

TREASURER'S FINANCIAL REPORT
GENERAL FUND
SEPTEMBER 2026

<u>BOAT LAUNCH PASSES</u>	425.00
<u>BUILDING/ZONING PERMITS</u>	1,968.00
<u>CHARLES & JOANN LESTER LIBRARY</u>	
Library Sales	530.60
<u>CITATION PAYMENTS</u>	3,372.06
<u>FORFEITURES</u>	2.12
<u>GRANT</u>	
Focus on Energy	354.96
<u>MOCCASIN MHP, LLC</u>	
Mobile Home Fees	548.40
<u>NEKOOSA POLICE DEPARTMENT</u>	
BOTS Grant	299.45
Parking Ticket	<u>10.00</u>
	309.45
<u>NEKOOSA PORT EDWARDS STATE BANK</u>	
Interest on NOW Account	41.13
<u>OPERATOR LICENSES</u>	10.00
<u>RECYCLE PICK-UP</u>	100.00
<u>REIMBURSEMENT</u>	20.75
<u>RIVERSIDE CEMETERY</u>	1,000.00
<u>SENIOR/COMMUNITY CENTER</u>	1,275.00
<u>SPECIAL ASSESSMENT REQUESTS</u>	75.00
<u>UTILITY PAYMENTS</u>	152,721.76

WISCONSIN, STATE OF

Storm Damage Recovery

12,727.78

WOOD COUNTY TREASURER

August 2026 Special Charges

449.34

TOTAL RECEIPTS

175,931.35

POOLED CASH CHECKING ACCOUNT

8/31/2026 Balance

854,488.82

Checks

-775,417.04

Receipts

175,931.35

9/30/2026 Balance

255,003.13

LONG-TERM INVESTMENTS

Nekoosa Port Edwards State Bank

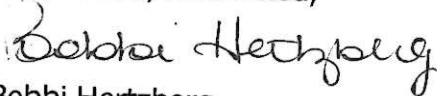
*CD #40532, Maturity 12 Months - \$22,707.30 Owned jointly with the Town
Of Port Edwards for the future closure of the landfill.*

Local Government Investment Pool

General Account – Balance \$1,553,254.70

Water Account – Balance \$1,440.05

Respectfully submitted,



Bobbi Hertzberg

Treasurer, City of Nekoosa



Committee of the Whole Minutes

The Committee of the Whole met at the City of Nekoosa Office

Location: Council Chambers, 951 Market St. Nekoosa, WI 54457

Time: Tuesday, August 18th, 2026, at 5:30 P.M.

Call to Order

The meeting was called to order at 5:30pm by Council Chairman Brad Hamilton via Zoom. The roll call was conducted by City Clerk Kallee Ferk.

Roll Call

Aldermen Present: Larry Krubsack, Adam Buehring, Michael Kumm, Anthony Carlson, Dan Downing, and Garrett Kuhn.

Also in attendance was Jon Trautman – CPA with CLA, Mike Hartje – Fire Chief, Shawn Woods – Police Chief, Rick Schmidt – Public Works Director, Darla Allen – Library Director, Dennis Fenske, Tim Bowe, and Scott Gustin.

Attendance via Zoom: Brad Hamilton – Council Chairman/Ward 4 Alderman

Alan Marcoux – Ward 1 Alderman and Daniel Carlson – Mayor were noted as absent.

Discussion and possible action on the preliminary budget status for the City of Nekoosa 2027 budget with Jon Trautman – CPA from Clifton Larson Allen.

Discussed presentation provided by Jon Trautman on the city's current 2026 budget status and the beginning of planning the 2027 budget.

Jon Trautman reviewed the second presentation for the 2027 budget season, providing an update on the City's financial position following the submission of preliminary budgets by all departments. Trautman noted that the figures remain subject to change as additional information is received from the State and as adjustments are made for positions that remain unfilled.

Trautman reported that net new construction was lower than projected at the previous meeting, coming in at 0.33%. This amount allows for an estimated \$4,241 increase to the levy. He also noted that maintaining a mill rate of approximately \$10.00 would provide approximately \$40,000 available for debt service or borrowing for the 2027 budget.

A significant portion of the discussion focused on the preliminary budget deficit of approximately \$248,734. Trautman explained that a portion of the deficit resulted from approximately \$158,000 in expenditure that had been covered by applied funds in the previous year and had not been addressed through ongoing operations. He noted that continued reliance on borrowing or applying funds for operating expenses is not an efficient long-term approach.

After incorporating several reductions discussed and approved at the previous Committee of the Whole meeting, Trautman presented a revised projected deficit of approximately \$59,672. He noted that this amount could be reduced further because the assessment fee had not yet been lowered from the 2026 budget level. Trautman also stated that leaving the discussed Public Works and Police positions unfilled could potentially allow the 2027 budget to balance and provide additional flexibility in future budgets.

Additional potential adjustments to the budget were talked about, including anticipated raises in fuel costs, Local Government Investment Pool revenue, and the potential recovery of approximately \$50,000 in expenditure restraint funds in 2028.

Trautman also addressed the City's liability related to accumulated sick time benefits. He reported that the current liability associated with potential sick time payouts for all employees is approximately \$500,000. Trautman encouraged

the Council to review the sick time provisions in the employee handbook and consider whether the benefit structure should be modified for future employees to address the City's long-term financial obligations.

In connection with several anticipated retirements, Trautman discussed the possibility of using the debt service line to spread the cost of sick payouts over multiple years. He noted that this approach could potentially be implemented as a one-time measure or over several consecutive years.

The Committee also discussed the water utility's rate of return. Trautman noted that the City's current rate of return is below the Public Service Commission's (PSC) target of approximately 4%. He stated that the current situation does not require immediate action but should be monitored to avoid the possibility of a PSC mandatory large rate adjustment in the future.

Director of Public Works Rick Schmidt reported that the city is beginning to implement a simplified 3% water rate increase starting this fall. Trautman noted that a single 3% increase would have a limited effect on the rate of return but indicated that implementing similar increases over several consecutive years could help improve the City's position relative to PSC expectations.

The final topic discussed was the potential use of grants and capital project funds for improvements to Elmwood Lane and Glendale Lane in 2027. Director of Public Works Rick Schmidt stated that planning for these projects is still in the preliminary stages but wanted the Committee and Council to be aware of the goal of addressing and potentially completing the projects during 2027.

Adjournment

The meeting was adjourned. Jon Trautman agreed to email more concrete numbers at the end of September to the Committee, once the state numbers were out and at that time the Mayor would call a date for a meeting at the beginning of October.

Meeting adjourned at 6:07pm

Personnel Committee

To the Honorable Mayor and members of the Nekoosa Common Council:

A Personnel Committee meeting was held on September 22, 2026, at 6:00 p.m. in the Nekoosa Council Chambers. Members present were: Brad Hamilton - *Chairman*, Larry Krubsack - *Secretary*, Mike Kumm and Anthony Carlson.

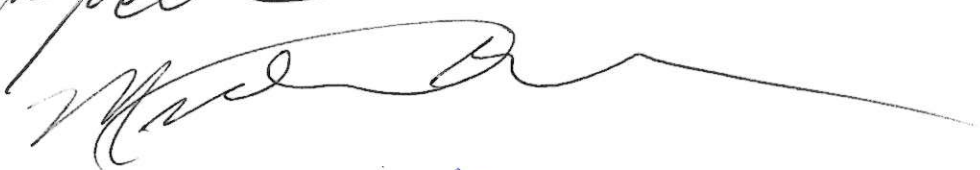
Also in attendance were Mayor Dan Carlson, Rick Schmidt, DPW Director, .

