

Michigan Association of Chiefs of Police
MICHIGAN LAW ENFORCEMENT ACCREDITATION PROGRAM



Onsite Final Report

The City of Kalamazoo
August 5-6, 2020

Team Leader: Paul Tennes

Team Member: Brad Wise

A. Agency Name, CEO and AM:

Kalamazoo Department of Public Safety
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B. Dates of On-Site Assessment:

Wednesday, August 5, 2020 – Thursday, August 6, 2020

C. Assessment Team:

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D. Community and Agency Profile:

1. Community Profile

The City of Kalamazoo started as the Village of Bronson in 1831. Shortly thereafter, Governor Lewis Cass selected the village as the site of the county seat, which spurred the rapid development of the community. In 1836, the town's name was officially changed to Kalamazoo.

Today, Kalamazoo hosts the Kalamazoo Promise, three higher learning institutions, two nationally recognized healthcare systems, diverse and affordable housing, award winning water and water reclamation systems, and many parks, lakes and golf courses. A wide variety of businesses call Kalamazoo home, including major players in the pharmaceutical, medical science, and craft beer industries. The City also offers an assortment of cultural attractions that you might only expect to find in larger metropolitan areas including music, visual art, dance and theatre.

Kalamazoo is located in southwestern Michigan approximately 136 miles west of Detroit, and 145 miles east of Chicago. The City has ~75,000 permanent residents and an array of temporary student residents during the school year.

2. Agency Profile

KDPS is the largest fully integrated Public Safety Department in the country, providing police, fire and EMS services. Our over 270 employees, who are cross-trained in multiple disciplines, provide a unique experience in the first responder services they deliver. One minute a Public Safety Officer can be assisting a crime victim, and the next be extinguishing a burning house, followed by providing high-quality CPR. Their pride can be seen in each discipline and at every call.

KDPS prides itself on collaborating with the community. Although we have traditional Community Police Officers, we consider *every* officer to be a Community Police Officer. Our partnerships are highlighted in programs such as Pastors on Patrol, Group Violence Intervention, Police Athletic League and Bigs with Badges, to name just a few. We are also proud of our partnerships with surrounding jurisdictions to host such units as the Fraud Taskforce, the Kalamazoo Valley Enforcement Team, and the Kalamazoo Consolidated Crime Lab. Our Federal partners include the ATF, FBI and DEA, with officers working in tangent with those agencies. These relationships have allowed us to deliver strategic crime fighting and crime prevention methods to our community.

3. CEO Biography

Chief Karianne Thomas is a 26-year veteran of the Kalamazoo Department of Public Safety and has filled integral roles at both KDPS and in the City of Kalamazoo's Administration. Her career at KDPS has included serving as a Public Safety Officer, KVET investigator, Crime Lab Technician, Crime Lab Specialist, Detective Bureau Sergeant, DEA Task Force Agent, Inspector in the Office of Professional Standards, Assistant Chief of Public Safety, and Deputy Chief of Public Safety. She has also been personally involved in hiring over half of the Department's current sworn officers and served as Interim Human Resources Director for the City Administration.

While at KDPS, Chief Thomas has received nine commendations from four different Public Safety Chiefs. In 2015, she was recognized by the YWCA of Kalamazoo as a Woman of Achievement. She also serves on multiple boards, to wit: Kalamazoo Probation Enhancement Program (KPEP), Special Weapons and Tactics team (SWAT), Kalamazoo County Consolidated Dispatch Authority (KCCDA) Committee, Kalamazoo Valley Community College's Criminal Justice Advisory Board, MCOLES Commission, and Michigan Law Enforcement Accreditation Commission. In 2018, ISAAC recognized her efforts over the past 24 years by awarding her with the Woman on the Move Award. Also, in 2018, Chief Thomas was presented with Ferris State University's School of Criminal Justice's Distinguished Alumni Award.

Chief Thomas graduated from Eastern Michigan University with a Bachelor's Degree in Criminal Justice and from Ferris State University with a Master's Degree in Criminal Justice Administration. She attended the FBI National Academy in 2014 and is a veteran of the United States Army where she attained the rank of Captain. She is married with two adult children.

The Kalamazoo Department of Public Safety is the country's largest combined public safety organization. Chief Thomas' appointment to the position of Public Safety Chief in November 2017 marks the first time a female has held the position in Kalamazoo.

4. Accreditation Manager Profile

Assistant Chief Jeff VanderWiere graduated from Central Michigan University in 2012 with a Master's Degree in Administration. Additionally, he holds a Bachelor's degree in Psychology/ Sociology from Kalamazoo College and is a graduate of PERF's Senior Management Institute for Police (2018).

Assistant Chief VanderWiere began his career with the Kalamazoo Department of Public Safety in September of 1996, promoting thru the ranks of Sergeant (2005), Lieutenant (2012), Captain (2015) and was named Assistant Chief in January of 2018. Throughout his career Assistant Chief VanderWiere has served the department in numerous roles to include Canine Handler, Field Training Officer, Field Training Supervisor, Taser Instructor, Fire Sergeant, Training Division Commander, Office of Professional Standards, Strategic Planning, and Emergency Management.

In 2017, Assistant Chief VanderWiere was assigned the responsibility to completely re-vamp the department's policies and procedures in preparation for accreditation. This effort was undertaken to ensure that the policies of this department met or exceeded the best practices within law enforcement as dictated by the MACP accreditation standards.

Inspector Danielle Guilds graduated from Western Michigan University in 2005 where she earned a Bachelor's Degree in Criminal Justice and Sociology. She is currently pursuing her Master's Degree at Western Michigan University for Organizational Change Leadership.

