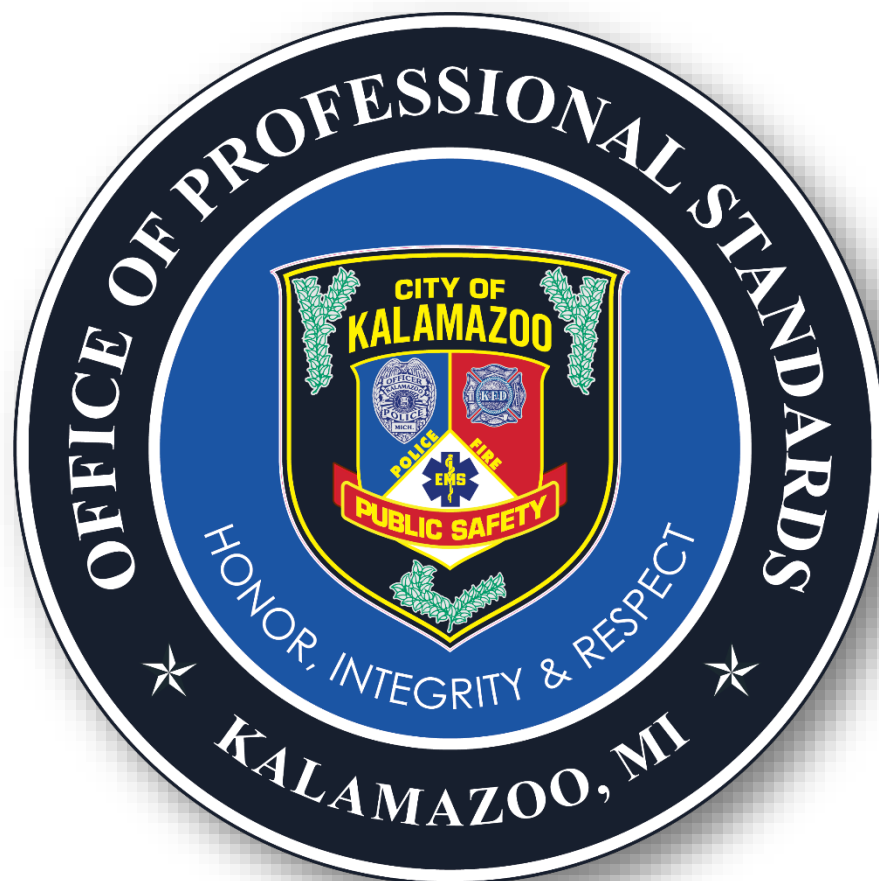


Kalamazoo Department of Public Safety
OFFICE OF PROFESSIONAL STANDARDS
ANNUAL REPORT AND ANALYSIS



2025

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Introduction

The Kalamazoo Department of Public Safety's (KDPS) Office of Professional Standards is responsible for the investigation of employee misconduct complaints, managing department policy, reviewing high-liability, high-risk incidents (e.g., use of force), managing police accreditation, and ensuring overall policy compliance. Additionally, Professional Standards serves as a liaison between KDPS and the Citizens' Public Safety Review and Appeal Board (CPSRAB). The Office of Professional Standards comprises a Captain and Inspector who work under the supervision of an Assistant Chief.

The following report summarizes and analyzes the 2025 internal affairs administrative investigations, as well as the department's use of force incidents, vehicle pursuits, vehicle crashes, foot pursuits, canine deployments, and on-the-job injuries. This report serves to further the mission of the Office of Professional Standards by accurately and transparently presenting data collected throughout the year. Further, this report aims to identify trends and evaluate the need for additional training, equipment updates, or policy revisions.

Internal Affairs

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

- Protect the public by identifying problem behaviors and improper decision-making by department personnel.
- Protect the department by taking appropriate action so that the misconduct of an individual employee does not detract from the public's trust in the department's ability to perform its duties as a whole.
- Protect employees against false or malicious allegations of misconduct by ensuring fairness and accuracy in all investigations.

KDPS classifies its internal affairs investigations into two categories: Police-Citizen Relations (PCR) Complaints and Internal Investigations. PCRs and Internal Investigations are typically investigated by the Office of Professional Standards. An investigation can include interviewing the complainant and involved officers, conducting site visits, obtaining professional opinions, and reviewing camera footage to determine if policy violations exist that would warrant discipline or additional training.

In 2025, the Office of Professional Standards handled oversight and/or investigation of 32 PCR complaints and 8 internal investigations.

Summary of Police-Citizen Relation (PCR) Complaints

PCR complaints are complaints generated by a source external to the department. PCR complaints are formal allegations of misconduct that, if true, would violate KDPS policy/procedure or the law. In 2025, the Office of Professional Standards received 32 PCR complaints comprising a total of 53 allegations made against officers (many PCR complaints have several allegations within them).

KDPS officers handled 135,967 calls for service in 2025 (including police, fire, and EMS calls). The number of PCR complaints per call for service was approximately .023%, or approximately one PCR complaint for every 4,248 calls for service handled.

All 32 PCRs were investigated by the Office of Professional Standards and forwarded to the Chief of Public Safety for final review and disposition. Figure 1 shows number and types of general allegations made against officers.