Meeting Minutes:

1. Motion by Mike Kumm 2nd by Tony Carlson to go into CLOSED SESSION pursuant to WI. stats. 19.85 (1) (c) to go over applications for the Director of Public Works. Motion carried.

Respectfully submitted,

Larry Krubsack, *Secretary*



2-7 Krubsack

Personnel Committee

To the Honorable Mayor and members of the Nekoosa Common Council:

A Personnel Committee meeting was held on September 28, 2026, at 4:00 p.m. in the Nekoosa Council Chambers. Members present were: Larry Krubsack - *Chairman*, Anthony Carlson - *Secretary*, and Michael Kumm.

Also in attendance were Rick Schmidt from the D.P.W..

Meeting Minutes:

1. recommended by Tony Carlson and seconded by Mike Kumm to go into closed session pursuant to Wis. stats 19.85 (1) (©) to interview candidates for D.P.W. director. All *voted yes.*

Respectfully submitted,

~~Larry Krubsack~~, Secretary

Tony Carlson

Anthony Carlson
Michael Kumm
Larry Krubsack

Personnel Committee

To the Honorable Mayor and members of the Nekoosa Common Council:

A Personnel Committee meeting was held on September 30, 2026, at 6:00 p.m. in the Nekoosa Council Chambers. Members present were: Brad Hamilton - *Chairman*, Anthony Carlson - *Secretary*, Larry Krubsack and Michael Kumm.

Also in attendance were Rick Schmidt from the D.P.W..

Meeting Minutes:

1. ^{MOTION} ~~Recommended~~ by Tony Carlson and seconded by Mike Kumm to go into closed session pursuant to Wis. stats 19.85 (1) (©) to interview candidates for D.P.W. director. All
2. ^{MOTION} ~~Recommended~~ by Larry Krubsack and seconded by Mike Kumm to come out of closed session pursuant to Wis. stats 19.85 (2) (©)
3. Recommend to the council to offer Adam Lueneburg the position of Director of Public works. Subject to acceptance and preemployment screening

Respectfully submitted,

Anthony Carlson, *Secretary*



The block contains four handwritten signatures. The first is in black ink, the second in blue ink, and the third and fourth in black ink. They are arranged vertically, corresponding to the names Brad Hamilton, Anthony Carlson, Michael Kumm, and Larry Krubsack.

Public Safety Committee

To the Honorable Mayor and members of the Nekoosa Common Council:

A Public Safety Committee meeting was held on October 6, 2026 at 6:00 p.m. in the Nekoosa Council Chambers. Members present were: Anthony Carlson - *Chairman*, Brad Hamilton - *Secretary*, Larry Krubsack and Michael Kumm.

Also in attendance were Mayor Dan Carlson, Adam Buehring, Dan Downing, Garrett Kuhn, Police Chief Shawn Woods, Fire Chief Mike Hartje, Asst. Fire Chief Dave Rheindschmidt and .

Meeting Minutes:

1. Discussed Flock Camera system
2. Recommend continued use of Flock Cameras paired with the formal policy in place.
3. Recommend K9 fund procure a K9, along with required handler training and ongoing operational expenses.

Respectfully submitted,

Brad Hamilton, *Secretary*



Three handwritten signatures are present. The top signature is in black ink and appears to be 'Brad Hamilton'. The middle signature is in blue ink and appears to be 'Anthony Carlson'. The bottom signature is in black ink and appears to be 'Larry Krubsack'.



Public Works Committee

The Public Works Committee will meet at the City of Nekoosa Office

Location & Address: Council Chambers, 951 Market St. Nekoosa, WI 54457

Time: Tuesday, October 13th, 2026 at 5:00 P.M.

This meeting can be streamed via Zoom, see the link attached: [Click Here](#)

Committee Chairperson: Alan Marcoux Phone: 715-886-3319

The agenda is as follows:

1. Call to Order
2. Roll Call of Members:
 - a. Ward 1: Alan Marcoux Ward 2: Adam Buehring
Ward 3: Anthony Carlson Ward 4: Garrett Kuhn
3. Discussion and possible action on Wood County Highway removing our asphalt pile (Lynn Hill Yard) and storing at the highway department yard.
4. Discussion and possible action on hiring Vierbicher engineering consultants for engineering services on Elmwood and Glendale utility project and management of the EPA grant.
5. Discussion and possible action on 10th Street drainage.
6. Discussion and possible action on request by Historic Point Basse for water use.
7. Discussion and possible action on building inspection services.
8. Discussion and possible action on release of the funds held for the Owner Financial Responsibility for the Town of Port Edwards landfill.
9. Discussion and possible action on sump pump connections to the sanitary sewer system in private properties.
10. Discussion and possible action on public works staff working with Nekoosa High School students on a job shadow program.
11. Donations / Seminars / Conferences / Equipment / Meetings

Nekoosa Common Council:

Dan Carlson, Mayor

Alderspersons:

It is possible that the members of and possibly a quorum of members of other governmental bodies of the municipality may be in attendance at the above-stated meeting to gather information; no action will be taken by any governmental body at the above-stated meeting other than the Common Council.

Ward 1: Larry Krubsack & Alan Marcoux

Ward 2: Michael Kumm & Adam Buehring

Ward 3: Anthony Carlson & Dan Downing

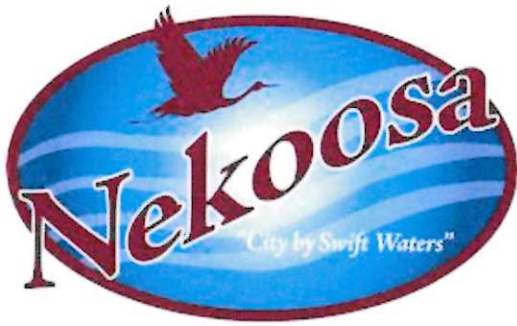
Ward 4: Garrett Kuhn & Brad Hamilton

Kallee Ferk – City Clerk

Posted 10/09/2026

This meeting is recorded via Zoom and can be accessed on the city website in the Agenda and Minutes section once posted. Discussion and possible action may take place on any of the above agenda items.

It is possible that the members of and possibly a quorum of members of other governmental bodies of the municipality may be in attendance at the above-stated meeting to gather information; no action will be taken by any governmental body at the above-stated meeting other than the Common Council.



Ways & Means Committee

The Ways & Means Committee will meet at the City of Nekoosa Office
Location & Address: Council Chambers, 951 Market St. Nekoosa, WI 54457

Time: Tuesday, October 13th, 2026, at 6:30 P.M.

This meeting can be streamed via Zoom, see the link attached: [Click Here](#)

Committee Chairperson: Adam Buehring Phone: 715-697-2054

The agenda is as follows:

1. Call to Order
2. Roll Call of Members:
 - a. Ward 1: Alan Marcoux Ward 2: Adam Buehring
Ward 3: Dan Downing Ward 4: Garrett Kuhn
3. Audit Bill List
4. License applications.
5. Discussion and possible action on wage changes for council members that were previously approved years ago.
6. Discussion and possible action on questionable emails that are being sent to several council members.
7. Discussion and possible action on acknowledging the efforts and service of former Alderman and Nekoosa Aux. Police Gus Woiak Jr.
8. Discussion and possible action to increase the allowable dollar amount to purchase flowers and send them to former Nekoosa employees families in the event of there passing.
9. Donations / Seminars / Conferences / Equipment / Meetings

Nekoosa Common Council:

Dan Carlson, Mayor

Alderpersons:

Ward 1: Larry Krubsack & Alan Marcoux Ward 2: Michael Kumm & Adam Buehring

Ward 3: Anthony Carlson & Dan Downing Ward 4: Garrett Kuhn & Brad Hamilton

Kallee Ferk – City Clerk

Posted 10/09/2026

This meeting is recorded via Zoom and can be accessed on the city website in the Agenda and Minutes section once posted.

