police Academies, and the Kalamazoo County Sheriff's Office. In 2021, CMT was called into service on 10 occasions. These activations ranged from presidential visits to a variety of protests, some lawful and some unlawful. Additionally, CMT was placed on standby seven times in 2021.

Honor Guard



During 2021, the KDPS Honor Guard maintained a steady pace of representing the Department and the City of Kalamazoo in a multitude of parades, ceremonies, and funerals. This is a testament to the professional capabilities of our Honor Guard. We currently have 19 officers which was crucial in maintaining the operation tempo and the ability to attend any function that was requested of the team. The KDPS Pipe & Drum Corps has been fully integrated into the unit. The Honor Guard will continue to be the premier representation of our beloved City and Department.

The Honor Guard represented KDPS at 16 different events in 2021. KDPS Honor Guard had the honor and privilege to assist our brothers and sisters at the Kalamazoo County Sheriff's Office in rendering honors to the late Sgt. Ryan Proxmire at his memorial ceremony. Additionally, the Honor Guard hosted an Honor Guard School which included outside agencies. The Honor Guard serves as a representation of the finest traditions of KDPS, which while on display, is a reminder to all who serve.

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 Department, 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 27 members, the precision long-rifle team is comprised of 4 members, the crisis negotiations team is comprised of 15 members, and the tactical medic team is comprised of 7 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 2021, KM-SWAT was requested to respond and resolve 44 critical and dangerous incidents that exceeded the normal capabilities of law enforcement units within Kalamazoo.

Technical Rescue Team (TRT)

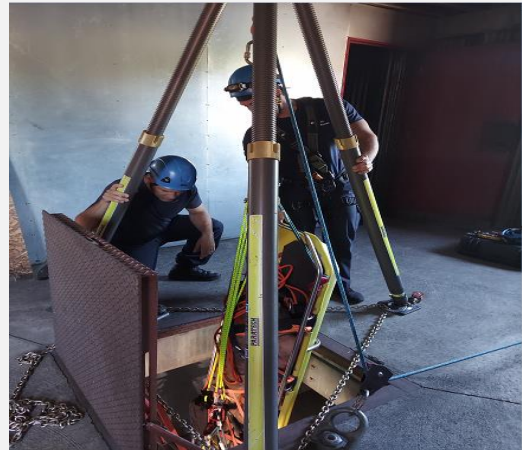


The KDPS Technical Rescue Team (TRT) was created in 2018 with a mission to provide advanced level technical rescue support for Kalamazoo Public Safety. Team members receive specialty training in high angle rope rescue, confined space rescue, trench rescue, structural collapse, and tower rescue.

The team consists of twenty members in various work assignments within the Department. 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 2021, 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. Team assets were deployed to 11 emergency scenes for technical support during the year. Additionally, the team set a goal to begin advanced training and certification for members in multiple disciplines since this training was cancelled in 2020 due to Covid19. KDPS hosted a Rope Rescue Technician level class with students from Grand Rapids Fire Department.

Eleven members successfully completed 45 hours of advanced training achieving certification as Rope Rescue Technicians. TRT also received training on responding to grain bin entrapments. TRT members documented 1,538 total hours of training in 2021.



2021 Rescue Highlight:

KDPS TRT along with the 5th District were dispatched to a unique rescue in the City of Wayland. A worker fell almost 35 feet into an underground sewage lift station. TRT members were involved in Incident Command and the construction of the rope rescue system using an aerial platform truck from the Otsego Fire Department as a high point anchor. The victim was successfully removed, treated for exposure, and released from a local hospital.

Traffic Unit

The KDPS Traffic Unit is staffed with one full-time officer who is 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. Grant funded traffic enforcement also occurred this year. The Traffic Unit and grant funded enforcement equates to ~10% of the total traffic stops KDPS conducts each year. Enforcement functions emphasized violations that contribute to traffic accidents.



In 2021, the Traffic Unit officer wrote over 1,200 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 2021, KDPS officers completed 3,138 traffic crash reports. This is a 15% increase in traffic crashes from 2020. In 2021, there was also a 9% increase in serious injury collisions, which totaled 523. There was no change in fatal traffic collisions between 2020 and 2021. Unfortunately, there were six fatal incidents within the City of Kalamazoo in 2021 due to traffic collisions.



The Traffic Unit is also responsible for deploying the radar trailers throughout the City. Thirty-four deployments were made during the summer months. Not only is this a visual reminder for motorists to slow down their speed, the data is captured and analyzed by KDPS, City traffic engineers, and City officials which helps to make informed decisions on providing safer roadways.

Parking Enforcement

KDPS 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 2021, Parking Enforcement Attendants were back in full force. These officers patrolled a combined total of 35,257 miles and issued 5,144 parking citations.

Community Outreach and Problem-Solving Division (COPS)

The COPS Division is dedicated to crime reduction and improving the quality of life in Kalamazoo. By improving communication and cooperation with the community, violent offenders and drug distribution networks are held accountable. The COPS Division includes the Kalamazoo Valley Enforcement Team, Crime Reduction Team, and the Group Violence Intervention Program.



Kalamazoo Valley Enforcement Team (KVET)

KVET is an intergovernmental cooperative drug unit comprised of sworn officers from the City of Kalamazoo and the City of Portage. Founded in 1991, KVET has worked diligently during its 30 years of operation to improve the quality of life for the citizens of the Kalamazoo area by arresting thousands of drug dealers and significantly reducing the number of violent crimes and other crimes associated with illegal drug activities.



KVET's mission continues to be the detection and elimination of illegal drug distribution in the City of Kalamazoo and its surrounding areas. 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.

Crime Reduction Team (CRT)

CRT was established in April 2019 with a Sergeant and two Investigators. 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 to be the enforcement component of the Group Violence Intervention (GVI) program. The entire strategy 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 the vast majority of violent crime in our community.

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. The DEA TFO position is vital to removing these narcotics distribution networks from our community.



Team Statistics

2021	Totals
Search Warrants	47
Controlled Buys	91
U/C Operations	0
Other Investigations	17
Officer Initiated Activities	76
Arrests	349
Guns Seized	123
Heroin	374.78 g
Powder Cocaine	257.71 g
Crack Cocaine	425.95 g
Meth	5,936.83g
Total Value of Narcotics Seized	\$414,214.99
2020 Overdoses	199 (13 fatal)
2021 Overdoses	232 (26 fatal)

Group Violence Intervention (GVI)

Gun violence continues to be a primary concern for the City of Kalamazoo following another year of increased numbers of shooting incidents. Since the pandemic and the national civil unrest of 2020, many communities in this country have experienced record numbers of shootings and homicides. Unfortunately, Kalamazoo was not immune to this disturbing trend. Shooting incidents more than doubled from 2019 to 2020 in the City of Kalamazoo. Non-fatal shootings and homicide incidents remained high in 2021. The number of non-fatal shootings and homicide victims in 2021 was almost identical to the

previous year. In 2021, there were 77 non-fatal shootings and 12 homicides. By comparison, we had 75 non-fatal shootings and 13 homicides in 2020.

Historically, over half of the shootings in the City of Kalamazoo are group-involved. 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 GVI strategy is designed to prevent.