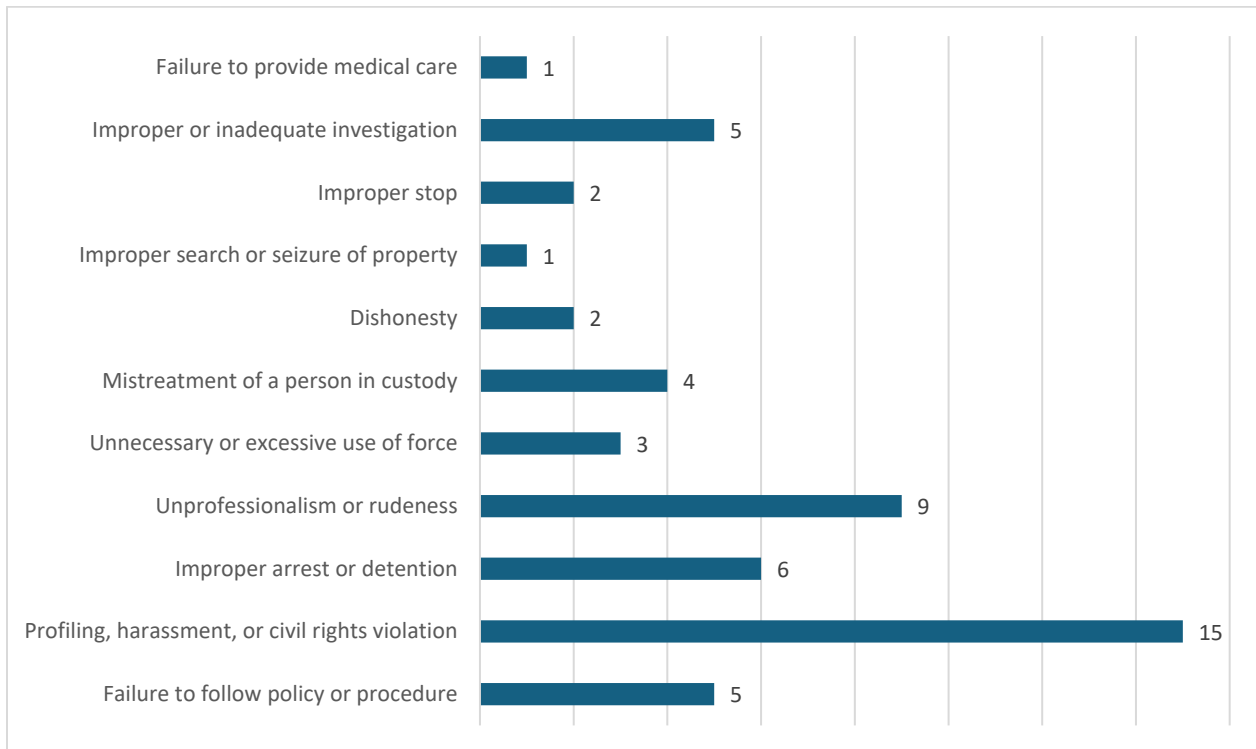


Figure 1. 2025 PCR allegation areas

As illustrated in Figure 1, the most common allegations made against officers in 2025 were (1) profiling, harassment, or civil rights violations, (2) unprofessionalism or rudeness, and (3) improper arrest or detention.

During the complaint process, the Office of Professional Standards investigates the allegation areas made by the complainant, makes disposition recommendations for the

allegations based on compliance with KDPS policies and procedures, and forwards the completed investigation to the Chief of Public Safety for final review. The Chief of Public Safety can agree or disagree with the recommendations or can send the report back to Professional Standards for further investigation.

The Office of Professional Standards uses five distinct disposition recommendations for PCR complaints:

Exonerated: When the investigation determines that the alleged act occurred, but that the act was justified, lawful and/or proper.

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.

Sustained: When the investigation determines sufficient evidence to establish that the act occurred and that it constituted misconduct.

Not Sustained: When the investigation determines that there is insufficient evidence to sustain the complaint or fully exonerate the member.

Withdrawn: When a complainant chooses to withdraw their complaint prior to the end of the investigation.

The Office of Professional Standards may also make a disposition recommendation of “**Misconduct Not Based Upon the Complaint.**” Also referred to as “misconduct other.” This recommendation occurs when an investigation finds misconduct or improper job performance that was not alleged during the original complaint. An example of this would be an officer failing to promptly activate their body camera. To remain transparent and accountable, the Office of Professional Standards investigates all potential policy violations found during an investigation and presents its findings to the Chief of Public Safety for final disposition. The graph on the next page (Figure 2) illustrates the dispositions of all allegations in 2025.

If an allegation was *sustained* against an officer, or a *misconduct other* finding was made, corrective measures were taken to address the relevant policy issues. The goal of corrective action is to hold the involved officer(s) accountable to deter future events and to provide an opportunity to improve officer performance. KDPS utilizes progressive discipline when appropriate.