Discussion and possible action may take place on any of the above agenda items.

It is possible that the members of and possibly a quorum of members of other governmental bodies of the municipality may be in attendance at the above-stated meeting to gather information; no action will be taken by any governmental body at the above-stated meeting other than the Common Council.



ABTS, GRUBOFSKI, & VRUWINK
LAWYERS

Nicholas R. Abts
Gavin J. Grubofski
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Wisconsin Rapids, WI 54495-1386

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September 24, 2026

City Of Nekoosa
City Clerk
951 Market Street
Nekoosa, WI 54457

Re: Wisconsin Records Obligations and Federal Digital Accessibility Deadlines for Public
Meeting Recordings

Kallee Ferk,

Enclosed is guidance for the City Council regarding Wisconsin requirements for public meeting recordings and records retention, upcoming federal accessibility and captioning deadlines, and recommended steps.

This material is intended to help the Council evaluate whether and how the Cities records or posts meetings and to identify any policy, budgeting, or staff preparations that may be needed. Please contact our office if the Council would like assistance assessing the Cities current practices.

Thank you for your assistance and prompt attention to this matter.

Sincerely,

ABTS, GRUBOFSKI & VRUWINK LLC
s://Nicholas R. Abts - electronically signed//
Nicholas R. Abts

NRA/hmz

Re: Wisconsin Records Obligations and Federal Digital Accessibility Deadlines for Public Meeting Recordings

City of Nekoosa City Council:

We are writing to all of our municipal clients with populations under 50,000 to summarize your obligations regarding the recording, retention, and accessibility of public meetings and to make them aware of a federal compliance deadline that may require advance planning. These obligations fall under Wisconsin's Open Meetings and Public Records Laws and the federal Americans with Disabilities Act, each of which imposes duties upon covered municipalities.

1. Audio/Visual Recording is Not Required by Wisconsin Law

Wis. Stat. § 19.88(3) provides that "[t]he motions and roll call votes of each meeting of a governmental body shall be recorded, preserved and open to public inspection." In this context, "recorded" means memorialized in writing, which means the municipality must generate written minutes that capture each motion and roll-call vote. There is no Wisconsin statute requiring a municipality to make an audio or video recording of any meeting, open or closed.

Separately, Wis. Stat. § 19.90 requires that when a governmental body meets in open session, the body "shall make a reasonable effort to accommodate any person desiring to record, film or photograph the meeting." This is a duty to accommodate members of the public who wish to record, but it does not obligate the governmental body to record the proceedings.

2. Retention Requirements for Audio/Visual Recordings

If your municipality does record meetings, the recordings are public records subject to the following retention requirements:

- Under Wis. Stat. § 19.21(7), recordings made for the purpose of making minutes "may be destroyed no sooner than 90 days after the minutes have been approved and published." This is a minimum requirement, not a maximum time of retention (which may be indefinite) and it applies only to recordings made for the purpose of producing minutes.
- Recordings made for other purposes (e.g., a video archive posted online for transparency, and likely most videos your municipality retains) are not covered by § 19.21(7) and are generally subject to the default minimum retention period of seven years under Wis. Stat. § 19.21(4).
- Meeting minutes are retained permanently.
- A litigation or records-request hold suspends any ability or option to destroy the recordings. Under Wis. Stat. § 19.35(5), a record subject to a pending request may not be

destroyed until at least 60 days after the request is denied, or until any related litigation ends.

Note that § 19.21(7) refers to a “taped recording,” which is obviously outdated language. The question of whether a court would read it to reach digital recordings has not been squarely decided, but it would be prudent not to assume the 90-day floor applies to digital files. We recommend reviewing your retention ordinance and confirming whether your municipality operates under the General Records Schedule for Wisconsin Municipal and Related Records (August 2018).

3. Municipalities Are Generally Not Required to Create Transcripts

A requester may ask for a transcript of a recorded meeting, but the Public Records Law does not require an authority to create a record that does not already exist. See *Journal Times v. City of Racine Board of Police & Fire Commissioners*, 2015 WI 56, 362 Wis. 2d 577, 866 N.W.2d 563. Providing the existing recording and the approved minutes typically satisfies the request unless the record not in a readily comprehensible form. In that case, Wis. Stat. § 19.35(1)(am) and (1)(i) contemplate that a transcript of an audio recording may be provided where the requester asks for one. Please consult us before denying a transcript request outright, as the analysis is fact-specific.

4. Federal ADA Title II – Digital Accessibility Deadline: April 26, 2028

In April 2024, the U.S. Department of Justice issued a final rule under Title II of the ADA requiring state and local governments to make their web content and mobile applications conform to the Web Content Accessibility Guidelines (WCAG) 2.1, Level AA. 89 Fed. Reg. 31320 (Apr. 24, 2024), codified at 28 C.F.R. §§ 35.200–205. Compliance dates were extended by a DOJ interim final rule effective April 20, 2026. 91 Fed. Reg. 20902. For a public entity with a population under 50,000, or any special district government, the compliance date is now April 26, 2028. Entities of 50,000 or more now have until April 26, 2027.

However, the extension to 2028 is being challenged. In May 2026 the National Federation of the Blind filed suit in the U.S. District Court for the District of Maryland under the Administrative Procedure Act, seeking to vacate the extensions and reinstate the original deadlines. If that challenge succeeds, your deadline could revert to April 26, 2027. We recommend planning toward the earlier date as a hedge against the possibility that the suit may be successful. The underlying 2024 rule and the WCAG 2.1 Level AA standard remain fully in effect regardless and planning for them is crucial.

With respect to meeting content, the following applies at and after the deadline:

- Prerecorded meeting video that is posted publicly must have accurate captions. (Automatically generated captions generally do not meet the applicable accuracy standard.)

- Live-streamed meetings require real-time captioning.
- Posting to a video sharing site (e.g., YouTube) or a vendor platform does not avoid the captioning obligation. The rule applies to content provided “directly or through contractual, licensing, or other arrangements.” 28 C.F.R. § 35.200(a). Municipal video on a third-party platform is still municipal content.
- There is a narrow “archived web content” exception under 28 C.F.R. §§ 35.201(a) and 35.104. Content is exempt if four conditions are met: it was created before the compliance date; it is retained exclusively for reference, research, or recordkeeping; it has not been altered since archiving; and it is stored in a dedicated area clearly identified as archived. DOJ has already warned covered entities that they may not evade the rule by simply labeling old content “archived” and even exempt archived content must be made accessible on individual request. In other words, this exemption will not meaningfully reduce accessibility obligations in many cases.

5. “Effective Communication” Obligation Effective Immediately

Independent of the web rule and its phase-in, 28 C.F.R. § 35.160 requires that communications with members of the public with disabilities be “as effective as communications with others,” and that the municipality furnish appropriate auxiliary aids and services where necessary for equal participation. In determining what aid is appropriate, the municipality must give primary consideration to the request of the individual with the disability. For example, if a resident who is deaf or hard of hearing requests a sign language interpreter or CART captioning in order to participate in a council or board meeting, the municipality must make that accommodation unless it can establish that that accommodation would be a fundamental alteration or an undue financial and administrative burden. This duty is already in effect, and it does not depend on whether the meeting is recorded, streamed, or posted. Therefore, your municipality should already be planning to accommodate this requirement if relevant circumstances arise.