Inspector Guilds joined Kalamazoo Public Safety in 2005 and has served in numerous divisions and capacities within the Department. She joined the Office of Professional Standards in 2019 and took on the role of accreditation manager along with other divisional responsibilities to include hiring/recruiting, policy management and internal affairs. Inspector Guilds is active with the recruiting team and social media team.

1. Future Issues

The Kalamazoo Department of Public Safety has recently faced mass retirements that are projected to continue into the upcoming years. Specifically, in the next three years, KDPS anticipates the loss and needed replacement of ~25% of the department's current workforce due to planned retirements. These retirements have an immediate, direct impact on the daily staffing levels of the department and a prolonged impact by the vast loss of experience. It will be ever important for the department to continue its hiring and recruiting efforts to provide a qualified and diverse workforce to serve the Kalamazoo community.

E. Public Information Activities:

Public notice and input are cornerstones of democracy and MLEAC accreditation. This section reports on the community's opportunity to comment on their law enforcement agency and to bring matters to the attention of the commission that otherwise may be overlooked.

1. Telephone Contacts

The public telephone line was active on Thursday, August 6, 2020, from 10:00 a.m. to 12:00 p.m.

Pastor William Rolland, Galilee Baptist Church, (269) 349-5597

Rolland retired from the City of Kalamazoo Public Works Department. He has long-standing relationships with current and retired Kalamazoo Department of Public Safety (KDPS) command staff members. He describes KDPS as having good relations with the public and are responsive to citizen's concerns. Rolland stated that KDPS is a professional organization that believes in competency and accountability.

Rolland fully supports the agency's efforts to become state accredited.

Pastor Greg Jennings, Progressive Deliverance Ministries COGIC, (269) 598-4892

Jennings is a member of Pastors on Patrol. He has extensive relationships within KDPS, as his organization works closely with them. Jennings explained that they ride with officers and are often called to various incident where they can assist, such as death notifications or other traumatic situations. Jennings stated that the officers have a difficult job, but they seem to perform it in a professional and competent manner. Jennings said that KDPS understands the importance of diversity. This is demonstrated by programs such as Pastors on Patrol, COPS, etc.

Jennings fully supports the agency's efforts to become state accredited.

John Hilliard (269) 337-6494 President Millwood Neighborhood Watch

Hilliard is the president of the Millwood Neighborhood Watch, which is located in the southeast corner of the City of Kalamazoo. Hilliard stated that the Watch works closely with KDPS. Hilliard said that KDPS is responsive to the needs and request that the Watch brings to them. Hilliard stated that the area COPS officer attends their monthly meetings, which he finds helpful. The officer provides daily statistics to them and they are able to inform the officer of happenings in their Watch area. Hilliard specified that the Watch recently provided the COPS officer with five locations that speeding motorist were an issue. KDPS responded with directed efforts, reducing speeds in three of the five areas. Hilliard said that the other two areas were a work in progress. Hilliard reiterated that the COPS officers are a valuable resource and he wished that there were more of them.

Hilliard fully supports the agency's efforts to become state accredited.

Bobby Hopewell (269) 217-6971 Former City of Kalamazoo Mayor

Hopewell described the agency as an outstanding department that was serious about being a professional law enforcement agency. Hopewell identified Chief Thomas as an example of the agency's character. Hopewell stated that Chief Thomas has a heart for the community, as demonstrated by her willingness to stay past her retirement date, to lead the department in trying times. Hopewell stated that the leadership at KDPS has demonstrated a willingness to improve and are always seeking ways to accomplish these improvements. Hopewell identified recruitment of diverse candidates as an area the department is striving to improve, however he also recognized that this is a difficult task. Hopewell believed that tactical communication could be an area of improvement. Hopewell explained that he believes that Chief Thomas and the Command Staff could use assistance from other entities in formulating the best way to respond to issues. Overall Hopewell was complementary to Chief Thomas, her staff, and the rank and file agency members.

Hopewell fully supports the agency's efforts to become state accredited.

Phil Reeves, Community Member, (269) 568-4018

Reeves believes that the agency is not relational enough with the public. He feels that the officers should conduct more foot patrols and talk with the residents. Reeves thinks that the agency is not concerned with how it treats people. He references an on-going issue with a long line of cars that would drive through neighborhoods in the early morning hours, causing problems. Reeves feels that the agency could do more to stop this type of activity. Reeves stated that he thinks the agency should institute a different officer training program and that new officers should be trained differently. Reeves explained that he believes this because of the way officers treat citizens from the African-American community. Reeves believes that the agency's history with the African-American community hampers them in recruiting. Lastly, Reeves feels that the officers should reside in the City of Kalamazoo.

Reeves was unsure what accreditation was, but he did not support it.

Jermaine Jackson, Community Member, (269) 342-9837

Jackson stated that he appreciated the Kalamazoo Department of Public Safety and how they went about policing. Jackson explained that the agency has many outreach programs that enables them to build relationships with the community. Jackson stated that he respected the agency's move to become more diverse in their hiring. Jackson said that he supports and encourages the agency's efforts to deescalate situations. He would, however, like to see the officers become more intentional in developing relationship within the African-American communities. He explained that he would like to see officers stop into barbershops, and other businesses, to speak with citizen's and inform then that they are there for the citizens.

Jackson fully supports the agency's efforts to become state accredited.

Barb Miller, Community Member, (269) 720-4093

Miller has been a resident of the community for over 15 years and has also served as a City Commissioner. She described her interactions with the Kalamazoo Department of Public Safety as positive and officers were courtesy when she has been stopped.

Miller described the community policing she has observed to include neighborhood meetings and events. She stated the level of community policing may seem unusual to those who haven't lived in the community. Miller shared a story of when her sister visited and an officer was on foot patrol downtown and engaged with her. Her sister found it unusual from her typical experiences with the police and she explained officers are required to walk the community and engage with those they encounter.