GVI is designed to reduce violence in the community while avoiding the collateral consequences of traditional law enforcement practices. This is an empirically proven approach designed to produce rapid, significant, and sustainable reductions in serious violence in Kalamazoo.

GVI is not just a law enforcement initiative. It is a community-wide approach made up of various community partners with an explicit focus on reducing homicides and serious violence.

The following are three main partners in the GVI strategy:

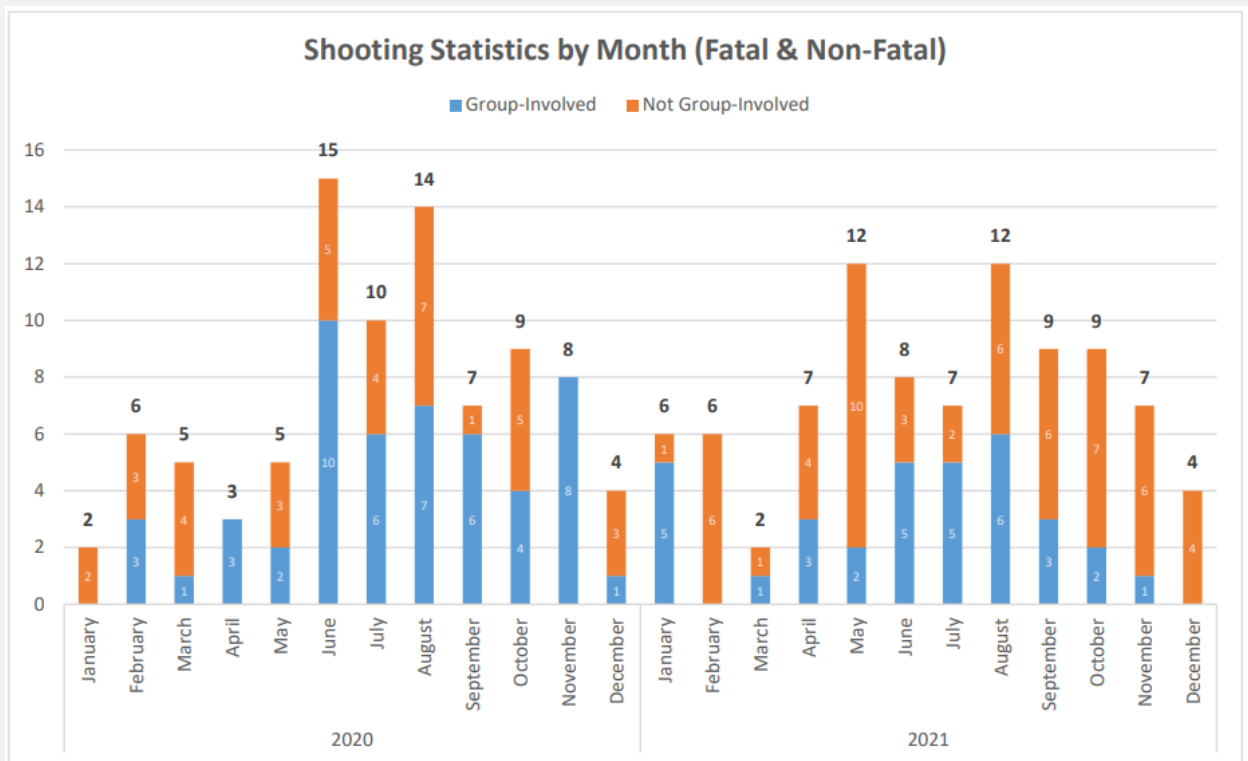
- *Street Outreach Workers:* The role of outreach workers is to connect with those who are group-involved and at-risk of becoming suspects or victims of gun violence. They build relationships with them and can mediate disputes to prevent violence before it occurs. Outreach workers also connect group members with resources and act as a liaison with various social service providers.
- *Social Services:* The role of social services is to offer help those who want it with education, training, job training, employment, treatment and help in other things that are roadblocks for them such as transportation, childcare, how to get your driver's license reinstated and how to take care of minor arrest warrants and child support warrants. Urban Alliance is the primary social service provider for the GVI.
- *Law Enforcement:* The role of law enforcement is to provide swift, certain, and legitimate consequences to those who continue to engage in violent behavior. For law enforcement, the message is that we want compliance, not arrests or sentences. The goal is to make consequences so clear and certain that nobody wants them. This also provides an honorable exit for those engaged in violent group behavior.

In 2020, the pandemic greatly reduced our ability to follow through with social service help and to follow through with the promise of swift, certain, and legitimate consequences for committing gun violence. Operations of the entire criminal justice

system including the courts, jail, probation, and parole were adversely impacted by the pandemic.

In 2021, all partners in the GVI strategy worked hard to limit group-involved gun violence. The balance between outreach and enforcement is what makes the GVI so successful. Street outreach, social services, and law enforcement are in constant communication and work together to identify intervention strategies. By performing strategic interventions through both enforcement and outreach, the GVI team was able to defuse many of the ongoing feuds that were causing this vicious cycle of violent events and retaliation.

Although the number of shooting incidents were similar in 2021 compared to 2020, group-involved shootings were reduced by 50% (see chart below):