6. The “Undue Burden” Defense

Where compliance with the ADA would impose undue financial and administrative burdens, 28 C.F.R. § 35.164 provides an available defense by allowing the municipality to claim that compliance would present an undue burden. The determination must be made by the head of the municipality or a designee no lower than a department head, it must be made after considering all resources available for the funding and operation of the program, and it must be accompanied by a written statement of the reasons why the conclusion of an undue burden is made. Even then, the municipality must take other steps to ensure access to the maximum extent possible. This is not a routine exemption, and we do not recommend that any municipality attempt to invoke it without consulting our office.

7. Should Your Municipality Record Meetings?

Because Wisconsin law does not require recording, it is reasonable to ask as a governmental body whether choosing not to record, discontinuing recording, or recording without posting online would reduce the anticipated captioning burden. Any of the foregoing would reduce the volume of web content subject to WCAG 2.1 Level AA, and where recordings are used solely to prepare minutes, § 19.21(7) permits their destruction 90 days after the minutes are approved and published. This is a legitimate approach, subject to the foregoing Section 5, as the “effective communication” duty described above survives the decision not to record. However, it is worth noting that recording may confer benefits that your municipality may determine justify the cost and administrative and cost burden of captioning. We recommend that you contact us for assistance with your individual municipal analysis.

8. Recommended Next Steps

- A. Determine (as a Board/Council) whether to record meetings and whether to post recordings publicly, documenting that decision in the minutes.
Decision October 13th, 2026
- B. If you post recordings, budget for and implement a captioning program that is compliant with WCAG 2.1 Level AA, with an eye toward implementation by April 2027 rather than April 2028 in light of the pending litigation. **Zoom is compliant with this level requirement of ADA standards.**
- C. Review your municipal website (not only meeting videos) for ADA compliance. The rule reaches PDFs, forms, agendas, and third-party widgets embedded in your site. **Town Web is also complaint with these ADA standards as I also have Word Doc copies of all agendas that meets the ADA requirement.**
- D. Adopt a written policy for responding to accommodation requests at live meetings and designate the official responsible for responding.
See Brookfield example
- E. Confirm your records retention ordinance and whether you have formally adopted the municipal General Records Schedule.
Article IV - Specifically 1.57
- F. Train staff on public records responses involving recordings, including retention holds and transcript requests.

We would be glad to review your current practices and help you put a compliant, cost-conscious policy in place well ahead of the deadline. Please contact our office at your convenience.

AMERICANS WITH DISABILITIES ACT COMPLIANCE POLICY

PURPOSE: This policy outlines the provisions of the Americans with Disabilities Act (ADA) of 1990, as amended, the Rehabilitation Act of 1973, the Wisconsin Fair Employment Act, and the rights and obligations of employees and the City of Brookfield (City) under federal and State of Wisconsin law.

POLICY: In accordance with the Americans with Disabilities Act of 1990, as amended, the Rehabilitation Act of 1973, and the Wisconsin Fair Employment Act, the City prohibits discrimination against qualified individuals with disabilities in all employment practices, including job application and examination procedures, hiring, firing, advancement, compensation, training, and other terms, conditions, and privileges of employment. The City is committed to engaging in the interactive process with individuals to discuss providing reasonable accommodation(s) for eligible employees and applicants with documented disabilities.

DEFINITIONS:

ADA Coordinator for Employment Issues: The Human Resources Director.

Disability as defined under the Americans with Disabilities Act of 1990 (42 U.S.C. sec. 12101) and the ADA Amendments Act of 2008 (ADAAA): The term "disability" means, with respect to an individual: a) a physical or mental impairment that substantially limits one or more major life activities of such individual; b) a record of such an impairment; or, c) being regarded as having such an impairment. An individual meets the requirement of "being regarded as having such an impairment" if the individual establishes that they have been subjected to an action prohibited under ADA because of an actual or perceived physical or mental impairment whether the impairment limits or is perceived to limit a major life activity. Being regarded as having an impairment shall not apply to impairments that are transitory and minor. A transitory impairment is an impairment with an actual or expected duration of six (6) months or less.

Disability as defined under the Wisconsin Fair Employment Act (Section 111.32): A physical or mental impairment that makes achievement unusually difficult or limits the capacity to work; has a record of such impairment; or, is perceived as having such impairment.

Direct Threat To Safety: A significant risk to the health or safety of the individual or others which cannot be eliminated or reduced by reasonable accommodation.

Essential Job Functions: Those activities of a job that are at the core to performing the position that cannot be modified. A function is essential if: the job exists to accomplish the function; only a limited number of employees can perform the function; the function is highly specialized; and, an employee is hired for their expertise in the area. Other factors that may be considered in determining whether a function is essential are the amount of time an employee spends performing the function; the consequences if the employee were not required to perform the function; the terms of applicable collective bargaining agreements; the work experience of previous employees who held the job; and, the work experience of employees in similar jobs.

Interactive Process: The process the ADA Coordinator for Employment Issues and the individual requesting accommodation(s) engage in to discuss physical or mental abilities and limitations as they relate to a job's essential functions to determine possible reasonable accommodation(s), if any.

Major Life Activities (Non-exhaustive list): Caring for oneself, performing manual tasks, seeing, hearing, eating, sleeping, walking, standing, sitting, reaching, lifting, bending, speaking, breathing, learning, reading, concentrating, thinking, communicating, interacting with others, and working. Major life activities include the operation of major bodily functions, including functions of the immune system, special sense organs and skin, normal cell growth, digestive, genitourinary, bowel, bladder, neurological, brain, respiratory, circulatory, cardiovascular, endocrine, hemic, lymphatic, musculoskeletal, and reproductive functions. Major bodily functions also include the operation of an individual organ within a body system (e.g., the operation of the kidney, liver, or pancreas).

Mitigating Measure: Medication, an assistive device, or compensating behaviors developed to control or eliminate symptoms or limitations of an impairment.

Physical or Mental Impairment: Any physiological disorder or condition, cosmetic disfigurement, or anatomical loss affecting one or more body systems, such as neurological, musculoskeletal, special sense organs, respiratory (including speech organs), cardiovascular, reproductive, digestive, genitourinary, immune, circulatory, hemic, lymphatic, skin and endocrine. They also cover any mental or psychological disorder, such as intellectual disability (formerly termed mental retardation), organic brain syndrome, emotional or mental illness, and specific learning disabilities [Section 1630.2(h)].

Qualified Individual with a Disability: A person who meets legitimate skill, experience, education, and other requirements of an employment position that he or she holds or seeks, and who can perform the “essential” functions of the position with or without reasonable accommodation.

Reasonable Accommodation: Any modification or adjustment to a job or the work environment that will enable a “qualified” applicant or employee with a disability to participate in the application process, to perform essential job functions, or to enjoy benefits and privileges of employment equal to those enjoyed by employees without disabilities. Examples of reasonable accommodation may include but are not limited to making facilities readily accessible; job restructuring; modifying work schedules; implementing flexible leave policies; reassigning to a vacant position; acquiring or modifying equipment or devices; adjusting or modifying tests; training material or policies; and providing qualified readers or interpreters.

Substantial Limitation of a Major Life Activity: To be substantially limited in performing a major life activity, a person must either be (1) unable to perform a major life function, or (2) significantly restricted in the duration, manner, or condition under which they can perform a particular major life activity, as compared to the average person in the general population.