When asked how the agency could improve she stated the agency is doing well but there is always room for improvement. Miller stated the agency can continue to enhance its response to traffic concerns.

Miller supports the agency's efforts to become state accredited.

Sheri Welsh, Community Member & Business Owner, (269) 488-8837

Welsh has been a resident in the community for over 30 years and a business owner for almost 20 years. She described the agency as focused on community policing and has attended the citizen police academy. Even though the agency has a comprehensive approach to community policing she stated they "can't take their foot off the gas." Welsh has encountered officers while receiving service related to an animal complaint, as the victim of an attempt burglary and receiving a traffic citation. In all of her interactions she described officers as being respectful. Welsh observed the department's response during the civil unrest in the business district. She stated she couldn't have been more proud of the department as they supported her employees who were scared. Welsh stated she's "heartbroken" with the increase of shootings in their community this year. When asked how the agency can continue to improve she stated there is dialogue in the community related to systemic racism. She believes these conversations should be driven by data.

Welsh supports the agency's efforts to become state accredited.

Wendy Fields, Community Member, (269) 547-2860

Fields has been a resident of the community for 66 years. During this time, she described seeing the agency change and transition multiple times. She described the agency during the crack cocaine era and interacting with detectives in KVET. She found value in the detectives being African-Americans who were engaging in the community, even though their focus was on narcotics. She recalled an incident which had a lasting impression when KVET detectives were chasing someone through the neighborhood and yelled for her to get inside her house. The detectives returned later to apologize for yelling at her to get inside, and she felt they didn't need to based on the circumstances. This level of concern had value to her. She stated the agency still operates KVET, but it isn't the same.

During Chief Hadley's era the community policing efforts "fell short". She stated it felt like "over-policing" and there were concerns regarding traffic related profiling. A study was put in place which lead to implicit bias training in the department.

Fields has attended the citizen's police academy on two occasions which she stated gave her a different perspective.

Fields has filed complaints with the agency related to officer conduct. She stated the current Chief allowed her to review video related to the complaint and had

open communication during the process. The officer was found to have made an error and was disciplined.

She believes the agency is “on the right path”, but needs to be more transparent and continue to focus on implicit bias training. The agency needs to be intentional regarding communication and she was frustrated the Commission did not provide more communication to the community regarding the call in session.

Fields is frustrated with the increase of shootings in the community and the low bonds provided to those who are responsible for the violence. She believes traffic safety should be a priority and the communities latest efforts to address traffic calming is a Band-Aid approach and not going to be effective.

Fields stated she supported accreditation.

2. Correspondence

On August 4, 2020, A Gill of 820 Ellendale St, 49006 submitted an email stating “I fully support KPS in the accreditation process.”

3. Media Interest

There were no inquiries from the media to assessors regarding the on-site.

4. Community Outreach Contacts

Mike Wilder- Group Violence Intervention Coordinator

Mr. Wilder is the Group Violence Intervention Coordinator who works as a partner with KDPS. Wilder has formerly been incarcerated and now works to support his community through intervention to reduce violence. There are (7) street outreach workers who work with Wilder and KDPS over the past several years. These workers partner with KDPS when individuals are identified to be involved in gun-related crimes. They deliver custom notification letters as described in the investigative section of the report. They focus on providing education, employment and life skills to assist individuals. The focus of the organization is not to provide information to the police department, but to support the community through partnerships.

5. Agency Ride-along

On Thursday morning, Assessor Paul Tennes rode along with Officer Trevor Aday. Officer Aday is assigned to the day shift from 7am-7pm. During which, he estimates he responds to approximately (20) calls for service and (3) criminal complaints per shift. Beyond responding to calls for service, it's an agency priority for him to conduct a foot patrol and make contact with a local business during his shift. Officer Aday highlighted the community to me, which is comprised of 7 patrol

zones incorporating residential neighborhoods, multi-housing residences, a business district and surrounds Western Michigan University.

Officer Aday has been employed with the agency for approximately 3 ½ years and finds fulfillment in the position. He was drawn to the agency based on the public safety component allowing him to participate in fire services, as well as law enforcement activities.

Officer Aday stated he receives regular training from his shift supervisor when deficiencies are identified or based on the shift needs. The agency supports his professional development by sending him to off-site training, but he feels this could be more structured. A large amount of this training is based on what individual officers solicit on their own. Officer Aday believes the agency could support officer development by formalizing professional standards for special units or assignments. This would allow officers a “road map” of training they could take to prepare for positions.

Officer Aday has prior experience as a military veteran and appreciates the structure accreditation and written directives provide him. He stated there has been a significant amount of changes in written directives in a short time period which is demanding. He has found benefit in the PowerDMS system allowing electronic access and review, but stated it could be organized better to allow ease of searching for materials.

Officer Aday stated as an officer he would appreciate the power shift being reinstated to support the shifts during their transition period.

6. Community Involvement

The Kalamazoo Department of Public Safety appears to have authentic community involvement. They go beyond an event based strategy, but look to provide resources and support based on the needs of their community. Examples of some of these services are listed below.

Citizens Academy, National Night Out, Colleagues International Visits, Amnesty Day, Special Olympics Softball Game, Block Parties, Back to School Events, National Bike/Walk to School Days, Juvenile Home Mentoring, Literacy Month events, Loaves and Fishes, Neighborhood Carnivals, Easter Egg Hunt, Boys & Girls Club Thanksgiving and Christmas Parties, Let Me Run Program, Coffee with a Cop, Station tours for scouts, Michigan Commission for the Blind Summer Camp, Career Presentations at schools, Camp 911, Drug Take-Back Program, Security Assessment Walkthroughs for businesses and non-profits, CPR Training, English as a Second Language-How to Interact with American Police, WMU's Multicultural Meet and Greet, Senior Citizen Outreach, Blight Sweeps and community presentations on awareness issues.

