MENOMONIE POLICE DEPARTMENT

Executive Report

OCTOBER 18, 2021

Abstract

This executive report delineates substantive accomplishments by the Menomonie Police Department under the administration of Mayor Randy L. Knaack between the years of 2012 and 2021.

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Mission

It is the mission of the Menomonie Police Department to collaborate with the community

to provide a safe and peaceful environment while protecting the liberties of all persons.

Vision

The vision of the Menomonie Police Department is to be recognized as a professional

law enforcement agency that responds to the dynamic social needs of the public through

innovative and collaborative efforts involving all community shareholders.

Core Values

Honor   *Integrity*   *Professional*   *Innovation*

Executive Summary

Introduction

In 2012 — under the executive direction of Mayor Randy L. Knaack — the Menomonie Police Department (MPD) commenced to segue away from a traditional policing stratagem that emphasized strict enforcement of the law. Mayor Knaack envisioned a police department that was approachable and understood the community's needs come first when making decisions that impact public safety. This executive report outlines the transition in policing paradigm and highlights the accomplishments experienced as a result of Mayor Knaack's vision.

Professional Discovery

From 2012 through the summer of 2013, the MPD met with various people that worked and resided within the community to ascertain how they wanted to be policed. The meetings consisted of clergy, educators, elected officials, business owners and others willing to share their concerns. Overwhelmingly, people wanted officers to be helpful, empathetic, professional and place service to the community above self-interests. Based on the feedback received members of the MPD came together to form the current *Mission, Vision and Core Values* that guide department policies and tactics.

Procedural Justice

To strive for realizing the *Mission, Vision and Core Values,* the MPD employed a procedural justice paradigm. The paradigm gives employees a foundation for everyday decision making and conduct. Procedural justice is based on four tenets: treat people with dignity and respect; be neutral and transparent in decision making; give people a "voice" during encounters; and convey trustworthy motives. Moreover, the MPD applied three primary policing strategies to ensure procedural justice for the community. The strategies employed were evidence-based decision making; community-oriented policing; and problem-oriented policing.

Community-Oriented Policing

According to the U.S. Department of Justice community-oriented policing (COP) is defined as:

> *A philosophy that promotes organizational strategies that support the systematic use of partnerships and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime.*

Choosing to use COP strategies was a logical choice — due to Mayor Knaack's directive and the community's desire to have an empathetic and professional police department. Members of the MPD were taught how to connect with community members to discover local issues and work together to create transparent solutions. People can routinely observe MPD staff participating in a variety of area meetings and boards to continue to identify public safety needs and work collaboratively to allay problems.

Problem-Oriented Policing

So as to diagnose the causes of crime and disorder the MPD makes use of problem-oriented policing techniques (POP). The founder of POP strategies — Herman Goldstein — defined POP as:

> *An approach to policing in which discrete pieces of police business (each consisting of a cluster of similar incidents, whether crime or acts of disorder, that the police are expected to handle) are subject to microscopic examination (drawing on the especially honed skills of crime analysts and the accumulated experience of operating field personnel) in hopes that what is freshly learned about each problem will lead to discovering a new and more effective strategy for dealing with it.*

Essentially, POP techniques look for the root causes of crime and disorder. Once the problem has been thoroughly identified the MPD reviews various evidence-based practices that can be applied. After the practice is applied the MPD monitors the activity to determine the level of effectiveness. Lastly, the MPD governs whether or not the practice remains, should be modified or is entirely negated.

Evidence-Based Decision Making

To achieve procedural justice and minimize the likelihood of unintended harm to the public the MPD determines which POP and COP strategies are most appropriate through an evidence-based decision making (EBDM) lens. EBDM refers to the process of using empirically sound social science research to guide decisions in a criminal justice setting. To determine which strategies work best for our community MPD members research various programs/projects that were studied with similar community demographics to our own. Once an effective program is found and is determined to be evidence-based, the MPD launches an initiative. Lastly, the MPD monitors the effectiveness of such programs.