Undue Hardship: An action that is excessively costly, extensive, substantial, or disruptive, or that would fundamentally alter the nature or operation of the City. Factors to be considered when determining whether an undue hardship exists include, but, are not limited to: the cost of the accommodations; the City’s overall financial resources; the financial resources of the department at which the accommodation is to be made; the number of employees within the department; and, the total number of employees of the City.

REASONABLE ACCOMMODATION: The City of Brookfield is committed to making reasonable accommodation(s) in job duties, the work environment, and the application process to enable a qualified individual with a disability to enjoy equal employment opportunities, if such accommodation(s) do not constitute an undue hardship on the City.

APPLICATION PROCESSES: In accordance with the law, all applicants for City of Brookfield positions must have accessibility to all steps in the selection process and are protected from disability related questions that could potentially screen them out of the application process. Applicants may not be asked

questions that are likely to elicit information about a disability, including whether an applicant has a particular disability. Inquiries regarding an applicant's medical or workers' compensation history may not be asked, however, applicants may be asked questions concerning their ability to perform the essential functions of a job. An applicant may not be asked to describe or demonstrate how they would perform the job functions, unless all applicants are asked to do this, if the disability is obvious, or the applicant discloses a hidden disability.

Reasonable accommodation(s) will be provided to qualified applicants during the selection process to ensure that all applicants have accessibility to all phases of the process. Reasonable accommodation(s) may include, for example, making an interview room accessible or allowing an interpreter or reader.

PRE-EMPLOYMENT PROCESSES: "Pre-employment offer" physical examinations are prohibited by the City of Brookfield, as are inquiries regarding the existence of an applicant's disability or the nature and severity of the disability.

Offers of employment may be conditioned on the results of a medical examination if all individuals in the same job category must undergo a medical exam. The information received during medical examinations will remain confidential, however, the City may disclose medical information to: (1) a supervisor for a candidate's necessary restrictions on their work or duties and need for reasonable accommodation; (2) first aid and safety personnel if the disability might require emergency treatment; (3) government officials investigating compliance with the ADA; (4) State workers' compensation offices, State second injury funds, or workers' compensation insurance carriers; or (5) the City's health insurance carrier for insurance purposes.

If the existence of a disability and medical restrictions are revealed during the medical exam, the City must determine whether the restrictions can be reasonably accommodated. The City must not withdraw an offer of employment unless: (1) the City determines that the candidate is unable to perform the essential functions of the job, with or without reasonable accommodation; or (2) the candidate poses a significant risk of causing substantial harm to themselves or others that cannot be eliminated by reasonable accommodation.

ADMINISTRATIVE PROCEDURES FOR EMPLOYEES:

Requests for Accommodation: An employee who believes they need reasonable accommodation to perform an essential function of their job must make the request through their direct supervisor, or the Human Resources Director. The City of Brookfield will work with the employee to determine if the disability can be reasonably accommodated. With the employee's permission, someone other than the employee may request reasonable accommodation on behalf of the employee.

When a request for accommodation is received by a supervisor or when it is apparent that a reasonable accommodation may enable an individual with a disability to perform the essential functions of the position or participate in the employment process, the supervisor or Human Resources Director should direct the employee to submit a **"Reasonable Accommodation Request Form" or equivalent** in writing with appropriate supporting documentation to the Human Resources Director. Someone other than the employee may complete the "Reasonable Accommodation Request Form" or equivalent. Documentation of the request for accommodation and the response (provided on the **"Response to Accommodation Request Form" or equivalent**) by the Human Resources Director must be kept in a confidential file (separate from personnel and medical files).

All requests for accommodation shall be responded to in a timely manner, after the Human Resources Director has engaged in the "interactive process" with the employee requesting the accommodation. The City reviews all requests for accommodation on a case-by-case basis and must provide a reasonable

accommodation that allows the qualified individual with a disability to achieve the same level of job performance as other similarly skilled employees. Based on this interactive process, reasonable accommodation that is most appropriate for both the City and the individual requesting the accommodation must be selected. While an employee's preference will be considered, the City is free to choose between equally effective accommodations with consideration for expense and impact on the rest of the organization. The City is not obligated to provide accommodation that causes an undue hardship on the City.

COMPLAINT PROCEDURE: If an applicant or employee believes they have been discriminated against in employment based on disability, they must report the alleged discrimination to their supervisor, department head, or the Human Resources Director as soon as possible. The Human Resources Director will provide confidential assistance to attempt to resolve issues regarding disability discrimination or harassment. If the issues are unable to be resolved and the individual wishes to pursue the matter further, the applicant or employee must file an internal complaint with the Human Resources Director. The complaint must be signed, in writing, and include the details of the alleged discrimination and the names of parties involved in the complaint and any witnesses. The City will provide assistance in completing the complaint if requested, and someone other than the applicant or employee may file the form. To the fullest extent possible, the City will investigate the complaint in a timely and confidential manner. If an investigation reveals that the complaint is valid, the City will notify the complainant of its findings and take remedial action to stop the discrimination and prevent its recurrence. If the complaint is determined to be invalid, the City will notify the complainant of its findings.

The applicant or employee must utilize the City's internal reporting procedure first. However, if after utilizing this procedure, the complainant does not feel the City has adequately addressed the complaint, the applicant or employee may file a formal complaint with the Wisconsin Equal Rights Division of the Department of Workforce Development or the U.S. Equal Employment Opportunity Commission. If the applicant or employee does file a formal complaint with either agency, they must file a copy of the complaint with the City Clerk no later than the next business day after the filing.

RETALIATION: Retaliation against an employee who has filed a complaint or has assisted in an investigation is strictly prohibited.

**AMERICANS WITH DISABILITIES ACT (ADA)
EMPLOYEE ACCOMMODATION REQUEST**

Protection is afforded under the ADA to a qualified individual with a disability, who can perform the essential functions of the position, *with or without reasonable accommodation*.

Instructions: Please complete the form and attach supporting documentation from your physician and a return-to-work authorization (as appropriate). Submit the completed form to your direct supervisor or the Human Resources Director.

Name:		
Address:		
Department:	Title:	
Supervisor:		
Work Phone Number:	Home:	Other:

Please list accommodations requested and reason for accommodation request:

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Signature:	Date:
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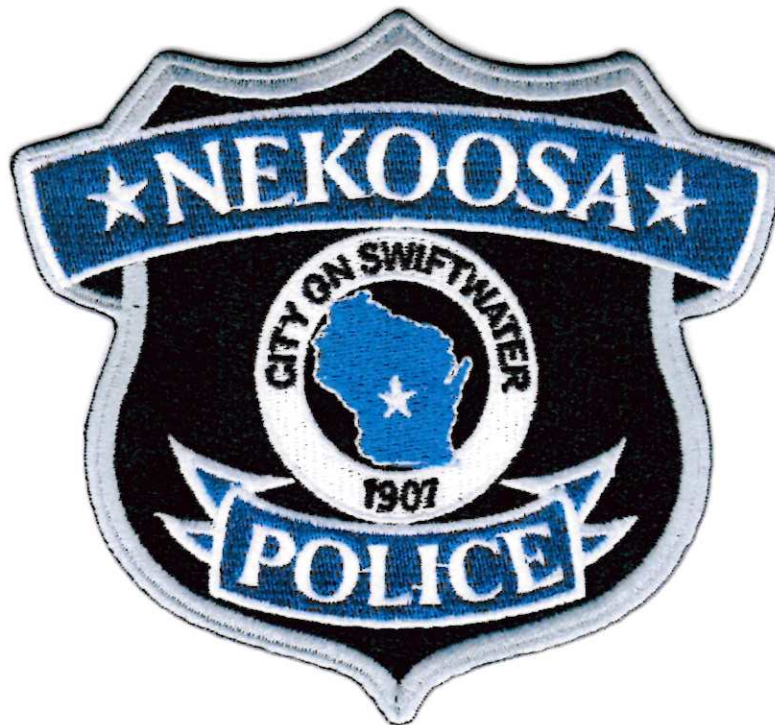
AMERICANS WITH DISABILITIES ACT (ADA) RESPONSE TO ACCOMMODATION REQUEST