F. Essential Services:

Chapter 1 – The Administrative Function:

Direction of Personnel

All written directives require the approval of the Chief of Public Safety, or designee. The Chief, or designee, reserves the authority to issue, modify, repeal, amend, revise, revoke, or approve any of the rules, written directives, policies, and procedures. The overall written directive system was clear and understandable. The directives were constructed in a logical manner with employee duties and responsibilities clearly defined, including constraints on employee actions and expectations. The agency uses PowerDMS which allow for the policy to be disseminated for review by staff prior to issuance.

Fiscal Control

The agency maintains four cash accounts.

A petty cash account is maintained within the agency headquarters by a person designated by the Chief of Public Safety. A petty cash fund transaction ledger is maintained by the fund manager that documents all filing of invoices, receipts, cash transfer forms and expense reports. A quarterly audit of this fund is conducted by the City of Kalamazoo Finance Department.

The Kalamazoo Department of Public Safety (KDPS) participates in a county wide drug enforcement team. KDPS is the fiduciary agent for the concept team. A ledger is maintained by the Divisional Commander's designee that demonstrates the transaction date, officer, receipt number, amount deposited or withdrawn, and the balance. The fund is reviewed quarterly by the Chief of Public Safety, or authorized designee.

KDPS maintains a fund in the Criminal Investigations Division. A ledger is maintained that demonstrates the transaction date, officer, receipt number, amount deposited or withdrawn, and the balance. The fund is reviewed quarterly by the Chief of Public Safety, or authorized designee.

KDPS maintains a fund in the Records Division. All funds are tracked through cash register receipt. Register activity and funds are verified daily. A quarterly audit of this fund is conducted by the City of Kalamazoo Finance Department.

All funds required special authorization from the Chief of Public Safety or authorized designee to exceed established expense limits.

Internal Affairs

The Office of Professional Standards is staffed by an Inspector who reports directly to an Assistant Chief. The Inspector is responsible for the internal investigations within the agency. The Inspector has direct access to the Chief of Public Safety. The agency will accept and investigate all complaints, even those made anonymously. Internal affairs

investigations may be assigned to a command officer, who has the authority to report directly to the Chief of Police.

The agency has a well-defined process from the receipt of a complaint through the final disposition and notification to the citizen. The Office of Professional Standards serve as a liaison for the department to Citizens Public Safety Review and Appeal Board (CPSRAB).

During the 2019 assessment period the agency received:

- Complaints: 22
- Total Allegations: 43
- Sustained: 4
- Withdrawn: 1
- Not Sustained: 5
- Exonerated: 19
- Unfounded: 10
- Misconduct Not Based On Complaint: 4

The agency identifies in one complaint a need to change policy, as it was outdated. No training needs were identified beyond the current training plan. The agency uses training and counseling in lieu of discipline when appropriate.

The Disciplinary Process

The agency's written directive system details the rules, regulations and expectations for employee conduct. Supervisors have discretion to place employees on administrative leave when it is in the best interest of the individual or agency. The agency is well disciplined and has procedures to apply training and counseling in lieu of punitive employee discipline. The agency has an appropriate appeal and grievance process in place with established timelines.

Three grievances were filed as a result of discipline during the assessment period. Two disciplines were upheld by an arbitrator, with one still on-going.

Organization

All sworn personnel take, sign and subsequently abide by an oath of office to enforce the law and uphold the Constitution of the United States, the Constitution of the State of Michigan and the ordinances of the City of Kalamazoo. All agency personnel acknowledge a code of ethics and receive ethics training. Bias-influenced policing is strictly prohibited by the agency. There is a clear definition for bias-influenced policing including the reliance on characteristics such as race, ethnicity, national origin, religion, sex, sexual orientation, gender identity or expression, economic status, age, cultural group, disability or affiliation with any non-criminal group as the basis for providing differing law enforcement services or enforcement. The agency continues to provide training in Fair & Impartial Policing. This is a nationally recognized training focused on

implicit bias awareness. The agency has several instructors who facilitate implicit bias training.

The agency prohibits unlawful workplace discrimination and harassment, including sexual harassment. The written directive outlines a proper reporting mechanism in the chain of command, including an alternate reporting process for any conflict of interest. The directive requires employees to report any type of harassment and requires investigations to be conducted in accordance with state law. There were no harassment complaints filed during the assessment period.

The police personnel have structured unity of command. The Kalamazoo Department of Public Safety has a Chief of Public Safety, who is supported by four Assistant Chiefs. Each Assistant Chief is responsible for one of the following area: Fire Administration/Finance, Operations, Investigations, or Strategic Planning.

The agency is comprised of the following seven Divisions: Administration, Operations, Criminal Investigations, Community Outreach and Problem Solving (COPS), Professional Standards, Service, and Training.

Each Division (with the exception of the Administrative Division) is commanded by either a Captain or Executive Lieutenant, who are supported by assigned staff.

The agency currently has 240 sworn personnel with an authorized sworn staff of 253. The make of the agency consists of:

1	Chief of Public Safety
4	Assistant Chiefs
3	Captains
1	Inspector
6	Executive Lieutenants
8	Lieutenants
3	Fire Lieutenants
32	Sergeants
18	Detectives
170	Public Safety Officers

The agency responded to approximately 95,000 calls for service during the assessment period. Multiple special assignment includes Bomb Squad, SWAT, K9 Unit, Honor Guard, Community Policing Officer, and Drug Enforcement.

The agency operates under the Kalamazoo County Consolidated Dispatch Authority (CCCDA) for its Public Service Answering Point (PSAP). The KCCDA receives all 911 calls for service and dispatch calls for service for public safety in Kalamazoo County, including the City of Kalamazoo, Michigan. The agency also has access to supervisory personnel on a 24-hour basis; there is always a supervisor on-duty. In the absence of the Chief of Public Safety, an acting Chief is appointed from the four Assistant Chiefs.