Summary of Results

Transitioning from a traditional model of policing to a contemporary procedural justice model wasn't a facile undertaking. It required a tremendous amount of research, introspection, patience and collaboration to make the vision a reality. Regardless of the challenges — the department persevered and witnessed the results. The MPD saw a steady decline in crime through the tracking of both Uniform Crime Report (UCR)[1] statistics and Wisconsin Incident-Based Reports (WIBRS)[2].In addition to the reduction of crime the MPD has been recognized for its innovation on local, state and national levels. The recognition includes awards, invitations to speak as subject matter experts and train other criminal justice professionals. The following sections list the various initiatives, milestones and statistics that highlight department accomplishments.

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[1] UCR was the primary crime reporting measure used for over seventy years. The system used a hierarchal measurement that counted the most serious crime committed during an incident and didn't track the lesser associated crimes.

[2] WIBRS is the current crime reporting tool used by the MPD. It tracks all crimes regardless of the seriousness of the crime.

Initiatives & Data

MPD Initiatives

From 2014 through September of 2021 the MPD launched a variety of initiatives in pursuit of Mayor Knaack's vision. The initiatives led to the evident reduction in crime and social disorder in the community. This section lists initiatives enacted per calendar year.

2014

- ❖ Received the *Friend of Main Street, Inc.* award for being an outstanding partner with businesses in downtown Menomonie;
- ❖ Instigated the MPD's first youth Police Explorers program that was sponsored through Scouting for Life;
- ❖ Conceived the MPD's first National Night Out event;
- ❖ Established a social media presence on Facebook;

2015

- ❖ Hired the department's first Crime Prevention Specialist;
- ❖ Assembled the first Coffee with a Cop event;
- ❖ Brought about the Volunteers in Policing Services (VIPS) program;[3]
- ❖ Afforded self-defense classes;
- ❖ Effectuated the Santa Cop initiative;[4]
- ❖ Created the "If I Were a Thief" project;[5]

2016

- ❖ Launched officer-led problem-oriented policing projects;
- ❖ Implemented the evidence-based Maryland Network Against Domestic Violence's Lethality Assessment Program (LAP);[6]
- ❖ Established the use of the Law Enforcement Proxy assessment tool;[7]
- ❖ Entered upon a collaborative partnership with the Community Foundation of Dunn County , Dunn County Human Services and other law enforcement agenciesto create the Cops 4 Kids venture;[8]

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[3] VIPS are citizens that give their time to perform various tasks at the MPD.

[4] Officers delivered toys, gift cards and Christmas dinner vouchers to various families in need. This event gave rise to the ongoing Cops 4 Kids program.

[5] A short-term project created to address vehicle break-ins. It involved placing informational brochures on cars that were unsecure and/or had visible valuables present. The brochures contained information on the prevalence of car break-ins and how to avoid becoming a victim.

[6] The LAP has demonstrated success in reducing domestic violence and related homicides in communities. The MPD was the second department in the state to use the LAP.

[7] The proxy tool determines an offender's risk to re-offend level based upon the offender's current age, age of first arrest and the number of prior arrests. The MPD was the first department in Dunn County to use the proxy.

[8] Cops 4 Kids is an initiative that provides school supplies and holiday gifts for victims of crimes and children that are disparately impacted by socioeconomic barriers.

- ❖ Enacted the Business Watch Program for Menomonie businesses;[9]
- ❖ Implemented the ATACRaids crime analytics program;[10]
- ❖ Partnered with the Dunn County Sheriff's Office to create a safe space for Craig's List transactions;
- ❖ Wrote *Beyond the Badge* articles for the Dunn County News;
- ❖ Presented at the International Association of Chiefs of Police Annual Conference (IACP) in San Diego on best practices for implementing community policing practices;[11]

2017

- ❖ Presented the LAP program to the governor's domestic violence advisory board in Madison, WI;[12]
- ❖ Instructed various law enforcement agencies throughout Wisconsin on how to utilize and implement the LAP;
- ❖ Established the "Food for Fines" program;[13]
- ❖ Launched the Traffic Tamers program;[14]
- ❖ Presented at the IACP Annual Conference in Philadelphia, PA on how to connect with the community to build collaborative relationships;[15]
- ❖ The MPD implemented Crisis Intervention Team (CIT) training throughout the department;[16]

2018

- ❖ Provided free neighborhood crime mapping services to the community;
- ❖ Co-authored *Wisconsin Diversion Standards* with other professionals to promote evidence-based diversion strategies in the criminal justice system;[17]
- ❖ Authored *Police/Community Relations in the 21st Century* for The Municipality;[18]

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[9] Business Watch provides businesses an opportunity to share concerns of safety and security with MPD personnel.