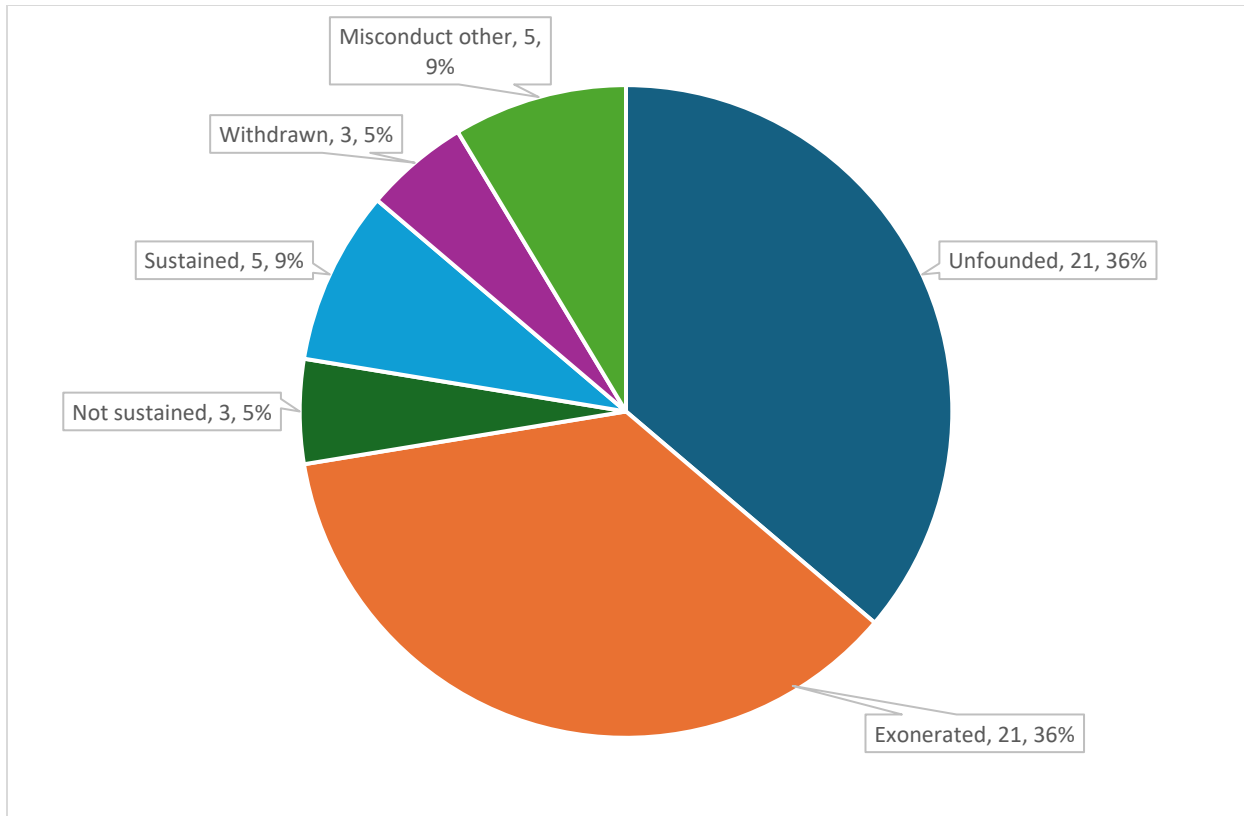


Figure 2. 2025 PCR outcomes

Citizens 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 Citizens Public Safety Review and Appeal Board (CPSRAB).

In 2025, two complaints were appealed to CPSRAB. CPSRAB recommended sustaining the decision made by the Chief of Public Safety in one complaint, and recommended overturning the Chief’s decision in the other. The Board’s recommendations were sent to the Kalamazoo City Manager for final determination.

Analysis of Police-Citizen Relation (PCR) Complaints

There was a 33% decrease in PCR complaints during 2025 from the 48 complaints filed in 2024. There was no discernable operational or policy-related trend to explain the decrease. A double-digit year-to-year increase *or* decrease has been consistent in the past several years: 2023 saw 32 PCRs filed, 2022, 51, and 2021, 31.

It should be noted that a small number of people filed multiple complaints (for example, one person filed five PCRs; another filed three).

During the year's PCR investigations, the following five allegations were sustained against officers:

- Unprofessionalism/rudeness (3)
- Failure to follow policy or procedure (2):
 - Officer failed wear a high visibility vest at a crash scene (1)
 - Officer failed to provide name/badge number upon request (1)

The following five *misconduct other* allegations were sustained:

- A search of a person was conducted without proper reason (1)
- An officer failed to de-escalate, which could have prevented a use of force (1)
- A supervisor failed to direct an employee to a don traffic vest at a crash scene (1)
- An officer failed to activate a body-worn camera (2)

Complaints with *sustained* or *misconduct other* allegations represented .0058% of all calls for service.

No larger trends or overarching problems were identified relating to citizen complaints. When complaints were found to be sustained or had a finding of misconduct other, training was conducted with the involved employee(s) and discipline was levied when appropriate.

Bias-Influenced Policing

Allegations of bias-influenced policing are categorized as "Profiling, harassment, or civil rights violation" for purposes of data collection and analysis. Investigations into these complaints found no sustained allegations of bias-influenced policing in 2025, nor any pattern or trend that may be fostering such allegations.

Summary of Internal Investigations

The Office of Professional Standards is also tasked with investigations involving allegations of misconduct discovered internally, instances when deadly force is utilized, and when officers are involved in off-duty incidents involving law enforcement that could bring discredit to the department. These types of investigations, while rare, tend to involve more serious allegations being made against an officer.

In 2025, the Office of Professional Standards conducted eight internal investigations into the actions of KDPS employees. Of these investigations, six resulted in policy violations being sustained against five department members. Corrective action ranged from suspensions (one employee) to written reprimands (two employees). Two employees resigned while under investigation.

Analysis of Internal Investigations

The year's internal investigations were initiated for separate, non-connected issues, and no overarching deficiencies were identified.

Use of Force

Summary of Use of Force Incidents

In 2025, officers used force *beyond a firearm display* in 377 incidents, or once every 358 calls for service. Unless a person is being taken into custody for mental health reasons, nearly all use of force incidents were arrest-related (i.e., contacts made for the purpose of an arrest, or incidents where an arrest became necessary because of a citizen's resistance). In 2025, KDPS made 4,146 arrests, meaning force was used in one out of every 12 arrests (8.3% of total).

As a rule, the amount of force used by an officer is predicated on a person's level of resistance against them. Federal law requires that all force used by officers must be "objectively reasonable" considering the totality of circumstances. KDPS also has a duty to intercede policy which requires officers to intervene and report if they observe another officer using force that is clearly beyond what is objectively reasonable for the circumstances.

Definitions

For the purpose of documenting the different levels of force an officer uses in response to a subject's actions, KDPS officers utilize definitions established in the MCOLES Subject Control Continuum in their Use of Force reports.

Subject action

Inactive resistance - Resistance that may include psychological intimidation and/or verbal resistance (e.g., blank stare, clenching of fist(s), tightening of jaw muscles, etc.).

Passive resistance - Any type of resistance whereby the subject does not attempt to defeat the officer's attempts to touch and control the subject, but still will not voluntarily comply with verbal and physical attempts of control (e.g., dead weight, failure to obey verbal commands, etc.).

Active resistance - Any action by a subject that attempts to prevent an officer from gaining control of the subject (e.g., pulling/pushing away, blocking, etc.).

Active aggression - Physical actions/ assaults against the officer or another person with less than deadly force (e.g., advancing, challenging, punching, kicking, grabbing, wrestling, etc.).

Deadly force assault - Any force used against an officer or another person that may result in great bodily harm or the loss of life.