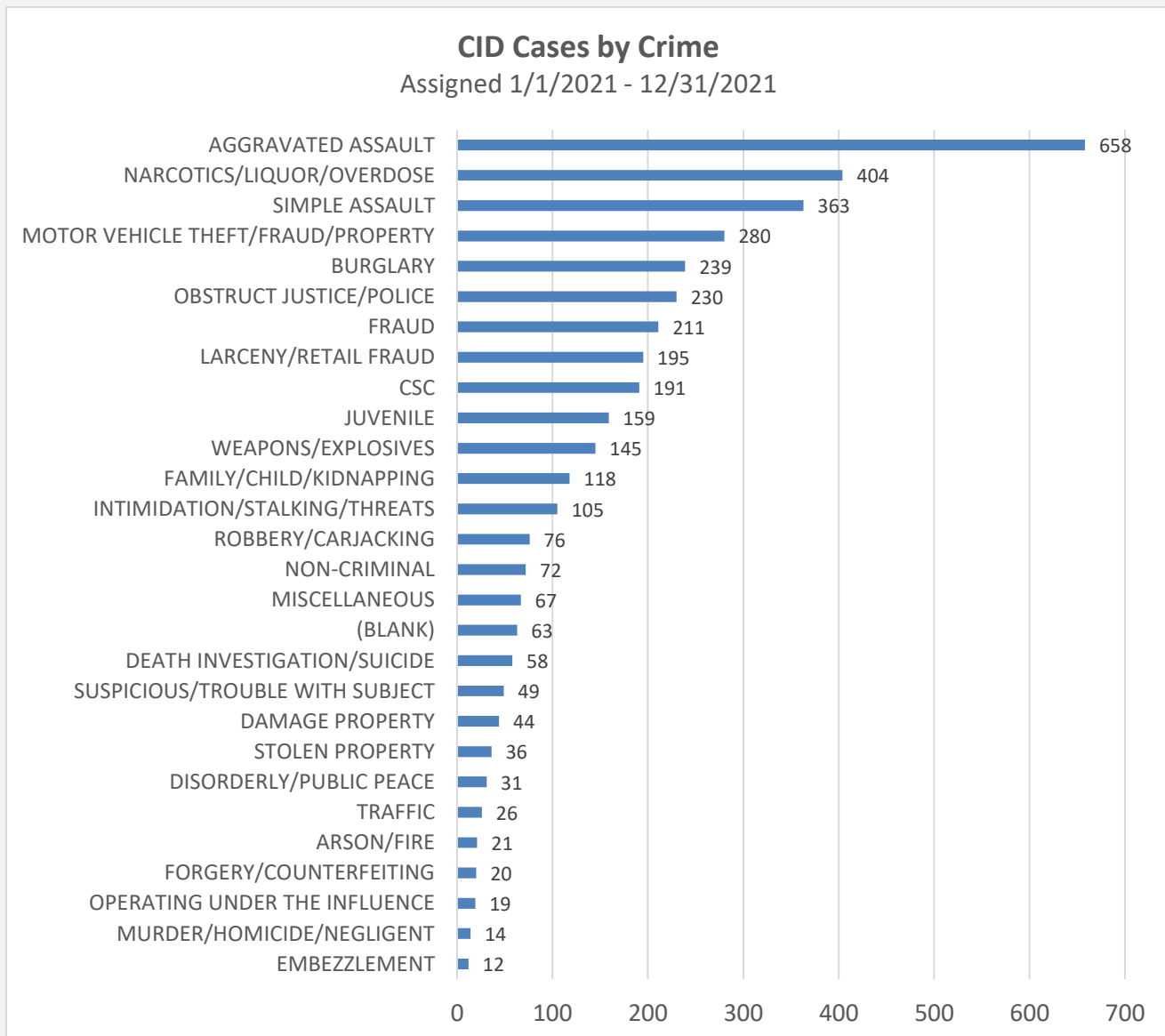


Criminal Investigations Division (CID)

The 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 CID 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. The Division also has a 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. In 2021, we entered a

partnership with the Kalamazoo FBI office, and a Task Force Officer was assigned to the FBI's Kalamazoo office.

The detectives are divided into five different areas of focus. These classifications include major crimes, sex crimes, fraud, property crimes, and general crimes.



The CID investigates both Part 1 property crimes and Part 1 violent crimes in addition to nearly all other felony cases that occur within the City of Kalamazoo. In 2021, the CID was assigned 3,906 cases.

In 2021, assaultive crime continued to be the Division's largest caseload. These types of cases take up a lot of staffing and resources. The City had 12 homicides in 2021, 15 in 2020, and 12 in 2019. These numbers are the highest three year period that the City

of Kalamazoo has ever seen. The CID solved 8 of the 12 homicides from 2021. Two of the homicides are summarized below.

On September 4, 2021, officers responded to a homicide where the victim was killed by gunfire. Detectives responded and were able to determine that the roommate was the suspect. Detectives dilligently worked the case and were able to track the suspect out to Oregon. Four detectives traveled to Oregon and within 24-hours had located the suspect and arrested him. KDPS was able to utilize their partnership with the FBI and they executed a search warrant on the suspect's vehicle. During the search, the murder weapon was located. The suspect was extradited back to Michigan and is currently awaiting trial.

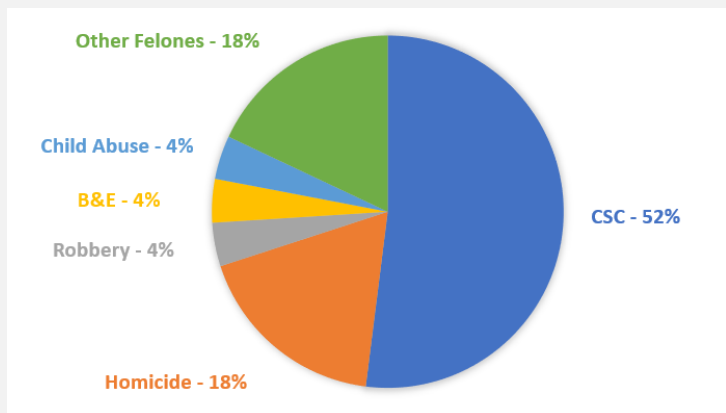
On October 2, 2021, officers responded to the 100 block of E. Maple for a report of a shooting. Officers located the victim down in the street suffering from a gunshot wound. The victim was taken to the hospital but was pronounced dead shortly after arrival. Detectives came in to work and started investigating. Early into the investigation, detectives were able to determine the identity of the suspect in the shooting. Detectives continued to work straight through the day and within 12 hours of the shooting, had located and arrested the suspect.

Polygraph Examiner

In 2021, the polygraph office completed 62 exams. Thirteen tests resulted in confessions and/or admissions. Seventeen of the tests resulted in the accused being cleared and/or that their co-defendant statement was found to be accurate. Significantly more co-defendant or proffer tests were conducted in 2021 at the request of

a prosecutor over any other year. Below is a notable case that displays the effectiveness of the polygraph.

In July 2021, a subject agreed to be tested on a Criminal Sexual Conduct (CSC) case with a juvenile victim. The subject denied any wrongdoing, however, during the exam, it was clear that he was attempting to alter his physiological responses on the test. He was confronted about this and made admissions that resulted in him being charged with CSC 1 and CSC 2.



ATF Task Force Officer

The CID has a detective assigned as a Task Force Officer (TFO) to the Bureau of Alcohol, Tobacco and Firearms (ATF) Violent Crime Task Force based in Grand Rapids, MI. The TFO works in a dual capacity, investigating violations of firearms laws at the state and federal level. During 2021, the TFO was able to get 16 firearms cases accepted for federal prosecution. The offenders charged in the federal system are considered some of the most violent offenders in Kalamazoo and the majority of the cases involved offenders who were actively shooting firearms and trafficking illegal narcotics. The ATF TFO position is such a valuable partnership with the ATF. This partnership is what created the ability for KDPS to be granted the NIBIN computer system.

FBI Task Force Officer

Starting midway through 2021, a detective was assigned as an FBI Task Force Officer (TFO) to the Western Michigan Violent Crimes Task Force. The TFO has built relationships with the Kalamazoo FBI Resident Agency (RA) as well as the Grand Rapids FBI RA. Utilizing the relationship built with the FBI, the TFO was able to secure FBI surveillance equipment used for KDPS investigations as well as prosecute four habitual criminals in the federal criminal justice system. Two of these cases involved bank robberies.

National Integrated Ballistic Information Network (NIBIN)

Kalamazoo Public Safety was selected by the ATF to receive a National Integrated Ballistic Information Network (NIBIN) system. In March 2020, several CID members were trained in the data entry into NIBIN. Due to the large volume of entries, the ATF created a NIBIN analyst position here at KDPS as a full-time asset assigned to the CID.