[10] ATACRaids is an analytical software suite that identifies crime trends with corresponding similarities and it considered an evidence-based practice.

[11] The IACP conference is attended by over 16,000 law enforcement/criminal justice professionals each year and presenters are chosen by invite.

[12] The presentation by LAP providers led to the inclusion of the program as a standard for instruction in Wisconsin Police Academies housed within Wisconsin technical colleges.

[13] Food for Fines is an ongoing initiative that allows people to donate non-perishable food items in lieu of paying parking fines from November 1 through December 31. Stepping Stones of Dunn County receives the food donations. and thousands of pounds of food have been donated throughout the years.

[14] VIPs donate their time to run RADAR speed enforcement in various neighborhoods. The MPD sends written notices to violators traveling more than five miles per hour over the speed limit.

[15] Chief Atkinson moderated and provided instruction during the presentation on behalf of the IACP Community Policing Policy Committee.

[16] CIT training is a nationally recognized evidence-based de-escalation strategy. This was accomplished through a collaborative partnership with the Dunn County Criminal Justice Collaborating Council.

[17] This is a first of its kind guide in the United States on how to develop alternatives to arrest diversion standards in the criminal justice system.

[18] The Municipality is a monthly periodical published by the League of Wisconsin Municipalities. Authors are invited to write articles about relevant topics facing municipalities, townships and villages.

❖ Developed and Implemented a Domestic Violence Response Team (DVRT);[19]

2019

❖ Asked to present the DVRT program to criminal justice professionals at the Wisconsin Serving Victims of Crime Conference;
❖ Awarded a grant to attend the Police Treatment and Community Collaborative conference to develop a diversion program for juveniles suffering from trauma and substance use disorders;[20]
❖ Launched the Zuercher records management system platform;[21]
❖ Worked with UW-Stout to create collaborative Public Service Announcements (PSA) surrounding major events that impact the community such as move-out and Homecoming;

2020

❖ Authored *Creating a Culture Equitable Policing* for The Municipality;[22]
❖ Worked collaboratively with police use of force protest leaders to create several safe constitutionally protected events;
❖ Hosted police reform events to share MPD strategies and take in feedback from the community;
❖ Launched Phase I of Project Hope;[23]
❖ Developed and implemented a Youth Response Team (YRT); and[24]
❖ Co-developed the IACP's alternatives to arrest model policy.[25]

Partnerships

To achieve the MPD's mission and realize Mayor Knaack's vision it was necessary to forge collaborative partnerships with organizations driven to improving a community's quality of life. Various MPD personnel set about to join task forces, work groups, boards, committees and councils. Those partnerships helped the MPD realize many of the aforementioned initiatives and reduce crime in our community. The following list demonstrates the MPD's commitment to community policing and building lasting relationships.

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[19] The DVRT program is a collaborative partnership between the MPD and The Bridge to Hope. DVRT members provide wrap around services for survivors of domestic violence and help people break the cycle of abuse.

[20] This grant was a direct contributor for laying the framework for Phase I of Project Hope. Grant attendees included personnel from the MPD, Dunn Co. Dept. of Human Services, Arbor Place, Inc. and the Dunn Co. Criminal Justice Collaborating Council.

[21] Zuercher replaced the antiquated TriTech/Visions software. The transition not only led to an annual savings of approximately $95,000 in maintenance and labor costs — it enhanced the ability to identify high-risk individuals in need of intervention through Project Hope.

[22] Asked by the editor of The Municipality to write an article about police reform.

[23] Phase I focuses on juvenile prevention, treatment and harm reduction strategies to avoid substance use addiction.

[24] The YRT is a team collaboration consisting of professionals from the MPD, the School District of the Menomonie Area (SDMA) and the Department of Human Services. The YRT identify at-risk students and provide them and their families with resources to assist with addiction, trauma, endangerment and mentoring. The team meets once every two weeks.

[25] The model policy is for law enforcement agencies across the globe to use when developing evidence-based arrest alternatives to reduce recidivism.