Agency Equipment and Property

Agency personnel are responsible for all equipment issued to them or physically under their control. It is the responsibility of the employee to maintain all law enforcement related equipment in an operational state and report any malfunctions, damage, or loss of equipment immediately to their supervisor. The agency added a provision during the on-site that directs supervisors to conduct an annual inspection of officer's equipment that are assigned to them. The agency maintained all stored equipment in a state of readiness, however it was not documented in the policy manual. This was corrected during the on-site visit.

The wearing of body armor is mandatory for all sworn personnel, and there are additional requirements to wear body armor while engaged in pre-planned and high-risk operations. All sworn personnel are responsible for the maintenance of agency-issued equipment.

Public Information

The agency has a comprehensive Media Relations Policy. The Chief of Public Safety or authorized designee directs the preparation of all media releases. The Chief of Public Safety or authorized designee are the designated point of contact for the media. A well-defined process is in place for posted press releases on the KDPS website.

As part of KDPS strategic plan a social media plan was integrated into the department's communication strategy in 2019. Since that time the agency has utilized Facebook, Twitter and Instagram to increase legitimacy, transparency and trust in the community. Currently, there are 15,806 Facebook followers with content being seen 1,298,657 time. Instagram has 1,415 followers with content being seen 72,797 times. Twitter has 5,664 followers with content being seen 1,607,400 times.

Agency Records and Computers

The agency has a detailed written directive system describing field reporting, follow-up investigations, and the approval of reports by supervision. The department controls access to agency records electronically with records management passwords. Any hard copies of reports are stored in the Records Division. Access is gained by key card. The Chief of Public Safety or authorized designee determines what personnel may have access. Juvenile records are kept separate, and there are extra security measures for non-public records.

All freedom of information requests are handled by the City Attorney's office and the agency abides by the state retention and disposal requirements in accordance with Michigan Statute and Records Management.

The agency has procedures to protect its central records. The data is stored and backed up electronically and is password-protected. Annual security audits and password audits

were performed during the assessment period. There were no breaches in security during the assessment period.

Agency Training

The agency training records are current and are being maintained in accordance with applicable retention schedules. Training course content is outlined, and lesson plans are utilized. In-house instructors are properly trained and experienced. New sworn personnel are required to complete an extensive training program. Officers in field training rotate shifts and assigned field training officers in an attempt to expose newly hired officers to all shifts. Field training officers are properly selected and trained through a documented process. The Chief of Public Safety makes the final determination of selection of field training officers. The field training program is properly supervised the Training Division Commander.

Newly promoted personnel or personnel newly appointed to a specialty assignment receive training consistent with new responsibilities and tasks. The agency has a remedial training policy. During the assessment period remedial training was conducted. No other training needs were identified during the assessment period. Specific required annual training topics were properly identified in the written directive. The agency conducts mandatory training annually to accomplish the required training, review of material, and assessments. Annual training included firearms, hazmat, use of force, blood borne pathogens, Taser, incident command, and ethics. Members of the agency assigned to tactical operations (SWAT Team, Bomb Squad, and K-9) train at a minimum monthly to ensure operational readiness.

As part of the agencies strategic plan they continue to formalize their training standards and curriculum.

Authorization and Use of Agency Weapons and Ammunition

The Chief of Public Safety is the authorizing authority for weapons and ammunition, including specialized weapons. The agency uses certified/qualified staff for armorer inspections, repair and replacement. Records of weapons are properly maintained with written guidelines for storage. The agency had an unwritten procedure on removing unsafe weapons and provide a replacement if repairs could not be made that met accreditation standards. The agency formalized the procedure by documenting it into policy during the on-site. The agency provides use of force training, firearms, less lethal weapons and unarmed subject control, at the minimum, yearly. Training is provided by qualified instructors and proficiency must be demonstrated by the officer. A procedure for remedial training is in place for officers unable to qualify or meet minimum standards.

Chapter 2 – The Personnel Function:

Personnel Benefits and Responsibilities

The agency has a written directive outlining an employee assistance program, line-of-duty injury and death circumstance policy, and an employee collision and review process. The agency also has an exposure control and reporting policy. Outside employment or business activities of agency employees are prohibited unless specific approval is obtained from the Chief of Public Safety.

Performance Evaluations

All agency personnel receive documented annual performance evaluations. The performance evaluation system has a well-defined purpose statement with established and defined criteria, scored on a rating scale. The system also includes directives to raters regarding evaluation responsibilities and procedures on how to use the required forms. Training for evaluators is documented, and the evaluations are maintained according to the department's retention schedule.

The agency utilizes a third party system as an early intervention system.

Promotion of Sworn Personnel

The promotional process is detailed in policy and outlined in the collective bargaining agreements. The process includes selection criteria to include language associated to seniority and review of the personnel file. An eligibility list is created as defined by the collective bargaining agreement.

Recruitment of Sworn Personnel

The recruitment plan contains a clear statement that the agency is committed to equal opportunity. The stated goals and objectives for recruitment are clear and understandable. The agency has a recruiting team which attended 65 events in 2019.

To expand these efforts, the agency would like to establish a program focusing on juveniles to develop an interest in law enforcement. This would go beyond programs like the department's Explorer post which gives access to the department who are already interested in law enforcement. The agency would like to support youth in high school and support their educational development and give them potential employment as civilians until they reach the age required to become licensed as officers.

Selection of Personnel

The agency has a complete written process for the selection of new full-time personnel to include a written test and oral interview to evaluate cognitive ability, a physical agility test, a thorough background investigation, as well as a medical and psychological exam.