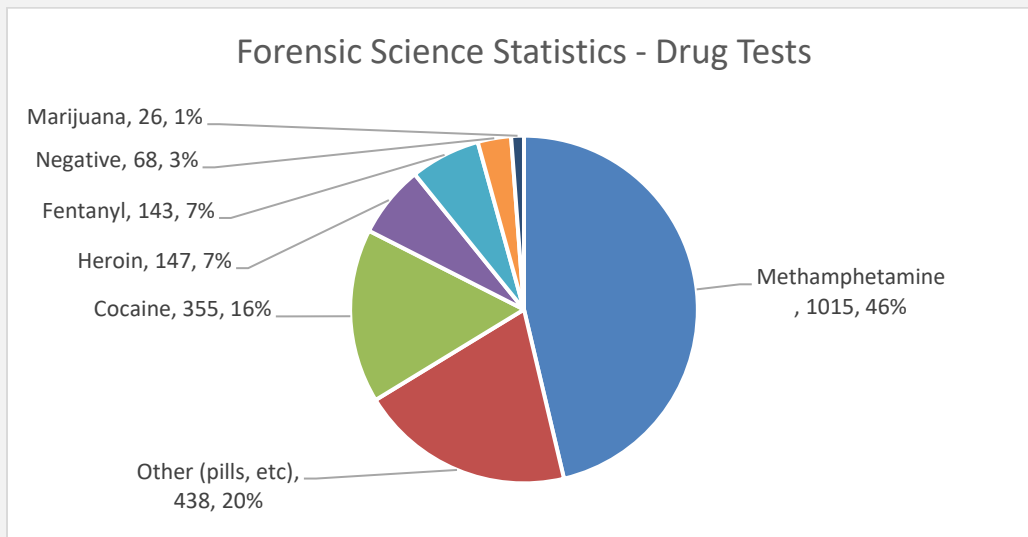
There were 712 casings run through the NIBIN system in 2021 and 560 of those were from the City of Kalamazoo. KDPS received 190 leads from those entries. "Leads" are when the system identifies that the same gun that shot the tested casing, had been the gun that had shot a casing that was previously seized by a police agency and ran through the NIBIN system. The following cases are highlights in which NIBIN leads were critical to our investigations.

- Casings were collected in an Assault with Intent to Murder case where rounds were fired from a moving vehicle in a random act of violence towards another vehicle. The suspect shot the unsuspecting driver twice, once in the neck, almost killing him. NIBIN was able to link the casings collected from this shooting to two additional scenes and link a firearm seized from the suspect's residence.

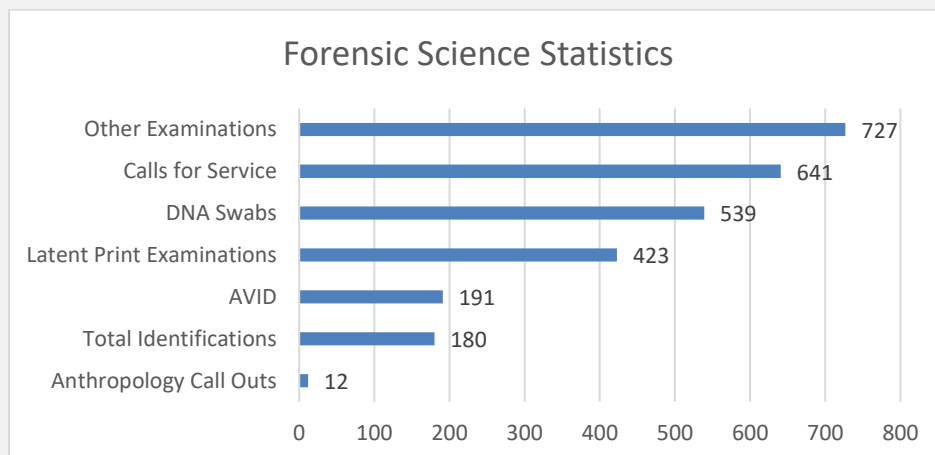
- The casings collected from the scene of a homicide matched the casings collected from the scene of an additional shooting where the suspect was seen firing the weapon on video. The firearm used in both shootings was collected and the test fire FCCs tied all three incidents together with NIBIN leads.

Forensic Crime Lab

The Kalamazoo Forensic Crime Lab is comprised of officers from KDPS and the Kalamazoo County Sheriff's Office (KCSO). KDPS has two Lab Specialists and three Lab Technicians. The laboratory tests all controlled substances that are seized between KDPS and KCSO. In 2021, the lab conducted analysis of 2,192 samples of controlled substances. Forty-six percent of all the tests were methamphetamine.



Throughout 2021, the Crime Lab was tasked with many different duties. During the course of the year, the forensic lab took over 138,000 photographs, responded to 641 calls for service, and completed 423 latent print examinations.



Office of Community Affairs and 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, a Sergeant, the Community Policing Unit, a School Resource Officer, a Community Collaborator, and a Social Services Coordinator, who all report directly to an Assistant Chief. 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.

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, seven community policing officers (CPOs), one community policing officer from Western Michigan University (WMU) 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 CPOs organized and hosted several community initiatives throughout 2021 which generated numerous positive contacts within the community. These initiatives included:

- *Shop with a Hero, Civilian Response to Active Shooter Events (CRASE) training to various local businesses/organizations, safe Halloween events, Thanksgiving meals, CPR training, community safety tips, and neighborhood cleanups.*



CPOs also conducted 4 block parties in the City's core neighborhoods and created a new and improved Regional Citizens Police Academy which included surrounding law enforcement agencies and 25 citizen participants over a two-day period. The Regional Citizens Police Academy allowed officers and citizens to interact on a personal level and have critical conversations about policing in their community. The Community Policing Unit also assisted with the Leadership Kalamazoo visit to KDPS, which is a collaboration with Southwest Michigan First. Participants were led through a day in the life of an officer. This event again allowed for open communication between KDPS and the citizens we serve.

Additionally, throughout the year the CPOs proactively addressed violence in our community by reaching out to those affected, either as victims of gun violence or those re-entering our community from prison, with the use of the Group Violence Intervention (GVI) method. These interactions undoubtedly prevented violence and further harm in the community.

Office of Professional Standards

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:

- Protect 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.
- Protect 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.
- Protect 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.

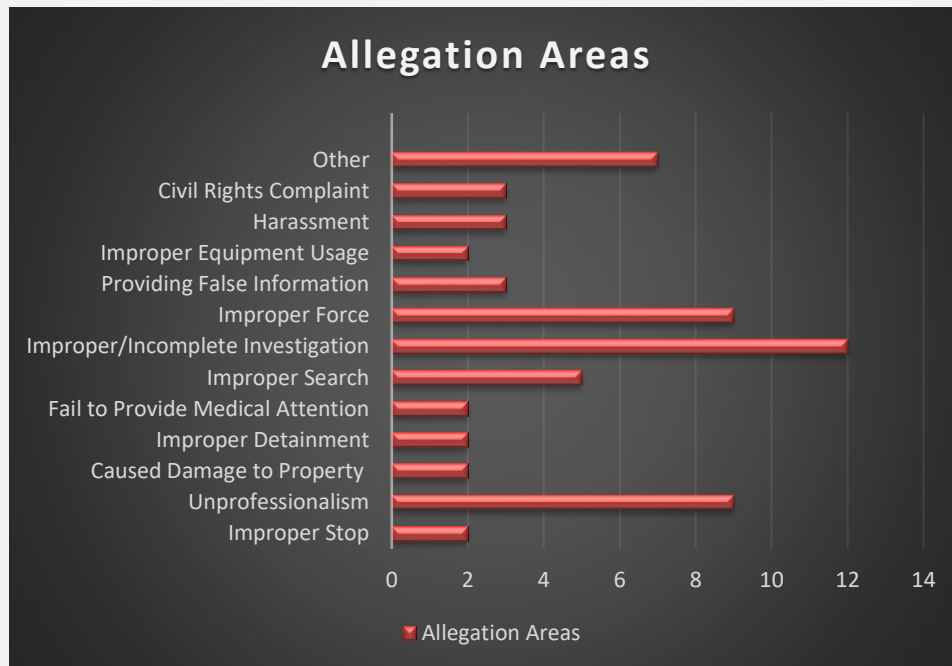
Inquiries

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 41 inquiries in 2021. This number is down from the 63 inquiries recorded in 2020.