- ❖ The Bridge to Hope: Board of Directors
- ❖ IACP: Community Policing Committee
- ❖ IACP: Policy Development Committees
- ❖ Wisconsin's Diversion Standards Workgroup
- ❖ Dunn County Criminal Justice Collaborating Council: Executive Board, Workgroup Chairs and Committee Members
- ❖ Maryland Network Against Domestic Violence: National Advisory Board
- ❖ Wisconsin Chiefs of Police Association: Training Committee Chair
- ❖ Wisconsin Training Officers Association: Regional Representative
- ❖ Wisconsin Crime Prevention Practitioners Association: Board of Directors
- ❖ Wisconsin Serving Victims of Crime Conference: Committee Member
- ❖ Dunn County Partnership for Youth: Workgroup Members
- ❖ UW-Stout Chancellor's Coalition Against Alcohol & Drugs Committee: Member
- ❖ UW-Stout Sexual Violence Coalition: Member
- ❖ Positive Alternatives: Board Chairperson
- ❖ Youth Response Team: Chairperson
- ❖ Lions Club: Member
- ❖ Rotary: Member
- ❖ Fish & Game: Member
- ❖ Big Brothers and Big Sisters: Mentor
- ❖ Various Athletic Associations: Coaches and Board Members
- ❖ Coordinated Crisis Response Team: Member
- ❖ Dunn County Community Recovery Team: Member
- ❖ Downtown Menomonie, Inc.: Board Member

Statistics

This section highlights two forms of statistical tracking. The first table outlines the MPD's Uniform Crime Reports (UCR) statistics. UCR statistics are longest tenured form of tracking criminal activity. It has been in use for the better part of seventy years. UCR statistics are limited in a way due to being hierarchal in nature. For instance, if an incident occurs and multiple crimes took place (burglary, trespass and criminal damage to property) — only burglary will be documented in the UCR. UCR only counts the most serious crime in an incident.

Because of those limitations — law enforcement professionals and analysts desired a more robust system for tracking criminal activity in a community. The result was the Incident-Based Reporting System and more specifically for our state, the Wisconsin Incident-Based Reporting System (WIBRS). The MPD transitioned away from UCR to WIBRS to provide greater reporting accuracy. The two tables (UCR and WIBRS) on the following pages provide statistical evidence of the effectiveness of the MPD and the partnerships forged over the recent years.
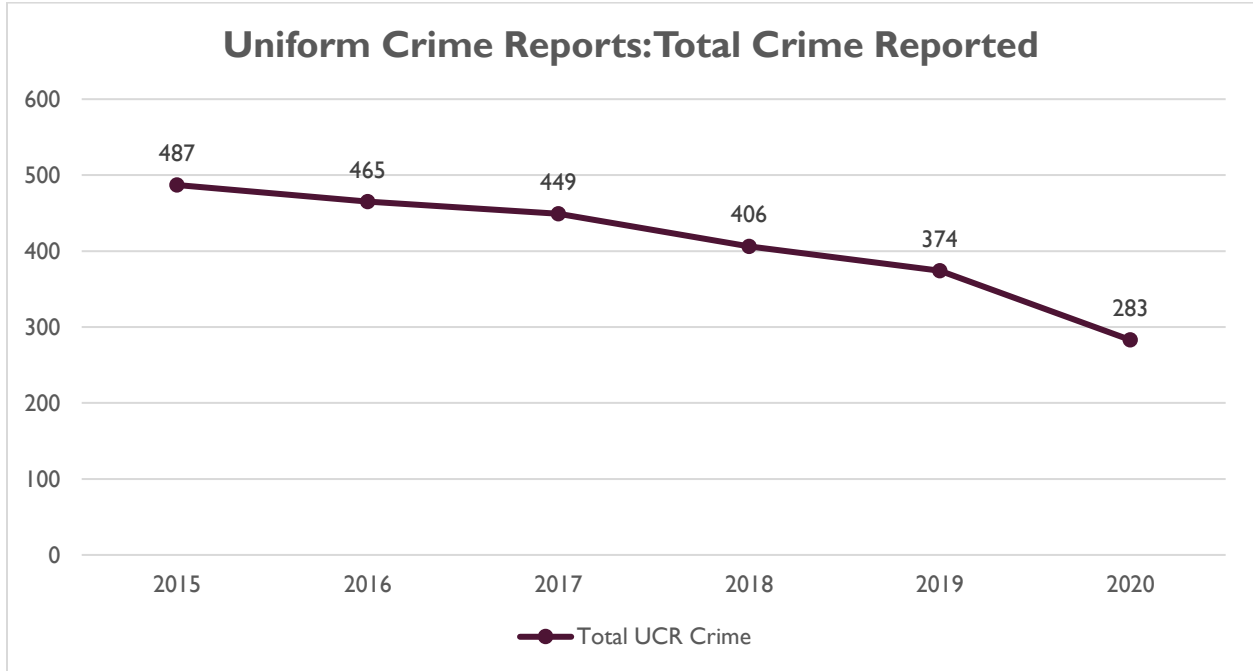
Uniform Crime Report (UCR) Type I Crime Comparison