Date:	Department:	
1. Accommodation Requested By:		
2. Is this individual covered by ADA?	YES	NO
3. Was the requested accommodation approved?	YES	NO

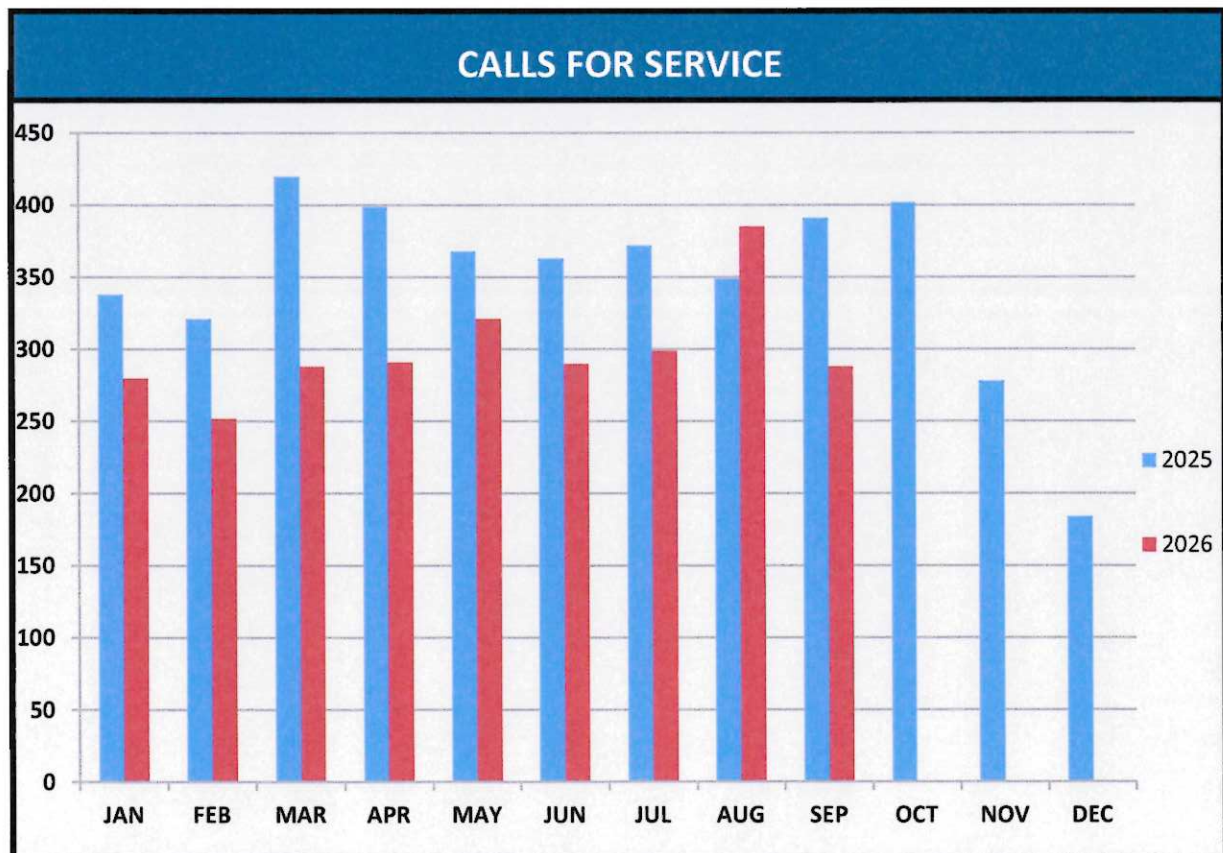
If yes, the following accommodations and/or modifications will be implemented:	
Approximate cost of accommodation and/or modification: \$	
If the accommodation is denied, list the reasons for the denial. <i>The Department must consult with the Human Resources Director prior to a denial of any accommodation request.</i>	
4. Date of action:	
5. Response by individual requesting accommodation:	
Signature:	Date:

NEKOOSA POLICE DEPARTMENT

**Monthly Report
September 2026**



ACTIVITY	CURRENT MONTH
TRAFFIC CONTACTS	54
TRAFFIC CITATIONS	17
ORDINANCE CITATIONS	7
CRIMINAL OFFENSES	10
DRUG OFFENSES	0
TRAFFIC CRASHES	5
CALLS FOR SERVICE	288
REQUESTS FOR RECORDS	15
REQUESTS FOR RECORDS - YTD	160



CALLS FOR SERVICE

Alarms	1
All Other	9
Ambulance Call	4
Animal Complaint	6
Assist Citizen	5
Assist Motorist	2
Assist Other Agency	29
Civil Matter	1
Computer Crimes	2
Criminal Damage	3
Disturbances	12
Extra Patrol	5
Fire Call	4
Follow Up	8
Follow Up	1
Liquor/Tobacco Violation	1
Lost & Found	3
Lost or Found Animals	2
Motor Vehicle Theft	1
Ordinance Violations	2
Project Lifesaver Check	2
Property Protection	79
Prowler/Suspicious Person/Vehicle	2
Repo Documentation	3
Search Warrant	1
Sexual Offense	2
Special Detail	8
Theft	5
Traffic Accident	4
Traffic Accident - injury	1
Traffic Stop	54
Traffic/Parking Complaint	16
Warrant Pick-up	3
Welfare Check	7
Total	288

ARRESTS & CITATIONS

10.05(7) DILAPIDATED BUILDING	1
12.09(7)(C) PERMITTING DOG/CAT TO RUN LOOSE	1
254.92(2) Minor Possesses or Purchases Tobacco	1
341.04(1) Non-Registration of Vehicle, Etc.	3
343.44(1)(A) Operating While Suspended	3
344.62(1) Operating a motor vehicle w/o insurance	3
346.34(1)(a)3 Deviating from Lane of Traffic	2
346.57(4)(F) Speeding in Outlying District	2
346.63(1)(A) Operating While under the Influence	2
346.68 Hit and Run-Unattended Vehicle	2
9.19(4) MINOR POSSESS/BUYING TOBACCO PROHIBITED	1
9.947.01 DISORDERLY CONDUCT	3
940.203(1)(c) THREAT TO LAW ENFORCEMENT OFFICER	1
940.60(2) Substantial Battery	1
941.375(2) Throw/Disch. Bodily Fluid at Public Safety Worker/ Pros.	1
943.41(3)(A) Credit Card-Theft by Acquisition	1
943.41(5)(A)1(A) CREDIT CARD-FRAUDULENT USE	1
943.50(1M)(B) Retail Theft-Intentionally Take	1
946.41(1) Resisting or Obstructing an Officer	1
947.01(1) Disorderly Conduct	1
948.072 GROOMING OF A CHILD FOR SEXUAL ACTIVITY	2
Total	34