Police-Community Relations (PCR) Complaint

In 2021, the Office of Professional Standards received 31 PCR complaints involving a total of 61 allegations being made against officers (most PCR complaints have several allegations contained within them). In the same year, KDPS officers handled 129,319 calls for service. Using the below numbers, the amount of PCR complaints generated (31) compared to the numbers of calls for service being handled (129,319) was extremely low (<1%). In other words, approximately one PCR complaint is filed for every 4,171 calls for service handled.



At year end, all 61 of the 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. The above table indicates the types of allegations that were made against officers. Of the 61 allegations investigated in 2021, seven of the allegations (11%) were sustained against officers. Of the allegations that were sustained, all of them were for relatively minor policy violations which are noted below. Corrective measures for the sustained allegations included written reprimands, criticisms, and training/mentoring.

Dispositions Explained

Unfounded	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.
Exonerated	When the investigation determines that the alleged act occurred, but that the act was justified, lawful and/or proper.
Not Sustained	When the investigation determines that there is insufficient evidence to sustain the complaint or fully exonerate the member.
Sustained	When the investigation determines sufficient evidence to establish that the act occurred and that it constituted misconduct.

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 2021, the Office of Professional Standards conducted 12 internal investigations into the actions of KDPS officers. One additional incident was forwarded to the City of Kalamazoo's Human Resources Department for investigation. Of the investigations completed by the Office of Professional Standards, six documented policy violations resulting in the issuance of various corrective measures that included training, written reprimands, suspensions, a resignation (in lieu of termination) and a termination. Three investigations found no policy violations. The remaining three investigations were the result of Officer-Involved Shooting (OIS) incidents. The actions of officers in all three OIS investigations were found to comply with KDPS policy and received clearance from the Kalamazoo County Prosecutor's Office. The investigation conducted by Human Resources resulted in corrective action which was completed outside of the Office of Professional Standards.

Citizen's Appeal (CPSRAB)

For any complaint where the final disposition by KDPS is exonerated, not sustained, or unfounded, a complainant may appeal the disposition decision made by the Chief of

Public Safety by having their case heard by the Citizen Public Safety Review and Appeal Board (CPSRAB).

In 2021, two complaints that were investigated by the Office of Professional Standards were appealed to the CPSRAB. After both appeals, CPSRAB recommended sustaining the decision made by the Chief of Public Safety. The recommendations then went to the Kalamazoo City Manager for final determination.

Social Services Coordinator / Victim Advocate

Kalamazoo Public Safety welcomed Kelsey Harness in late 2021 to the newly created civilian role of Social Services Coordinator/Victim Advocate, as a way to provide more holistic services to the community. As the Social Services Coordinator/Victim Advocate, Kelsey's role is to connect community members to community services, breakdown access barriers, and serve as a liaison between KDPS and social service agencies within Kalamazoo.



Kelsey enjoys working with individuals and families in the community and is eager to do so in her new role. Prior to joining the team, Kelsey held several positions within the fields of education and social work. However, her four years as a Refugee Foster Care Case Manager at Bethany Christian Services were particularly influential to her personal and professional development. Kelsey cherished the relationships that she built with the youth on her caseload and continues to be involved as a youth mentor in the Unaccompanied Refugee Minors program.

Kelsey brings a vast amount of experience to our department in her respective areas, and she is eager to contribute her expertise to supporting the mission and vision of Kalamazoo Public Safety.

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 with our high standards.

The Recruitment Team must build relationships with candidates to encourage them to make KDPS 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 2021 were greatly limited from the past. The inability to gather in groups prevented many traditional recruiting efforts such as job fairs and other in-person contacts. The transition to virtual events has been less than fruitful. In 2021, the Recruiting Team continued the “Recruitment Tour” designed to allow in-person contact using outdoor venues throughout Kalamazoo. Outdoor and in-person events in 2022 will be our focus for hiring local and diverse candidates. With a significant drop in staffing due to unforeseen and early departures from KDPS, recruiting efforts need to increase to ensure we have the staff to meet the needs of the organization.



Our 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. The recruiting goal is to fully staff KDPS with the 268 full-time sworn officer allocations.

Community Involvement

KDPS has multiple opportunities and positions within the department that aid in youth development and increase positive relationships within our community. These opportunities include the KDPS Explorer Post, Community Collaborator position, and Pastors on Patrol.

KDPS Explorer Post 265

The KDPS 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. The Explorers began attending regularly scheduled meetings, after a one-year break due to Covid19, in March 2021.

The Explorers attended approximately 16 scheduled meetings for training throughout the remainder of the year. The Explorers trained in the following scenarios: building searches, firearms, felony stops, domestic violence, and accident investigations. While not preparing for State Competition, which was cancelled in 2021, the Explorer Post was active within the community. The following is a list of community events the Explorers participated in during 2021:

- In May, the Explorers teamed up with the Boy Scouts to assist at KDPS HQ with landscaping.
- In June, the Explorers assisted with the Kalamazoo Classic.
- In June, the Explorers assisted with CIT training as role players.
- In July, the Explorers staffed a KDPS booth at Lacrone Park during the 3-on-3 basketball tournament.
- In July, the Explorers experienced repelling with the tech rescue team at the KDPS training tower.
- In August, the Explorers assisted the Northside Neighborhood Association and vendors during National Night Out.
- In August, the Explorers assisted at Galilee Baptist Church during a community event.
- In August, the Explorers staffed at table at Mount Zion Church during a back-to-school event for Kalamazoo residents.
- In September, the Explorers assisted at Bronson Park with the 9/11 Ceremony.
- In September, the Explorers participated in an Explorer training event in Dearborn. This training was hosted at Camp Dearborn and included multiple Explorer Posts from around the state.
- In October, the Explorers assisted Kalamazoo Parks & Recreation with the Safe Kids event at Milham Park.
- In December, the Explorers had an informational meeting for community members with snacks provided. The event was advertised through the Boy Scouts of America and KDPS social media. The Explorers demonstrated a high-risk traffic stop for potential members and family. A promotional video was created for this event.



Many of the 2021 trainings will help prepare the Explorers for State Competition in 2022.