Since the change from a traditional model of policing in 2014 to a procedural justice model the City of Menomonie has experiences an approximate 42% drop in overall Type I UCR Crimes.

Type of Crime	2015	2016	2017	2018	2019	2020
Homicide	0	1	0	1	0	0
Rape – prior to 2017	2	7	NA	NA	NA	NA
Rape – revised 2017	NA	NA	19	6	7	6
Robbery	1	0	2	1	1	0
Aggravated Assault	25	24	24	20	28	29
Simple Assault	64	53	42	63	57	27
Burglary	46	41	30	28	20	16
Larceny Theft	331	328	318	270	240	195
Motor Vehicle Theft	18	11	14	17	19	10
Arson	0	0	0	1	2	0
Total UCR Type I Crime	487	465	449	406	374	283

Uniform Crime Reports: Total Crime Reported

Year	Total UCR Crime
2015	487
2016	465
2017	449
2018	406
2019	374
2020	283

— Total UCR Crime

Incident-Based Reporting Crime Statistics

*Overall total crime decreased by approximately 35% since **2017**. By comparison UCR crime decreased approximately 37% since **2017**.*

Crimes	2017	2018	2019	2020
Total All Crime	**896**	**837**	**755**	**579**
Total Crimes Against Persons	102	111	106	68
Murder & Non-Negligent Manslaughter	0	1	0	0
Manslaughter by Negligence	0	0	0	0
Total Sex Offenses	29	23	14	7
• Rape	15	5	6	5
• Sodomy	4	1	1	1
• Sexual Assault w/Object	2	0	0	0
• Fondling	8	17	7	1
Total Sex Offenses – Nonforcible	4	1	2	5
• Incest	1	0	0	0
• Statutory Rape	3	1	2	5
Total Assault Offenses	69	86	88	56
• Aggravated Assault	24	20	29	29

Crimes	2017	2018	2019	2020
• Simple Assault	38	59	54	19
• Intimidation	7	7	5	8
Total Kidnap/Abduction Offenses	0	0	2	0
Total Crimes Against Property	524	451	451	369
Robbery	2	1	1	0
Burglary	30	28	21	16
Theft/Larceny	328	274	247	201
• Theft – Pocket-Picking	0	0	1	18
• Theft – Purse Snatching	0	2	1	0
• Theft – Shoplifting	108	103	79	54
• Theft from Building	54	44	37	5
• Theft from Coin-Op. Machine	1	5	9	0
• Theft from Motor Vehicle	54	19	14	17
• Theft of Motor Vehicle Parts	11	4	22	5
• Theft – All Other Larceny	100	97	84	102
Motor Vehicle Theft	14	17	19	11
Stolen Property Offenses	0	0	1	0
Arson	0	1	2	0
Counterfeiting/Forgery	1	1	1	13
Total Fraud Offenses	27	14	41	33
• Fraud – False Pretenses	16	11	34	17
• Fraud – Credit Card/ATM	10	0	5	11
• Fraud – Impersonation	1	3	1	4
• Fraud – Welfare	0	0	0	0
• Fraud – Wire	0	0	0	1
• Fraud – Identity Theft	0	0	1	0
• Fraud – Hacking/Computer Invasion	0	0	0	0
Embezzlement	0	0	2	3