Officer response

Officer presence/verbal Direction - Identification of authority; verbal direction; use of restraint devices.

Compliance controls - Soft empty hand techniques; compliance control devices (e.g., CEW, baton).

Physical controls - Hard empty-hand techniques (e.g., strikes, takedowns)

Intermediate controls - Intermediate weapons (e.g., impact weapons)

Deadly force response - Any force used by an officer that has a reasonable probability to cause death.

Summary, Cont.

KDPS separates force incidents into two categories to depict the actions of officers more accurately: *show of force* incidents and *use of force* incidents. Show of force incidents are limited to when an officer displays a firearm for compliance only, and no other force is used. Use of force incidents encompass all incidents where force is used above compliant handcuffing. Use of force incidents might also include a firearm display for compliance, in connection with other types of officer response. Officers may display their firearm in certain situations by policy to protect themselves or others. This display must be documented in an appropriate show of force or use of force report, depending on the situation, and there must be articulation on why the firearm display was necessary. In 2025, there were 108 show of force incidents.

Of the 377 use of force incidents, officers documented 1,014 resistance levels by the subjects involved. This is higher than the total number of force incidents because a subject may demonstrate more than one type of resistance during an incident, or a single use of force incident may involve more than one subject. The following chart demonstrates the documented subject actions (in the aggregate) faced by officers.

Figure 3. Subject actions in all 2025 use of force incidents

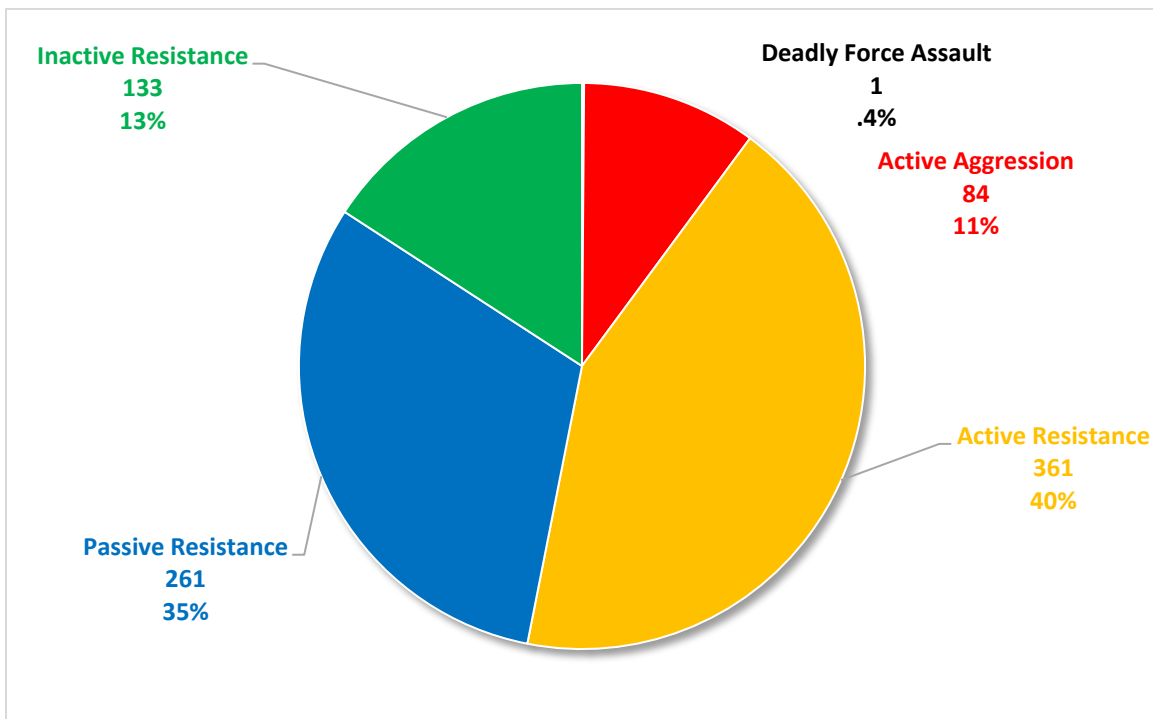


Figure 3. Resistance levels faced by officers in 2025

Of the 1,014 subject actions documented in 2025, 446 (approximately 44%) were at the active resistance level or higher. The remaining subject actions were at a lower level of resistance.

An officer may use several different levels of force in a single incident depending on the levels of resistance offered by a citizen. The officer may start at a lower level of response and escalate or deescalate their response to a higher or lower level. During 2025, there were 1,284 recorded officer responses used in the 377 incidents, absent verbal direction and officer presence. This amounts to approximately three officer responses and/or levels of force being utilized in each use of force incident. In many incidents, an officer must adapt to a person’s changing behavior and alter their techniques appropriately. Further, many use of force incidents involve more than one officer (thus, data would show more than one response point in a single incident).

Figure 4 demonstrates the officer responses used in 2025. The data for “Firearm display” included in this figure is for *use of force* incidents where a firearm was displayed in conjunction with other actions (not alone as a *show of force*).