Reserve Officers and Civilian Volunteers

The agency does not have a reserve program. KDPS does have a Police Explorer post. Explorer Post 265 is for youth interested in a future career in law enforcement. The members are from (13) schools in the Kalamazoo area. This program has an established selection criteria and assists the department at community functions.

The agency has a defined chaplain program. This program provides support as seen in most traditional chaplain programs within law enforcement agencies. They serve to support the employees and the community through their presence but also provide access to the community through an alternative means. Pastors on Patrol currently has (5) pastors from local churches. Pastor Joseph Anderson of the City of Refuge Church was a key member of the group but unfortunately passed away in 2019. This group provided 2100 hours of service with the agency in the community in 2019.

Chapter 3 – The Operations Function:

Arrest, Search and Seizure

Kalamazoo Department of Public Safety is a full-service agency with full arrest powers. The agency and its policies follow the U.S. Constitution and the Constitution of the State of Michigan in relation to arrest, and search and seizure practices. The agency recognizes the foundation set forth in the Fourth Amendment.

Agency policy outlines the warrantless search exceptions and the need for a court authorized search warrant, when applicable. The agency takes all in-custody arrests directly to the Kalamazoo County Jail for processing and housing. The Kalamazoo Department of Public Safety has an area in their police headquarters used exclusively for providing Data Master (breathalyzer) tests for Operating While Intoxicated (OWI) arrests. These areas are monitored by a centralized camera system. There are emergency alarm buttons nearby in the event there were an emergency. Gun lockers are available and officers are required to secure weapons when an individual is brought in for a breath test.

The agency only conducts strip searches when an arrestee is in custody and there is reasonable cause to believe the suspect is concealing a weapon, controlled substance or evidence of a crime. The person conducting the strip search does so only under written authorization by the on-duty command officer, who has been designated this authority by the Chief of Police Safety. The strip search must be conducted by person of same sex. Body cavity searches are conducted by a licensed physician (or nurse, under the direction of and in the absence of the doctor), with a search warrant.

Interview and Interrogation

The Kalamazoo Department of Public Safety has established procedures for standards compliance with contemporary criminal procedural requirements related to interviews, investigative detention interviews, and interrogations.

The agency has four interview rooms located on the premises. Interview rooms are equipped with emergency alarm buttons that alert other members as to a problem within the interview room. The agency also utilizes a “soft” interview room, designed to offer a neutral calming atmosphere. The interrogation rooms are monitored by another detective in an adjoining room. Interview rooms have audio and video recording capability. The agency’s written directive indicates that investigative officers are encouraged to use the agency’s audio and video taping capabilities for purposes of recording statements and confessions in an overt or covert manner consistent with state law. The policy also indicates that no more than two officers will be inside an interview room during an interview/interrogation.

During the on-site it was determined there is not a consistent inspection established to verify the emergency alert buttons are functional.

Use of Force

The agency completed a detailed meaningful review of the 322 use of force incidents with 819 recorded types of force used during the assessment period. The agency recognizes displaying a firearm as a use of force which requires articulable documentation of facts and evaluation. Officers observed 472 different resistance levels in 322 use of force incidents.

Assessors were able to review several use of force reports generated during this assessment period. The reports were well written and concise in nature’ but thorough in their descriptive language. The initial report is completed by the involved officer and the officer’s supervisor conducts a meaningful review of the use of force. The use of force is then forwarded through the officer’s chain of command where it is ultimately reviewed by an Inspector in the Office of Professional Standards. The review indicates whether additional training is needed, policy changes are necessary, or if the officer acted within policy guidelines. The agency has a “duty to intervene” provision within the Use of Force Policy.

In the case of the application of deadly force, the officer was appropriately placed on paid administrative leave during the investigation process. The investigation was conducted by another agency and submitted to the prosecutor’s office for their review.

The agency completed a compressive review of all use of force incidents in the aggregate for the evaluation period. The review included types of resistance, types of force used, actions being taken when officers faced resistance, officer and suspect injury, etc. No use of force was found to be unreasonable during the assessment period. The review also attempts to identify any policy and or training revisions or needs.

Communications

The Kalamazoo Department of Public Safety (KDPS) has contracted with the Kalamazoo County Central Dispatch Authority for dispatch services. The centralized dispatch center is fairly new to Kalamazoo, but is operating efficiently. The County Dispatch Center is a full service

dispatch authority. All medical call for services are forwarded to an area ambulance service, whose dispatchers are trained in medical emergency dispatching.

Assessors were able to view the facilities and see the steps taken in an emergency call for service. All relevant information for the call for service is obtained.

All recordings are kept in storage for a minimum of 365 days unless requested by the department for longer retention. Review of the Tapes are limited to personnel with a legitimate and official need.

The Dispatch Center has a back-up generator that was observed on-site. The generator will automatically engage if the main power supply is lost thus supplying power to the Dispatch Center to maintain operations. The generator goes through a weekly function test. According to the facilities Assistant Director there has never been an interruption in service when the power supply has been switched from the main power supply to the generator. The Dispatch Center is equipped with a backup battery power supply system to bridge the gap between the power outage and when the generator begins to provide power. The Assistant Director indicated there is a full load test done on the generator annually. The maintenance and testing is conducted by a contracted company. Proof of compliance was noted in yearly malignance report provided to the dispatch center.

Each dispatch station is set up identically, allowing for dispatchers to move from station to station seamlessly. The Dispatch Center provides dispatch services for several communities in the Kalamazoo area.

The on site evaluation determined the agency's emergency alerts on the two-way radio systems or "officer down" function has not been tested on officer's equipment to determine it is functional. The agency will evaluate a process to verify this safety feature is operational.