Crimes	2017	2018	2019	2020
Extortion/Blackmail	0	0	0	0
Bribery	0	0	0	0
Destruction/Vandalism	122	115	116	92
Total Crimes Against Society	270	275	198	142
Weapon Law Violation	5	14	5	9
Total Prostitution Offenses	0	1	0	0
• Prostitution	0	0	0	0
• Prostitution – Assisting	0	1	0	0
• Prostitution – Purchasing	0	0	0	0
Total Drug/Narcotic Offenses	263	260	192	131
• Drug/Narcotics Violations	149	144	102	76
• Drug Equipment Violations	114	116	90	55
Total Gambling Offenses	0	0	0	0
• Gambling – Betting	0	0	0	0
• Gambling – Operating	0	0	0	0
• Gambling – Equipment Violations	0	0	0	0
• Gambling – Sports Tampering	0	0	0	0
Pornography	2	0	1	1
Animal Cruelty	0	0	0	1

Incident-Based Reporting: Total Crime
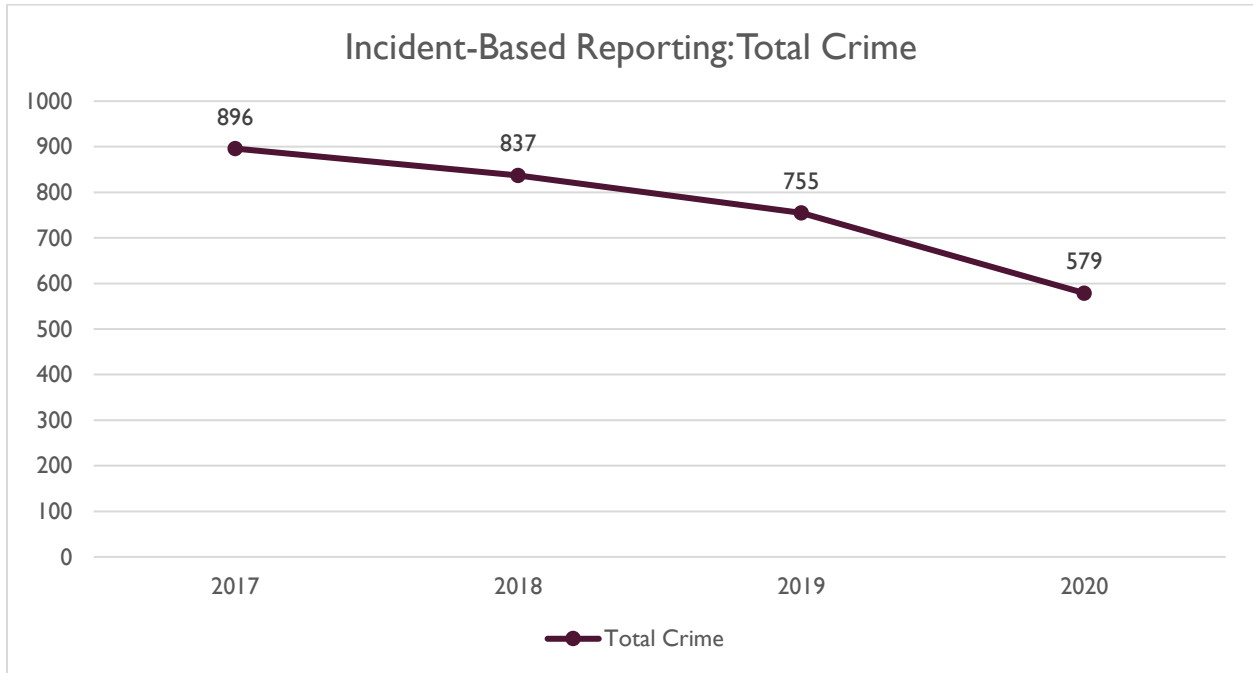
The statistics demonstrate the quantitative measures of the overall success of the initiatives. It takes a variety of strategies to allay social disorder. The absence of crime or its reduction can serve as a reflection of effective policing paradigms.

Conclusion

The MPD will continue to evolve with the needs of the community and remain adaptable in pursuit of applying the most appropriate policing strategies for the people we serve. The MPD is honored to serve and is thankful for all of the support and leadership provided by Mayor Knaack.