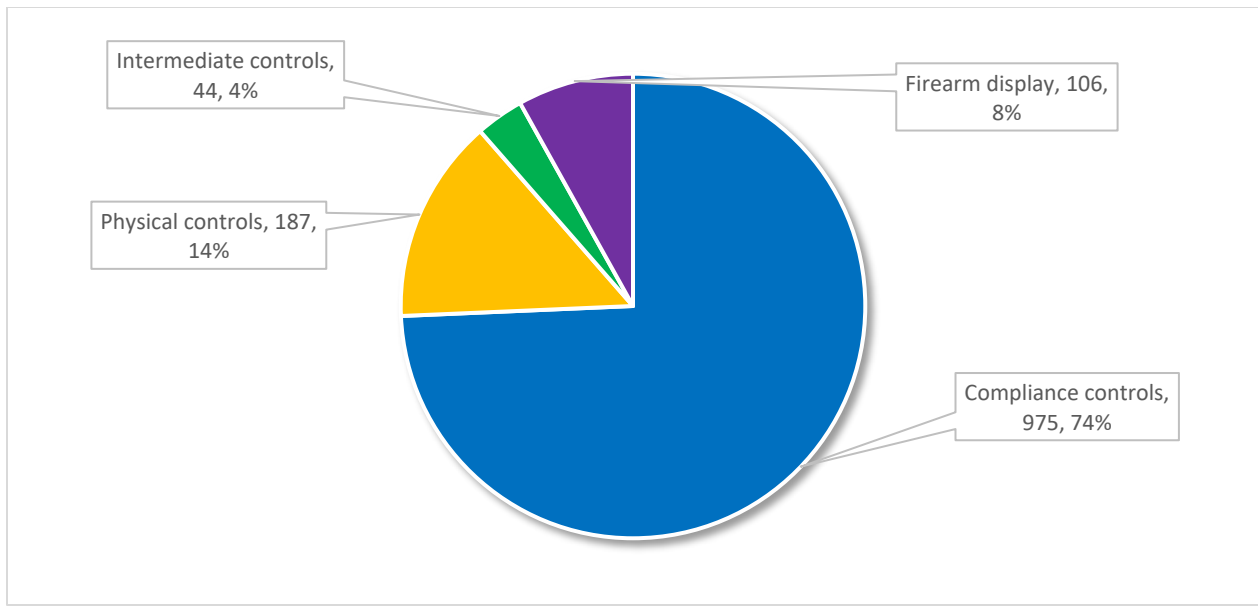


Figure 4. Use of force incidents: 2025 officer responses to resistance

Officer responses do not include officer presence/verbal direction as this category of response occurs in every use of force incident. The most common officer response, outside of officer presence/verbal direction, is to use a compliance control (74%). This can include using pressure points, joint locks, muscling, or having to physically maneuver a subject. The next common officer response is physical controls (14%). This includes strikes and takedowns. Firearms were displayed 106 times (8%), and intermediate controls (e.g., Taser, OC spray, K9 deployment,) were used in 4% of incidents. Deadly force was not utilized by officers in 2025.

All incidents where force must be utilized can result in injury to both the subject and officer(s). Injuries are more prevalent for both the officer and the citizen when officers must go hands-on with them. During 2025, officers were injured in 79 use of force incidents; citizens, in 77. The majority of the injuries to both citizens and officers were minor in nature and consisted of abrasions, sprains/strains, pain, and/or lacerations. Citizens and officers both received medical attention for their injuries whenever needed, which consisted of minor first aid on scene, treatment by ambulance personnel on scene and/or treatment at a medical facility.

In 2025 incidents involving the use of force, subjects were charged with a criminal offense and/or arrested in 92% of incidents. Instances where a subject was not charged included (1) those experiencing a mental health crisis where an officer intervened to take the citizen into custody for transport to a medical facility, (2) where the citizen escaped an officer's attempts to take them into custody (e.g., fled on foot) and was not identified, or (3) when unique circumstances existed where an arrest was not appropriate.

Analysis of Use of Force Incidents

Use of force incidents have decreased every year since at least 2022 (see left axis, Figure 5 below), as calls for service have increased over that time (right axis). In 2022, KDPS recorded 426 use of force incidents, 396 in 2023, 387 in 2024, and 377 in 2025. The use of force during arrests also decreased in that same timeframe, from 12% of arrests in 2022 requiring force to 8.3% in 2025. While the number and types of calls per service per year can have an impact on the need for force application, KDPS officers’ training and tactics have undoubtedly played a role. For years, the department has focused on de-escalation – including the use of time, communication, and available tools – to reduce the need for the application of force, and it will continue to do so into the future.