ADDITIONAL INFO./ACTIVITY

- *Chief Woods attended the monthly Family Center board of directors meeting via Zoom*
- *Chief Woods met with Craig Shervan, the law enforcement liaison from the 'League Insurance'. The meeting was to discuss survey results from "Discovering Evidence-Based Practices in Patrol Operations." The survey probed nine evidence-based practices that top-performing agencies use to reduce officer injuries, liability claims, and organizational risk. Nekoosa Police Department meets or exceeds criteria in all areas (see attached: "iMPACT Field Research" documents).*
- *Chief Woods met with Flock Safety representatives via Zoom for a "Trust and Compliance" refresher. Nekoosa PD ALPR policy was added to the end of this monthly report for ongoing discussion regarding Flock Safety.*
- *Chief Woods attended the Northcentral Chief's of Police Association monthly meeting in Grand Rapids.*
- *Chief Woods attended the "Nexus" kickoff celebration. The Nexus is a proposed \$45 million public safety training center project. <https://www.mstc.edu/about-us/foundation/community-partnership/nexus-public-safety-center>*
- *Asst. Chief Kolo worked with the Pumpkinfest Committee for traffic safety, parking and event security.*
- *Chief Woods and Asst. Chief/SRO Kolo attended the September Nekoosa School District board workshop to discuss assessment and risk of student seclusion and restraint practices.*

PERSONNEL

<i>Shawn Woods</i>	<i>Chief of Police</i>
<i>Josh Kolo</i>	<i>Asst. Chief, S.R.O</i>
<i>Brian Machon</i>	<i>Detective</i>
<i>Chris Meyer</i>	<i>Patrolman</i>
<i>Tim Resheske</i>	<i>Patrolman</i>
<i>Kolton Kessler</i>	<i>Patrolman</i>
<i>Logan Otto</i>	<i>Patrolman</i>

Respectfully submitted,

 - Chief of Police



iMPACT® Field Research



Discovering Evidence-Based Practices
in Patrol Operations

0

EBP #1: After-Action Reviews

The implementation of a policy on After-Action Reviews as described below showed the strongest statistical evidence of reducing officer injuries and incidents leading to claims payments

Top Performing Agencies:

- Review everyday patrol operations, not just critical incidents.
- Train people leaders on coaching & feedback skills.
- Have a systematic review process including both proactive and reactive events.
- Learning culture in pursuit of excellence.
- Incorporate learnings through training, recognition and constructive feedback.
- Body cameras are included in review process

Benchmark's research shows that the implementation of After-Action Reviews yielded:

- 93% confidence level in reduced injury severity
- 77% confidence level in reduction of overall worker's comp claims
- 85% confidence level in reduction of liability claim frequency
- 87% confidence level in reduction of auto claim frequency.

1

EBP #2: Advanced Leadership Training

The implementation of a policy requiring command staff to attend advanced leadership training as described below showed the 2nd strongest statistical evidence of reducing officer injuries and incidents leading to claims payments

Top Performing Agencies:

- Thoughtfully balance on-the-job training, mentorship and formal leadership training.
- Invest time and money enabling candidates / managers to develop their leadership skills.
- May require advanced degrees (subsidized by the City) for senior command positions.
- Examples include the FBI Academy, Northwestern School of Police Staff and Command, Southern Police Institute, WI Command College.

Benchmark's research shows that requiring advanced leadership training yielded:

- 97% confidence level in reduction in injury severity
- 94% confidence level in reduction of overall worker's comp costs
- 80% confidence level in reduction of overall auto liability severity.

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EBP #3: Incentive-Based Wellness Programs

The implementation of Incentive-Based Wellness Programs as described below showed the 3rd strongest statistical evidence of reducing officer injuries and incidents leading to claims payments

Top Performing Agencies:

- Offer formal wellness programs including measured outcomes spanning multiple aspects of wellness (mental, physical, family, financial, spiritual, etc..).
- Foster employee-driven support and choice.
- Often provide meaningful financial rewards for achievement.
- Often measure participation rates and solicit feedback as part of program design.
- Often have a stated goal to "crush the stigma" of officer mental health and support.

Benchmark's research shows that the implementation of incentive-based wellness programs yielded:

- 87% confidence level in reduction of liability claim frequency
- 66% confidence level in the reduction of overall claim costs
- 85% confidence level in reduction of overall worker's comp costs.
- 95% confidence level in reduction in injury severity for those that include neck-up check-up's

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EBP #4: Evidence Room Practices

The implementation of Evidence Room Practices as described below showed the 4th strongest statistical evidence of reducing officer injuries and incidents leading to claims payments

Top Performing Agencies:

- Are proud of their evidence-management processes and facilities.
- Have certified evidence technician(s) on staff or contract.
- Conduct independent annual audits.
- Properly ensure chain of custody, limited access and evidence management through process, technology and physical systems (e.g. pass-through lockers, barcoding).

Benchmark's research shows that the implementation of these practices yielded:

- 78% confidence level in reduction of liability claim frequency and
- 65% confidence level in reduction of claim severity

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EBP #5: Mental Illness / Crisis Response Policy

The implementation of a policy on mental illness / crisis response policy as described below showed the 5th strongest statistical evidence of reducing officer injuries and incidents leading to claims payments

Top Performing Agencies:

- Establish clear criteria on how officers will identify and engage involving calls for service with individual(s) experiencing mental crisis.
- Policy and practices based on best practices published by PERF, IACP, Lexipol or similar.
- May also be combined with implementation of additional policies around engaging other types of mental illness, substance abuse, autism, etc..
- Typically combined with CIT certification, mental health first aid or similar training.
- Agencies completing the 40-hour CIT certification for all their officers further reduced incidents leading to liability claims.

Benchmark's research shows that the implementation a policy on mental illness / crisis response yielded:

- 80% confidence level in reduction of liability claim frequency

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EBP #6: Restrictive Pursuit Policy

The implementation of a restrictive pursuit policy as described below showed the 6th strongest statistical evidence of reducing officer injuries and incidents leading to claims payments

Top Performing Agencies:

- Greatly limit pursuits to a small set of conditions, such as violent felonies only, and with a high threshold of consideration of imminent danger vs. the potential harm to the community of continuing the pursuit.
- Clearly define what constitutes a pursuit (flee but no pursuit, terminated early, full pursuit).
- Review every pursuit for learnings and policy compliance.
- Measure "flee" rate – that is number of pursuits not engaged.

Benchmark's research shows that the implementation of a restrictive pursuit policy yielded:

- 98% confidence level in reduction of auto claim frequency
- 83% confidence level in reduction of auto claim severity
- 82% confidence level in the reduction of liability claim frequency

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EBP #7: Lateral Hire Risk Assessment

The implementation of lateral hire risk assessment practices as described below showed the 7th strongest statistical evidence of reducing officer injuries and incidents leading to claims payments

Top Performing Agencies:

- Include employment and licensing histories to identify questionable circumstances of past employment
- Utilize public facing licensing databases such as the National Decertification Index (NDI)
- On board lateral hires like any new hire
- Utilize same pre-employment background investigation, field training program and probationary period as any other new hire
- Supervisory monitoring of policy compliance, communication skills, adjustment to new culture, skills development unique to your agency, and ethical decision making

Benchmark's research shows that the implementation of these lateral hire risk assessment practices yielded:

- 93% confidence level in reduction of officer injury severity
- 90% confidence level in reduction of overall worker's comp costs

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EBP #8: Crisis Intervention Team (CIT) Certification

The implementation of crisis intervention team training (CIT) for all officers showed the 8th strongest statistical evidence of reducing officer injuries and incidents leading to claims payments

Top Performing Agencies:

- Agencies completing the 40-hour CIT certification for all their officers further reduced incidents leading to liability claims

Benchmark's research shows that the implementation of this practice yielded:

- 80% confidence level in reduction of liability claim frequency

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EBP #9: Emergency Vehicle Operations Policy

The implementation of policy regulating non-pursuit emergency vehicle operation showed the 9th strongest statistical evidence of reducing officer injuries and incidents leading to claims payments

Top Performing Agencies:

- Establish clear criteria on what calls warrant "code" response with a high threshold balancing response risk with imminent danger / harm to the community.
- Have controls to identify if an officer travels at excessive speed with review / follow up procedures specified.
- May conduct EVOC training more often than required by regulation.
- May audit maintenance records to ensure vehicles maintain performance levels (e.g. Tire treads, Air Pressure, Brake Inspections etc.).