Field Activities

KDPS policy allows for pursuits by officers who must follow the guidelines appropriately outlined in the policy. The agency employs stop sticks as a method to terminate vehicle pursuits. Only sergeants have stop sticks in their vehicle and are the only personnel authorized in their use. All pursuits that were reviewed during this on site and were compliant with established department policy and procedures and conformed to the applicable accreditation standards. The policy lacked a defined role of communications. Kalamazoo County Central Dispatch Authority's policy was added during the on-site. The policy had well defined roles of dispatch operators during police related pursuits.

KDPS has in-car computers available in each patrol vehicle, accessible to each patrol officer. The agency also has video recording equipment in their police vehicles and body cameras for the officers as well. Each video is downloaded and retained for a designated time period unless there is some evidentiary value to the video and then it is kept until the disposition of the case.

Patrol officers are assigned to enforcement areas as part of an overall patrol enforcement

and crime prevention strategy. Assisting in this strategy is the analysis of data provided by a crime analyst that works in the Kalamazoo Strategic Operations Center. The Center is an area within KDPS that was created to assist in the sharing of information and resources from various organizations and agencies including state, local, and federal agencies who work together to solve problems. This is a concept that is designed to work with local organizations to assist in improving quality of life issues with residents and also provides support for local law enforcement agencies in a variety of ways including resource management.

The agency has a foot pursuit policy that was created during the assessment period, which complies with the standard. The written directive has a section that states that the reinstatement of a previously terminated pursuit is permitted at the discretion of the officer, if conditions change, to justify the pursuit. A written annual analysis of all foot pursuit incidents in the aggregate was not conducted during the assessment period. A foot pursuit policy was published in 2019. The agency is introducing a new form that will be utilized to capture foot pursuit data. The agency will be able to provide this information in 2020.

On Thursday morning, Assessor Paul Tennes attended a patrol briefing. There was a free exchange of information regarding patrol activities and current neighborhood issues that needed to be addressed. The briefing room layout is conducive to conducting effective roll call training.

Traffic Safety and Enforcement

Applicable policies in place regarding traffic violation enforcement, enforcement options, offenders, and traffic direction and control. The directive establishes procedures to conduct motor vehicle stops, including high-risk stops. The enforcement options include warnings, citations, and arrest when appropriate. Assessors observed several proofs of compliance to the standards in regard to the wearing of high visibility vests when working traffic details and crash investigations.

The agency has one officer assigned to traffic safety. Traffic complaints are received on a shift level and addressed by the supervisor. Through on site interviews command recognized the value in potentially organizing traffic complaints to review outcomes and re-occurring issues. KDPS command also stated they were researching the use of crash data from the State of Michigan's website to identify high frequency crash intersections in the community. This would enhance their service delivery related to traffic safety.

The annual report does not identify outcomes related to traffic contacts. The current records management system has limitations preventing this.

Homeland Security/Critical Incidents

The agency has a critical incident system in place, which includes command, operations, planning, logistics and fiscal responsibility. The agency used all phases of the Incident Command System strategies effectively while working recent civil unrest/protests.

Proofs of a request for mutual aid, press releases, and the establishment of a command post were missing. This was rectified during the on-site.

Chapter 4 – The Investigative Function:

Criminal Investigation

The Kalamazoo Department of Public Safety has a robust investigative section. This includes (17) detectives, (3) civilian employees and (3) command officers. The Criminal Investigations Division manages cases by dividing investigations into five areas of focus to include major crimes, sex crimes, fraud, property crimes and general crimes. The agency participates in investigative task forces with the ATF and a Fraud Task Force. One detective is a certified polygraph operator who conducted 75 examinations in 2019.

The investigative unit has access to technology related to electronic forensics of cell phones but does not have a Certified Forensic Computer Examiner (CFCE).

The agency has written directives in place for eyewitness identifications as required by standards.

Crime Scene Processing

The agency maintains their own Forensic Laboratory on site in collaboration with the Kalamazoo County Sheriff's Office. With the addition of a Gas Chromatograph Mass Spectrometer for controlled substance testing in 2019 the lab can provide forensic resources for all aspects outside of DNA analysis. The lab specialists allow for 24 hours a day access for crime scene processing and accident investigations. The unit responded to 423 calls for field services in 2019.

Written directives are in place to ensure the proper identification, preservation and collection of evidentiary items.

Storage of Evidence and Property

The Kalamazoo Department of Public Safety controls property with an electronic records management system. The property room was visually inspected during an escorted tour of the area. It was found to be in good order with a vast amount of property. Best practice standards are applied with layers of security to include limited access of personnel, alarm systems, identification technology and cameras.

The processing area has an assortment of packaging materials to allow for uniformed packaging in accordance to agency standards. Upon packaging an item, it is secured in a temporary locker. The property officer will retrieve the items and transfer them to the long term storage property room.

The property room is maintained by three civilian property officers and supervised by a command officer. The schedules of the three property officers are managed to ensure staff is on duty to eliminate the need for an alternate. The property officers maintain tens of thousands of items. In interviews they stated they would be interested in further professional development beyond their basic certifications.

Time sensitive inspections, audits and inventories were conducted; No irregularities were identified. Through interviews and inspection, property retention appears to be an area of future concern. The agency does not receive consistent statuses of cases. This is leading to a back log of property.

Appropriate policy is in place for the possession, transfer and destruction of property.

Juvenile Matters

The Kalamazoo Department of Public Safety defines relevant terms associated to juveniles. The agency's written directives provide guidance related to temporary detention with parameters and authorization by the shift commander. The outlined policies ensure the protection of the juvenile's Constitutional rights. The agency is compliant with MDHHS reporting requirements.

In 2016 the agency recognized an increase in Part 1 crimes involving juveniles. Through the analysis of data, it identified 24 juveniles who were responsible for 480 police involvements and totaled 120 arrests. As most of these juveniles were already within the criminal justice system on probation it was evident traditional criminal justice methods or arrests and incarceration weren't effective. KDPS partnered with courts, probation, community organizations, schools and families to collaborate to close accountability gaps. A collaborative effort focusing on guidance, mentoring, peer support, accountability, education, and paid employment through Youth Opportunities Unlimited has led to 140 fewer Part 1 crimes in 2019 compared to 2016.