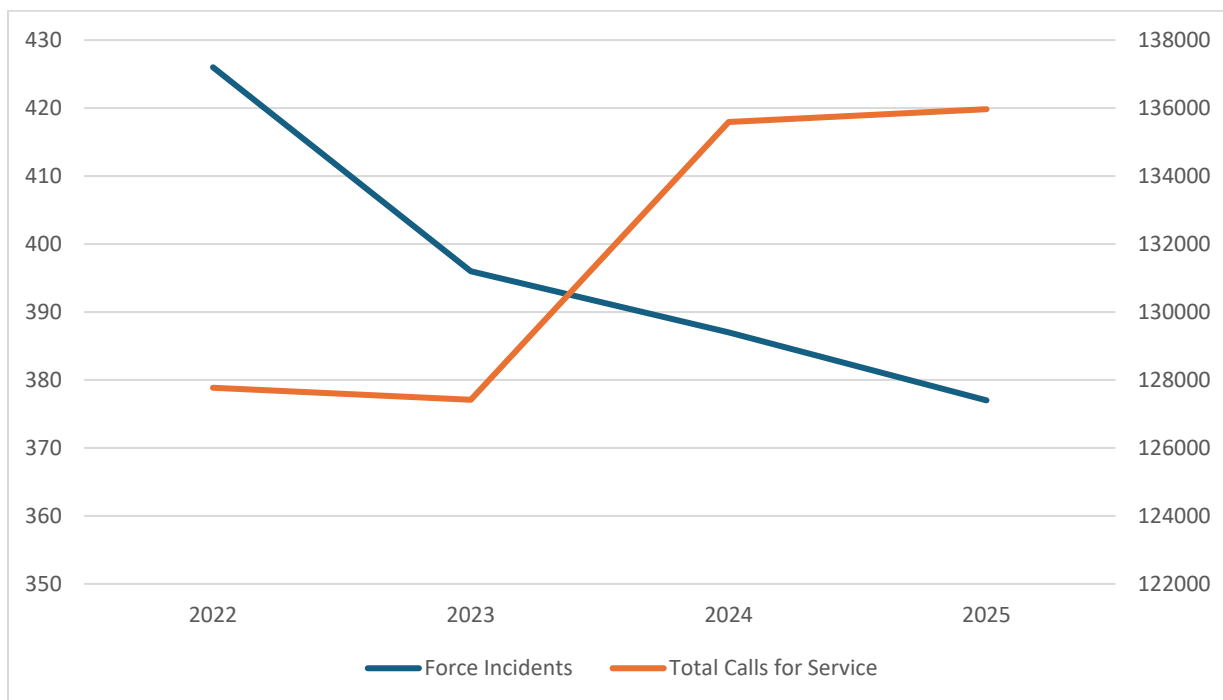


Figure 5. Use of force incidents over time

As a Michigan Law Enforcement Accreditation Commission (MLEAC) accredited police agency, KDPS must conduct a meaningful review on every use of force incident. A meaningful review evaluates whether policy was followed (and if discipline is warranted), training is required, equipment changes are recommended, or a change in a policy is needed. A meaningful review is conducted by the involved officers’ front-line supervisor(s), and again by the Office of Professional Standards. If a deficiency or violation is found after a meaningful review, corrective action is taken. Corrective actions are based on the totality of circumstances surrounding each incident. Taken together, especially year-to-year, these meaningful reviews provide a basis for an analysis of program effectiveness, needs, and

recommended changes. The following is a summary of the year's meaningful review analyses:

Policy Compliance/Discipline - None of the 377 Use of Force incidents in 2025 resulted in a determination that the force used was inappropriate, excessive, or unjustified.

Policy Recommendations – No recommendations for policy changes were made during the meaningful review process.

Equipment Recommendations – All equipment issues noted during the meaningful review process were associated with the Taser 10, which was in its first full year of service with the department. Each one of these issues was diagnosed by our in-house Master Taser Instructor and the problems remedied.

Training - During the meaningful review process, training was warranted in 80 incidents. Training typically occurs on an individual or small-group level, depending on the training needs, and is often conducted to improve operational soundness, efficiency, and officer safety. Training does not always indicate a deficiency. The analysis did not identify a department-wide deficiency or trend, however, it did identify several areas where overall training could be improved, including communication between officers, giving clear, direct verbal commands subjects under arrest, and improving professionalism (language, specifically) during high stress encounters.

The Training Division was notified of the year's meaningful review results, as they are every year, for review and incorporation into their curriculum.

Vehicle Pursuits

Summary of Vehicle Pursuits

KDPS officers do not pursue every vehicle that flees from them. Relative to the number of drivers who choose to flee from officers, the agency typically only pursues a fraction of those vehicles, either because the initiation of a pursuit does not comply with policy, or the risk caused by a potential pursuit is too great. Whether or not an officer initiates a pursuit, KDPS officers are required to complete a report every time a vehicle flees from them. The purpose of this documentation is to demonstrate that even in circumstances where a pursuit was authorized by policy, officers still weigh the totality of the circumstances along with potential community risk when making a pursuit decision.

In 2025, KDPS recorded 105 incidents in which a vehicle fled from an officer. Of these 105 incidents, KDPS officers initiated 27 pursuits (25% of total). Figure 6 shows the number of vehicle pursuits relative to the total number of fleeing vehicles over the past four years. As illustrated in the chart, while the number of vehicles fleeing from officers has decreased

between 2025 and 2022 by 52%, the number of pursuits initiated by officers has decreased by over 72%.

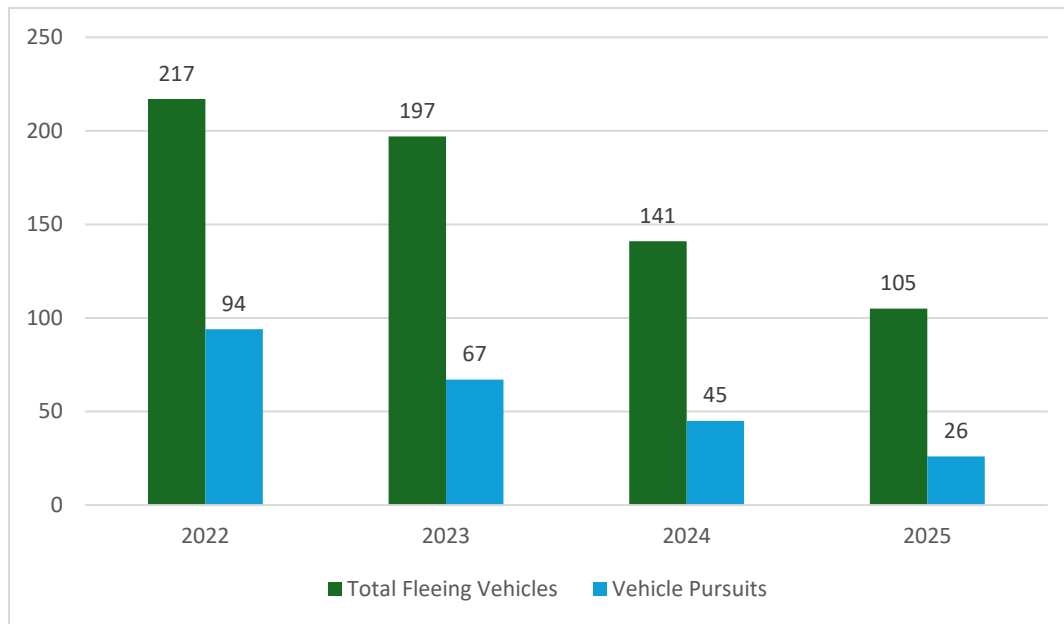


Figure 6. Total vehicle pursuits relative to number of fleeing vehicles, by year.

85% of pursuits in 2025 were initiated in response to a non-violent felony crime (e.g., stolen vehicle), whereas violent felony crimes accounted for the majority of the remaining pursuits. Most pursuits initiated traveled less than 2 miles in total distance (46%), and most (58%) were terminated by the officer or supervisor (typically based on changing pursuit conditions). Of the 42% of pursuits that were not terminated, the pursuit ended by the suspect vehicle failing or crashing (54%), by the suspect stopping the vehicle (27%), or by forced intervention, e.g., spike strips (18%).