Outreach- Community Collaborator



The Community Collaborator position is staffed by a civilian, LaTonya Turner, who serves as a bridge between KDPS and the community. The Community Collaborator is responsible for building relationships with members of the community. Creativity is the key to finding new and innovative ways to connect Kalamazoo residents and organizations with KDPS staff. In 2021, KDPS set out to restore community relationships that were strained by the events of

2020. This seemingly informal connection point has opened doors through which information can pass in ways never before contemplated. The Community Collaborator helped plan and organize several community events in 2021 to include the inaugural KDPS 3x3 youth basketball tournament.



Pastors on Patrol

Pastors on Patrol (POP) is comprised of an interdenominational group of Kalamazoo area pastors who ride along with Public Safety Officers. The pastors work to help reduce anxiety during many tense situations.

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. 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 James Harris, Trenches Community Church
- Pastor Herman Phillips, REHOBOTH Ministries
- Pastor Tim Matthews, Radiant Church
- Pastor Ron Coleman, Emmanuel Church
- Pastor John Stokes, World Harvest Ministries
- Father Paul Redmond, St. Thomas More Catholic Parish
- Bishop Daniel Cunningham, The Empowerment Center

Support Services Division

The Support Services Division is responsible for all physical assets, procurement, payroll, evidence, quartermaster, and Records Division functions at KDPS. The goal of the Service Division is to provide the resources and support needed to provide high quality services to citizens of this community. The Service Division maintains seven Public Safety facilities, coordinates 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 Kalamazoo County Central Dispatch Authority, the City of Kalamazoo Information Technology Department, Records Management Services, Evidence, and the Quartermaster.

Fleet and Facilities Management

KDPS has a fleet of nearly 100 vehicles and facilities to include HQ and five fire stations. Having reliable vehicles as well as clean and safe buildings are paramount to our emergency responders. KDPS relies on City employees, local vendors, and outside contractors for vehicle and facilities maintenance and repair. In 2021, 11 new patrol vehicles were purchased and outfitted.

Facilities

In 2021, the specifications for new Station 2 were finalized and awarded bid for construction. KDPS plans to break ground on the project in the Spring of 2022 and anticipates completion of the new station in July 2023.



Records Division

The Records Division is comprised of four 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.

Evidence/Quartermaster

KDPS 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. In 2021, evidence personnel had the following activity including:

- Intake of 8,094 pieces of evidence
- Destruction of 4,047 evidence items
- FOIA: 61 cases completed
- Prosecutor requests for videos: 5,912 discs printed
- City Attorney requests for videos: 1,394 discs printed
- PSO/detectives requests for video: 1,612 discs printed
- Nearly 2,800 requests to preserve video evidence

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 2021, there were several technology projects that were launched related to the planning, installation, and configuration of Tyler LERMS Project, Watch Guard systems, and maintaining CJIS compliance.

Payroll and Business Services

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

The Business Specialist is responsible for ensuring compliance with all City of Kalamazoo and KDPS's purchasing and financial policies, entering requisitions, monitoring purchase orders, monitoring contracts, processing monthly p-card statements, processing the Records Division's daily financial transactions, reconciling financial transactions, and completing voucher requests. In 2021, there were 163 Purchase Orders that were issued by KDPS for a variety of goods and services.

Training Division

The Public Safety concept requires that all officers employed by KDPS 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 2021, Training Division staff consisted of six members that worked together to train in-service and new recruits. The Training Division uses a variety of delivery methods including classroom instruction led by internal or external subject matter experts (SMEs), practical instruction led by internal or external SMEs, and an E-Learning management system (Target Solutions). Most training can be delivered using the Training Division staff or other SMEs working throughout the Department. However, some training requires outside trainers to provide key skills.

Recruit Training

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

1. Police Academy training is provided by an external state licensed academy. The Police Academy typically runs 16 weeks, twice per year. During that time, the Training Division monitors the recruit's progress and works with the academy to ensure successful passage of various requirements. Upon successful completion, the recruit earns the Michigan Commission of Law Enforcement Standards' (MCOLES) certification. Kalamazoo Public Safety sponsored 21 new recruits at the KVCC Police Academy in 2021.
2. 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 the Fire Fighter I and II certifications. Twenty-six recruits attended the Fire Academy in 2021. KDPS also partners with neighboring jurisdictions and if class size allows, KDPS will host instruction for certification in FF I and II for neighboring jurisdictions.
3. The Medical First Responder (MFR) Academy runs 3-4 weeks per session. During this time, Training Division staff delivers content using classroom lecture and practical instruction. Upon successful completion, the recruit earns their Medical First Responder license. Thirty-one recruits attended the MFR academy in 2021 and two MFR academies were held. KDPS also partners with neighboring jurisdictions and if class size allows, KDPS will host instruction for certification in MFR for neighboring jurisdictions.



4. The Advanced Police Academy runs 5-6 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. Thirty-three recruits attended the Advanced Police Academy in 2021.
5. The Field Training Officer (FTO) Program runs 14 weeks with 2-3 processes per year depending on hiring. During this time, a cadre of Field Training Officers and Field Training Supervisors work to develop the recruit into a solo-patrol competent Public Safety Officer. The FTO process allows the recruits to review tasks, observe how tasks are completed, and then to 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 30 Field Training Officers and eight Field Training Supervisors. In 2021, 31 recruits went through the FTO program.

In-Service Training

The Training Division delivers in-service training in Police, Fire and EMS activities. In-service training is delivered in a range of methods from in-person practical training to computer-based training offered using Target Solutions. Utilizing Target Solutions allows the division to continue providing excellent and necessary training, without taxing personnel to deliver content. Target Solutions can also be utilized to provide storage for our ongoing training and track hours of training covered. In 2021, KDPS logged



7,590 hours of police training, 6,970 hours of fire training and 3,740 hours of EMS-based training. These hours included in-house recruit training, in-service training (including practical training), and the Target Solutions-based E-learning training.



For medical training, the Training Division delivers content sufficient to maintain licensure for 240+ Public Safety Officers at the MFR level. For police training, the Training Division delivers content including Crisis Intervention Team (CIT) training, Mobile Active Violence training, Implicit Bias training, Use of Force training with Firearms and Defensive Tactics among other in-house courses. For fire training, the Training Division provides content to include twice-annual live burn training, in-service practical fire 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 1 and 2 and Street Sergeant command level classes. 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, Emergency Vehicle Instructor Cadre and Taser Instructor Cadre.

1. The Armory is a Training Division program that includes 12 members. The Armory is responsible for the care, inspection, and maintenance of Department-issued weapons including shotguns, rifles, and pistols and inspections of all weapons carried pursuant to police powers.
2. The Subject Control Cadre is a Training Division program that includes five 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 19 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 and 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/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 2021, 1276 personal training sessions and 82 private training sessions occurred.

5. The Taser Instructor Cadre is a Training Division program that includes five members. The Taser Instructor Cadre is responsible for providing annual Taser training, recruit certification, accidental discharge review, bi-annual downloads, and equipment maintenance.
6. The Peer Support Cadre is a program that assists in the physical and mental 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 22 peer support sessions in 2021.
7. The Emergency Vehicle Operator Course (EVOC) Cadre is made up of four members of the Department. The goal of the unit is to provide training on policy and procedure for emergency driving and conduct practical EVOC training evolutions.