Special Investigations and Operations

The agency has policy in place which dictates procedure for special investigations and operations. These are executed by multiple units within the "COPS" Division, or Community Outreach and Problem Solving Division. The division contains a multi-jurisdiction narcotics team, an internal investigative unit focusing on group violence and a community policing unit. The Kalamazoo Valley Enforcement Team operates under the authority and direction of KDPS supervision and judiciary oversight. The Crime Reduction Team (CRT) collaborates with law enforcement members and social services to proactively address group violence. The Community Policing Unit utilizes 8 officers, one supervisor and a school resource officer to engage the community through outreach programs while supporting crime prevention and safety initiatives. Each of these units has an autonomous focus, but integrate within each other, based on the needs of the community.

These units produce the expected outcomes of traditional special investigative units. A unique crime reduction strategy is the “Custom Notification Letter” related to the agency’s focus on Group Violence Intervention. County wide partnerships collaborate to identify those involved in weapon-related offenses.

Through established partnerships with law enforcement, state prosecutors, the US Attorney’s Office and the courts if a specific subject is identified as being involved in weapon-related offenses they are delivered with a notification letter from the department. The letter advising them they are known to be involved in weapon-related offenses and if their activity continues and leads to criminal prosecution they will face enhanced penalties. Community partners assist the agency with delivering these letters and intervention services.

The agency has established policies regarding juvenile status offenses, including runaway cases, unidentified adults and children, and the safe delivery of newborns. There were no incidents where the agency needed to use Amber Alerts or the Law Enforcement Information Network (LEIN).

Chapter 5 – The Arrestee/Detainee/Prisoner Handling Function:

Transporting of Arrestees/Detainees/Prisoners

The Kalamazoo Department of Public Safety has established policy and procedure in place to include searching vehicles and subjects prior to transport. This process is validated through inspections captured on body worn cameras. Subjects are secured in caged vehicles, and seat belts are utilized in compliance with State law.

Processing of Arrestees/Detainees/Prisoners

The Kalamazoo Department of Public Safety does maintain a processing area as defined by the standards. Although the majority of arrests are processed at the Kalamazoo County Jail. The processing area is still utilized related to operating while intoxicated incidents and based on the needs of an investigation. A review of the agency’s written directives and processing area were found to be in compliance.

Holding of Arrestees/Detainees/Prisoners

The Kalamazoo Department of Public Safety does not have a holding facility as defined by the standards. The Kalamazoo County Jail is utilized for detention. The agency has received a not applicable exemption to this standard.

G. Applied Discretion Compliance Discussion:

This section provides specific information on those standards found to be in compliance after on-site adjustments were made.

During this on-site, the agency had 4 standards in applied discretion.

Standard 1.10.1 Weapons and Ammunition

ISSUE: The agency had an unwritten procedure on removing unsafe weapons and provide a replacement if repairs could not be made that met accreditation standards.

AGENCY ACTION: The agency formalized the procedure by documenting it into policy during the on-site.

Standard 1.5.5 Unlawful Workplace Harassment

ISSUE: The agency did not have policy language that included if the Chief of Public Safety was the actor.

AGENCY ACTION: The agency added the specific language to the policy.

Standard 1.6.1 Storage and Accountability

ISSUE: The agency maintained all stored equipment in a state of readiness, however it was not mandated in the policy manual.

AGENCY ACTION: The agency added language that equipment is maintained in an operational state and that the responsibility of the maintenance of the equipment is vested with the identified person or position responsible for the equipment during the on-site.

Standard 3.5.7 Foot Pursuits

ISSUE: A written annual analysis of all foot pursuit incidents in the aggregate was not conducted during the assessment period.

AGENCY ACTION: A foot pursuit policy was published in 2019. The agency is introducing a new form that will be utilized to capture foot pursuit data. The agency will be able to provide this information in 2020.

H. Waivers of Standards:

This section provides specific information on those standards which qualified for waivers. Waivers are available to agencies when it is impossible to comply with a specific standard. A request to waive standard compliance must be made to the Michigan Association of Chiefs of Police Accreditation Program Director in writing, on official agency letterhead, signed by the CEO. The following standard was granted non-applicable waiver:

Standard 2.6.1 Reserve/Auxiliary Officers Program

Standard 5.3.1 Temporary Detention

Standard 5.3.2 Security Protocols

Standard 5.3.3 Training

Standard 5.3.4 Evacuation/Hazard Protocols
Standard 5.3.5 Inspections

I. Standards Noncompliance Discussion:

The agency had no standards in noncompliance.

J. Future Performance / Review Issues:

The agency has (4) areas of applied discretion requiring written directive modifications. There are strong practices in place throughout the organization based on an experienced work group. The agency recognizes the need for organizational sustainability as it prepares for significant attrition in the near future. Accreditation is one aspect of an established strategic plan to accomplish sustainability.

The on site assessment revealed the organization is instituting updated written directives, processes and accountability checks to formalize past practices which were executed informally in some areas. The agency will focus delivering the formalization of these concepts from their administrative team into the organization's culture during the re-accreditation period.

K. Summary and Recommendation:

A thorough review of the files for compliance was conducted, as well as observations of compliance; and, after interviews were conducted, it was determined that the agency was in compliance with all of the established accreditation standards, with the six exceptions and waiver noted. Accreditation is recommended.

Paul Tennes, Team Leader
Date: September 9, 2020

Reviewed and approved to be scheduled for a hearing before the MLEAC.



Program Director Neal Rossow
Date: September 10, 2020