KDPS policy requires officers and their supervisors to constantly monitor the conditions of a vehicle pursuit and to terminate the pursuit if the risks of continuing the pursuit begin to outweigh the benefits of capturing the suspect. Officers are required to take factors such as the nature/seriousness of the complaint, time of day, traffic conditions, weather, and vehicle speeds into consideration when deciding to initiate and/or continue a vehicle pursuit.

Analysis of Vehicle Pursuits

Vehicle pursuits have decreased every year since at least 2022. In 2022, KDPS recorded 94 pursuits, 67 in 2023, 45 in 2024, and 26 in 2025. While a drop in annual motor vehicle thefts is a contributing factor (432 thefts in 2022 down to 351 in 2025), the department's use of equipment and technology, including the Real Time Crime Center, license plate readers, the FUSUS camera networks, stop sticks, and drones, have provided officers with

alternate ways to track fleeing vehicles and identify the suspect(s). Further, a 2023 policy update allowed for the use of *vehicle intercepts* to stop a vehicle from fleeing and prevent the need for a pursuit. A vehicle intercept is a low-speed intentional contact between a vehicle and a patrol car meant to deny a suspect the ability to flee in a vehicle. 18 vehicle intercepts were utilized in 2025.

Vehicle pursuits are meaningfully reviewed through the same process and with the same criteria as a use of force incident (see explanation on page 11). These meaningful reviews provide a basis for an analysis of agency effectiveness, needs, and recommended changes concerning our vehicle pursuits and responses to fleeing vehicles.

Policy Compliance/Discipline - Corrective action in the form of discipline was warranted in one case (written criticism) for actions during pursuits.

Policy Recommendations - There were no recommendations to change policy during the meaningful review process.

Equipment Recommendations - No changes to equipment were recommended during the meaningful review process.

Training - Training was warranted in 16 incidents (which included the one incident where discipline was issued). Training is often conducted to improve operational soundness, efficiency, and officer safety, and does not always indicate a deficiency. Training topics included reviews of KDPS Policy 307 (Vehicle Pursuits), risk assessment and decision-making, safe driving speeds/techniques, and using proper radio communications.

Although not required by accreditation standards, KDPS has also elected to conduct a meaningful review on all fleeing/eluding (non-pursuit) incidents, to ensure compliance with our pursuit policy. In 2025, training was provided in 14 of these incidents, including one where discipline was also issued. Training was provided to officers for a variety of issues, including traveling at excessive speeds without lights/sirens activated, proper deployment of spike strips, and improving radio communications.

Foot Pursuits

Summary of Foot Pursuits

Foot pursuits are captured within the use of force module and are reviewed as a part of the use of force review. As such, the Office of Professional Standards is unable to delineate certain foot pursuit data from overall use of force data.

In 2025, KDPS documented 96 foot pursuits. In 90 of these incidents, the pursued subject was either arrested, or they eluded capture but their identity was known and they were later charged for their actions. In the remaining six foot pursuits, the subject escaped capture and was not identified.

Officers received injuries in 18 foot pursuits, and the pursued subject sustained injuries in 22. Based on how the data is collected, it is possible that some of these injuries resulted from officers having to use force during the arrest and not from the foot pursuit specifically, as both are captured in the same reporting module.

Analysis of Foot Pursuits

As a MLEAC-accredited police agency, a meaningful review must be conducted on every foot pursuit incident. The following is an analysis of foot pursuits based on the aggregate of the year's meaningful reviews.

Policy Compliance/Discipline – All foot pursuits compiled with KDPS policy.

Policy Recommendations - There were no recommendations to change policy during the meaningful review process.

Equipment – Foot pursuits did not reveal any equipment concerns or recommendations.

Training – Training, which typically occurs on an individual or small group level, is often conducted to improve operational soundness, efficiency, and officer safety, and does not always indicate a deficiency. The analysis of 2025 incidents did not identify any department-wide deficiencies or trends; however, individual training specific to foot pursuits included (1) use of unprofessional language during high stress situations, and unintentional late activation of body-worn cameras.

An analysis of the year's meaningful reviews did not reveal any larger issues related to officer decision-making to begin, continue, or end a foot pursuit.

Employee-Involved Crashes

Summary of Employee-Involved Crashes

Kalamazoo Public Safety completes an internal traffic crash report whenever a KDPS vehicle is involved in a traffic crash that results in property damage or injury. This includes crashes that occur on private property and those that occur on the roadway. In 2025, KDPS responded to 42 traffic crashes involving department-owned vehicles. A KDPS member was at fault in 25 crashes (56% of total). No employees or citizens were injured as a result of any agency crash. 40% of the crashes occurred between 1200 and 1800 hours, and the

crashes were spread evenly throughout the year (four or five per month). May had the highest number of crashes (eight), and April and October had the fewest (one in each month).

Analysis of Employee-Involved Crashes

As a MLEAC-accredited police agency, a meaningful review must be conducted on every vehicle crash incident. The following is a summary of the year's meaningful reviews:

Policy Compliance/Discipline – Discipline was issued in seven crashes either in the form of a written criticism or written reprimand.

Equipment – No equipment recommendations were made.

Policy Recommendations – No equipment recommendations were made.

Training – Training was conducted after all 25 at-fault (including all of the above incidents in which discipline was issued). Training was specific to each circumstance, and no department-wide or wider-ranging deficiency or training need was noted.

Employee Injuries / Exposures

Summary of Employee Injuries / Exposures

All employee injuries / exposures are captured on an on-the-job injury (OJI) form that is completed by the involved employee's immediate supervisor. The supervisor conducts a meaningful review of the incident, and then routes the form through the chain of command to the department's Health and Safety Officer for review.

In 2025, there were 75 injury / exposure reports submitted by KDPS personnel. As a result of these injuries, 29 employees required medical evaluation, with the remainder requiring only first aid or no immediate treatment. Figure 6 shows the cause of each injury / exposure report.