Maintenance and Other Duties

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

Regarding equipment, the Training Division coordinates a variety annual inspections and repair efforts to include FIT testing, SCBA repair, gear washing, and fire extinguisher refill and repair. This also includes yearly firearms maintenance and repair for all weapons systems

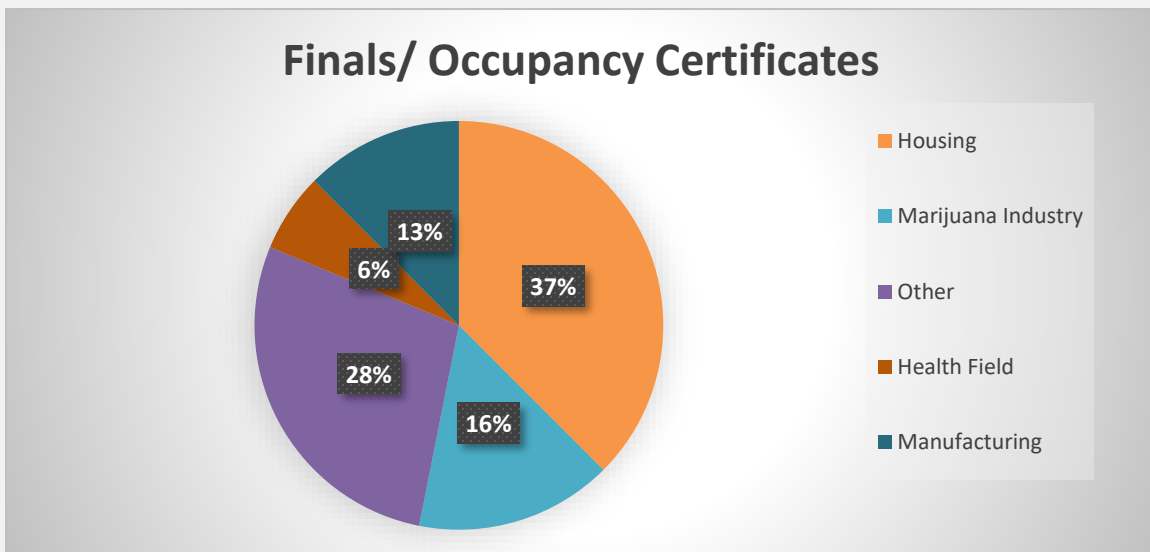
The Training division staff assists with KVCC Fire Academy instruction, Palisades Fire Brigade training, administers the pre-employment agility testing, hosts the Citizens' Academy (yearly), Leadership Academy, and Youth Academy, among other tasks.

Fire Marshal's Office

The Fire Marshal is responsible for creating and coordinating the Community Risk Reduction (CRR) program with the emphasis on the “five Es”: 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, there are also 6 CFIs and 1 Fire Investigator who assist with technical inspections and fire investigations.

Inspections and Occupancies

In 2021, the City of Kalamazoo saw a large uptick in the construction industry whereas the City was 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.

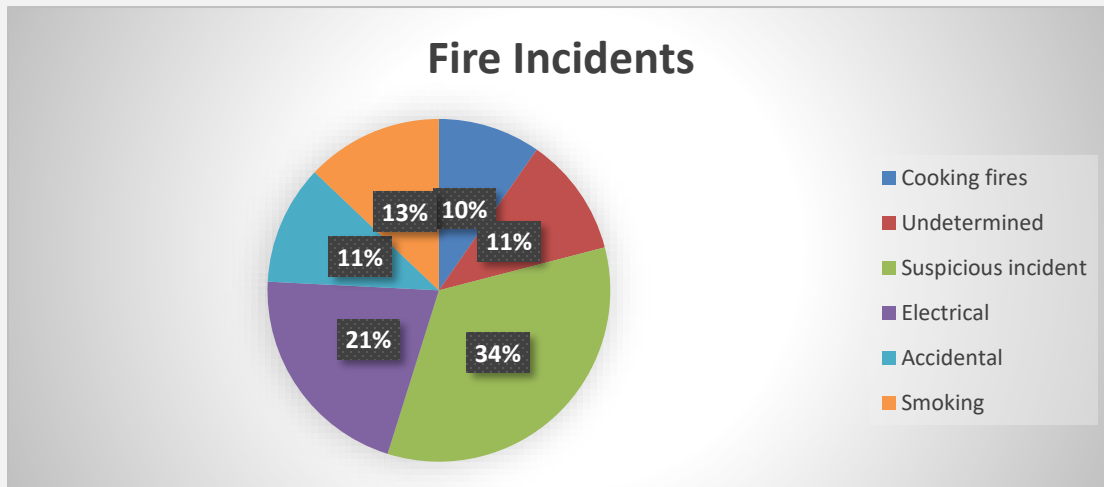


Fire Investigations

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 2021, KDPS responded to 79 confirmed working structure fires. There were an additional 64 fires which were contained to the area of fire origin and extinguished within the first 10 minutes. The Fire Marshal also investigated four fires outside of the city

limits as neighboring jurisdictions had a multitude of extenuating circumstances requiring the Fire Marshal’s assistance. The State of Michigan reported 107 deaths resulting from structure fires, which is a 17% decrease from 2020. Notably, the City of Kalamazoo was fortunate to have zero fatal fires in 2021.



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 Attorney’s Office. These requests are for historical data of previous fire inspections, fire incidents, hazardous spill responses, and underground tank storage. In 2021, the Fire Marshal processed over 130 FOIA requests.

Other

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 in 2019 and has been diligently following it since its adoption. In the spring of 2021, the Fire Marshal’s Office began working with the City Attorney’s Office to adopt the 2021 Fire Code. 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 met to conduct site plan reviews. 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 2021, the Fire Marshal participated in 164 site plan meetings and 52 project review meetings.

Education and the Public

It was the focus of the Fire Marshal's Office to continue educating the public, with a specific goal to inform the elderly and equip senior living centers with important skills. The Fire Marshal also concentrates 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. The Fire Marshal conducted multiple virtual fire safety instructional videos with the public to maintain the goal of continuous education. Along with other PSOs, it has been the goal of the Fire Marshal's Office to build out the fire prevention program to be implemented fully in 2022 in conjunction with Kalamazoo Public Schools.

Kalamazoo Strategic Operations Center (KSOC)

The Kalamazoo Strategic Operations Center (KSOC) 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 KSOC is in the former KDPS dispatch center located inside KDPS Headquarters and is the hub for three full-time Strategic Operations and Intelligence Analysts, a Crime Gun Intelligence Specialist, the Public Information Officer (PIO), and the Strategic Planning and Emergency Management Officer. The KSOC is responsible for providing operations and intelligence information regarding:

- Toll analysis
- Phone data analysis
- Heat maps
- Gun Crime/NIBIN Intelligence
- Statistics
- Threat assessments
- Investigative and case support
- Open-source analysis
- Situational awareness bulletins
- Social media review
- Presentations
- Crime trends
- Crime forecasting
- Link charts
- Emerging trends
- Fostering K-SOC Partnerships

The KSOC 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 several hundred analytical requests as well as monitored and



disseminated intelligence during several high-profile incidents and routinely collaborated with all divisions within KDPS.