Analysis of Employee Injuries / Exposures

The following is a summary of 2025's OJI-related meaningful reviews:

Policy Compliance/Discipline – During the meaningful review process, no discipline was warranted in any OJI incident.

Equipment – During the meaningful review process, one equipment issue was identified related to lack of PPE available at a training location.

Policy Recommendations – There were no recommendations to change policy during the meaningful review process.

Training – During the meaningful review process, training related to OJI was warranted in four incidents. Training is often conducted to improve operational soundness, efficiency, and officer safety, and does not always indicate a deficiency. Training occurred on an individual level and included improving subject control / defensive tactics, maintaining situational awareness during canine deployments, proper ladder safety on the fireground, and vehicle operations. The reviews did not identify any department-wide deficiencies or trends.

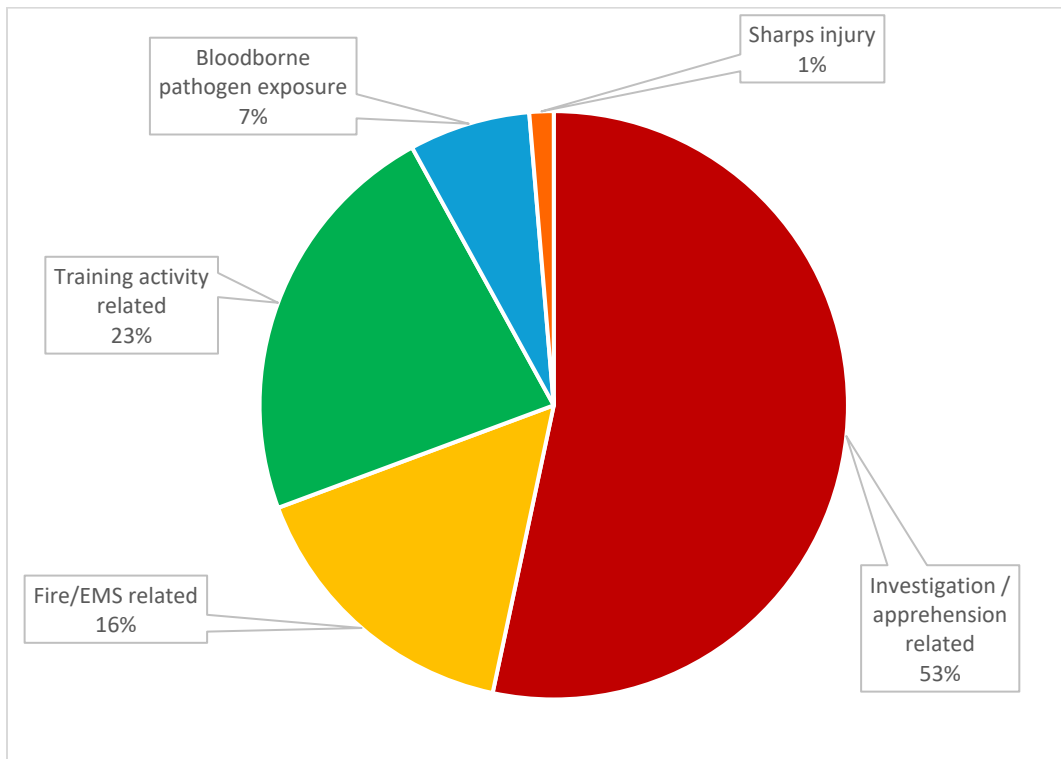


Figure 7. 2025. Causes of employee injuries / exposures as a percentage of total reports

Police Canine Deployments

Summary of Canine Deployments

Whenever a KDPS canine is deployed to apprehend a person, and that deployment results in a bite (use of force), the Office of Professional Standards responds to investigate. The involved officer also completes a use of force report.

In 2025, no KDPS canines were used to apprehend any persons; however, an uninvolved citizen was accidentally bit by a canine that was actively tracking a person who had escaped police custody. This bite did not result in any injury.

Analysis of K9 Deployments

The single bite incident, though unintentional, was found not to be within policy, and subsequent training was conducted with the handler and their canine.

KDPS canines were deployed numerous times in 2025 for free air sniffs, article searches, building searches, and tracking. While these numerous deployments ensure that the handlers and their canines maintain proficiency through practical experience, quality control and improvement is also ensured through weekly training. Among their numerous training topics, for example, the K9 Team collectively dedicated over 60 hours to bite and aggression in 2025.

Operational Changes

In its 2024 Annual Report, the Office of Professional Standards detailed the success of the Axon body-worn camera system, and Taser 10 CEW devices. 2025 was the first full year with both of these upgrades, and the investments proved themselves: there were very few issues with BWCs over the course of the year, and the use of the Taser to avert a hand-on use of force increased 10-fold compared to 2023 (the last full year with the older Taser X26P).

2025 also saw the beginning of a complete policy and procedure rewrite. Over the course of the next year, outdated practices and redundant language will be removed, and the size of the policy/procedure manual will be reduced significantly. The long-term goal of this project is to provide agency members with a more manageable and concise guidebook for their daily work while having minimal impact on the department's current modes and methods of operation.

2025 also marked the beginning of the department's transition to its new records management system (RMS) and Professional Standards reporting software ("Standards"). Both of these programs are in the design phase and will be rolled out in late 2026. Standards replaces BlueTeam, which is the department's current use of force / show of force / vehicle pursuit reporting platform. It is hoped that Standards will allow for the capture of higher quality data, with more robust data reporting capabilities.

Conclusion

Throughout 2025, KDPS officers showed professionalism and sound judgment in their daily interactions with the public. When possible, they utilized de-escalation, training, equipment, and technology to reduce the incidence and severity of high-risk interactions. The department's functions highlighted in this report demonstrate KDPS' dedication and commitment to accountability, transparency, training, and good

governance. In 2026, the Office of Professional Standards will continue to review and analyze data to strengthen the quality of service delivered to the citizens of the Kalamazoo community.