Strategic Planning

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, and develop seven core pillars. 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 three-year strategic plan (FY 2019-2021) developed in 2018 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 2021, KDPS entered its third year of the three-year strategic plan which was 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.

MISSION

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

VISION

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

VALUES

INTEGRITY • DEDICATION • EXCELLENCE • ACCOUNTABLE • COMPASSIONATE

FY 19 – FY 21 STRATEGIC PLAN

	HIGH PERF. ORGANIZATION Owner: Chief Coakley	COMMUNITY OUTREACH Owner: A/C Green	CRIME PREVENTION Owner: A/C Boyzen	RESPONSE Owner: Capt. Elzinga	FIRE PREVENTION Owner: A/C Tibbets	SUPPORT SERVICES Owner: A/C Tibbets	TRAINING Owner: X/O Gordon
DESIRED OUTCOMES	To become leaders within the Public Safety Industry through the identification and implementation of best practices.	Reduce crime and build community trust through fostering relationships, education, and community partnerships.	Create safer neighborhoods by utilizing community partnerships while treating everyone with dignity and respect.	To have the ability to efficiently and effectively respond to all calls for service within the City of Kalamazoo through the utilization of data and intelligence.	Establish fire prevention and education for all members of the community through Community - Risk Reduction (CRR), code enforcement, and education for all ages.	To efficiently provide resources to support growth and improvement across all Divisions within the department.	Identify and provide relevant training and education to ensure that all employees within the organization will be successful in their roles and prepared for career development.
FY 2019 Strategy	Identify the best practices for Public Safety and secure funding.	Engage/partner in community outreach programs for targeted populations in Kalamazoo.	Evaluate & implement new approaches to address violent and property crimes.	Conduct comprehensive review of how KDPS responds to all calls for service.	Build foundation towards the development of comprehensive CRR program.	Provide comprehensive asset management in a fiscally-responsible manner.	To develop a training plan to address future training needs.
FY 2020 Strategy	Communication and identification of best practices.	Engage/partner in community outreach programs for targeted populations in Kalamazoo.	Evaluate & implement new strategies to communicate with internal/external stakeholders.	Implement changes identified to improve call response.	Develop/Implement CRR program.	Provide comprehensive asset management in a fiscally-responsible manner.	Implement developed training plan.
FY 2021 Strategy	Evaluate progress and identify future needs.	Engage/partner in community outreach programs for targeted populations in Kalamazoo.	Reduce drug-related crimes.	Analyze and re-evaluate plan to determine where additional improvement is needed.	Implement/Evaluate CRR program.	Provide comprehensive asset management in a fiscally-responsible manner.	Evaluate the effectiveness of training plan and change accordingly.

Revised: 1/15/19

Revised: 1/15/19

Budget

KDPS'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. 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

Collapse All	2019 Actual	2020 Adopted Budget	2020 Amended Budget	2021 Budget
▼ Community	\$ 31,946,749	\$ 32,481,624	\$ 32,524,506	\$ 32,419,685
▼ Public Safety	31,946,749	32,481,624	32,524,506	32,419,685
▼ Public Safety	31,946,749	32,481,624	32,524,506	32,419,685
Operations	17,657,160	17,686,025	17,686,025	18,717,874
Support Services	6,508,289	7,473,458	7,473,458	6,344,814
Criminal Investigation Division	3,230,578	3,083,652	3,083,652	3,105,585
Cops	2,279,855	2,404,108	2,404,108	2,657,164
Administration	1,308,006	1,532,903	1,575,785	1,382,548
Public Safety Contracts	962,860	301,478	301,478	211,700
Total	\$ 31,946,749	\$ 32,481,624	\$ 32,524,506	\$ 32,419,685

Departures

Kalamazoo Public Safety would like to take a moment to recognize the men and women who departed KDPS in 2021 after a long and dedicated career of serving the citizens of Kalamazoo. Their vast experience, commitment and enthusiasm will be missed.

Captain Matt Elzinga

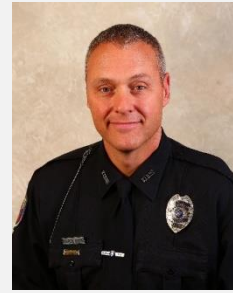
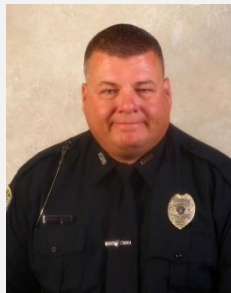
Executive Lieutenant Dave Thomas



PSO Manuel Bohannon

PSO Jeff Malcom

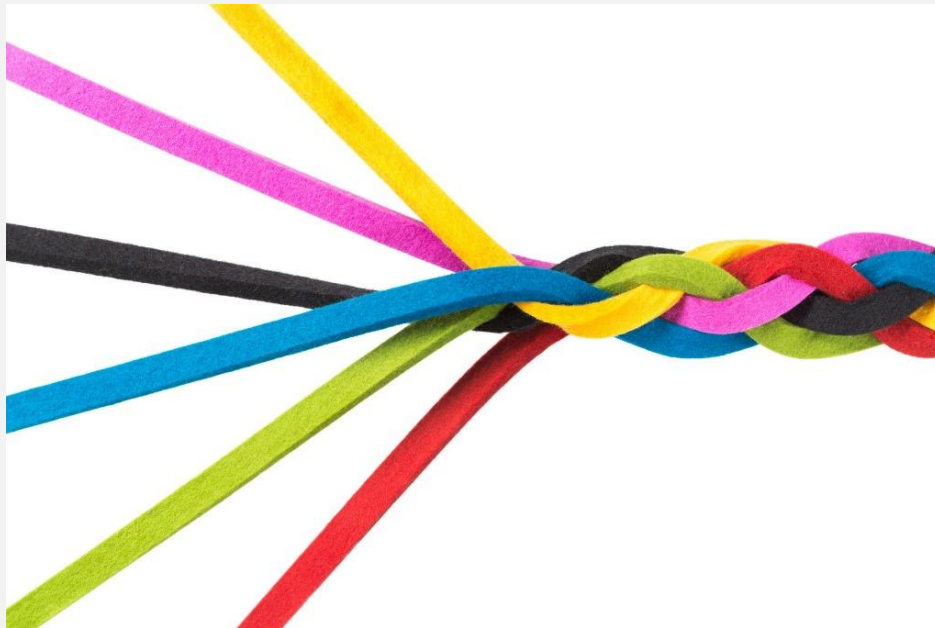
PSO Bruce Ott



A Look Ahead at 2022

We are slowly recovering from the impacts of the global pandemic that severely impacted our outreach and enforcement efforts which led to an increase in violent crimes involving youth in 2021. In 2022, we will continue our balanced approach with outreach and enforcement by engaging in proven strategies and partnerships including Group Violence Intervention (GVI), Bridging Opportunities, and the Police Activities and Athletic League (PAL).

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