Benchmark's research shows that implementing a strong emergency vehicle operation policy yielded:

- 98% confidence level in reduction of auto claim frequency

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Bonus: Mission and Core Values Statements

The implementation of strong mission and/or core values statements showed strong statistical evidence of improved staff retention

Top Performing Agencies have a Mission and/or Core Values Statements that is...

- Clear and concise with buy in at all levels
- Directly related to everyday service delivery
- Incorporated into performance, recognition & reward.
- Clearly articulating what behaviors are expected to fulfill mission
- Incorporated into performance, recognition & reward

Benchmark's research shows that the implementation of these practices yielded:

- 20% reduction in staff turnover, with a 99% confidence level

After-Action Reviews

THE OPPORTUNITY

iMPACT® program research reveals the important role of After-Action Reviews (AAR) in cultivating service excellence.

Defining AARs

After-Action Reviews are a systematic, non-punitive way to review discrete events, recognize performance, learn, and improve agency and officer practice.

When to Utilize an AAR

Agency application ranges broadly from critical incidents to multi-agency events to everyday operations.

When Not to Utilize an AAR

AARs should not be used in situations where an investigation or review process could result in discipline.

Developing Your Own AAR Process

Here are some best-practice recommendations for items to include when developing or enhancing your AAR program:

STEP 1

Define a Statement of Purpose
Explains what your agency hopes to achieve by conducting AARs.

STEP 2

Specify the Types of AARs and Occasions for Use
AARs will vary by occasion — from a training event . . . to an everyday operation . . . to a high-profile event.

STEP 3

Develop AAR Protocols
Define criteria, timelines, readiness, and approach to be followed with AAR implementation.

STEP 4

Strategic Considerations
Determine how the AAR process can be matured over time to improve service excellence, enhance agency culture, and deepen trust and transparency with stakeholders.

After-Action Reviews

THE OPPORTUNITY

iMPACT® program research reveals that at the heart of nearly every top-performing agency is a culture of learning and development put into practice by a defined After-Action Review (AAR) practice.

Following AAR deployment, these agencies measurably reduce incidents leading to Workers Compensation and Liability claims. While many agencies utilize this practice following critical incidents, few extend the practice in a repeatable way that benefits everyday operational excellence.

Defining AARs

After-Action Reviews are a non-punitive, team-based process for analyzing designated events and spotting lessons that can be applied going forward as well as proactively highlighting positive behaviors and outcomes. The focus is on improving agency, unit, and officer performance — not on placing blame. AARs can be done informally, like debriefing after a training scenario or a call for service. They can also be scaled up, formalized, and conducted by an outside resource, as might be appropriate after an incident of mass violence, a major protest, or other high-impact event. AARs typically identify areas of demonstrated service excellence as well as opportunities for improvement such as training, planning, policy, equipment, communications, and readiness.

When to Utilize an AAR

Agencies have a great deal of flexibility in deciding when to conduct AARs. Your agency could decide to do them, for example, following:

- Major, high-profile events, such as responses to disasters, mass protests, and incidents of mass violence.
- Multi-agency responses, where communications and coordination may present atypical challenges. A major vehicle crash, for example, could provide an opportunity for an AAR with other law enforcement agencies, EMS, and fire service elements — and could cover such issues as communications and coordination, scene and traffic management, and patient care.
- Incidents of special interest to the agency. For example, your agency could decide to conduct AARs for responses to mental health crisis calls that meet certain criteria; to evaluate the adequacy of current training, strategies, and tactics; to address coordination issues with EMS and mental health resources; to determine what is working and what is not; as well as any additional training or resources needed.
- Other typical calls for service which can present opportunities to catch officers delivering exemplary service while providing learning opportunity in moderate- to high-risk situations — such as domestics, traffic stops, code response calls, calls involving persons in mental crisis, etc.

After-Action Reviews

When NOT to Utilize an AAR

AARs should generally not be used in situations where a criminal investigation, administrative investigation, or other review process that could result in discipline will be conducted. These include:

- Circumstances involving the use of deadly force and in-custody deaths where a criminal investigation is expected to follow as a matter of course.
- Uses of force, pursuits, and citizen complaints that will be subject to automatic review or investigation under agency policy.

Conducting an AAR in these circumstances could compromise the investigation or review process and possibly other state, local, or collective bargaining regulations or agreements. Consult with your legal counsel before commencing a review on a matter that is expected to result in civil litigation, regulatory review, or other involvement from outside your agency.

Developing Your Own AAR Process

The best practice for conducting AARs is one that your agency has developed or modified to fit your circumstances. Benchmark's research finds that top-performing agencies document and train to their AAR process while connecting it to reinforce agency mission, core values, performance management, wellness and other strategic initiatives. Here are some recommendations for items to include when developing or enhancing your program:

STEP 1 — Statement of Purpose

The Statement of Purpose should explain what your agency hopes to achieve by conducting AARs. It could say something like, "The X Police Department / Sheriff's Office is committed to improving the quality of its services and the safety of officers and community members through the systematic review of designated incidents to identify better, safer, and more promising practices going forward." The statement could also express your agency's commitment to your mission, culture of excellence, and continuous learning and improvement.



Best Practice Hint: The policy should plainly articulate that AARs are non-punitive and will not be used in situations where a criminal or administrative investigation or other process that could result in criminal charges or disciplinary action will be undertaken. An AAR could, however, be undertaken once any criminal and disciplinary issues have been resolved.

After-Action Reviews

STEP 2 — Specify the Types of AARs and Occasions for Use

An AAR involves reviewing an incident and asking:

- What went right?
- What went wrong?
- How can things be done better the next time?

Training Events

It is evident that field training officers routinely conduct mini-AARs with those under their charge, and in-service instructors routinely address these same three questions with officers after they complete a training scenario.

Everyday Operations

The AAR process does not need to be reserved for major incidents; smaller occurrences provide opportunities to learn and develop your agency's culture. As you think about the circumstances that should trigger an AAR, consider the benefits of making these reviews a standard way of doing business. Normalizing the AAR process indicates to officers and the community that your agency is committed to continuous learning and improvement.

High-Profile Events

At the other end of the spectrum, a high-impact event might call for an AAR that is formal, comprehensive, broad in scope, and best conducted by an outside resource. Your policy should leave flexibility to structure and conduct these kinds of AARs based on the needs of the situation.

Your policy should make provisions for both informal and formal AARs. An informal AAR might be appropriate for smaller-scale, low-impact incidents. For example, a team or a shift could evaluate how it responded to a crime in progress or how it performed in conducting a building search. Those involved could talk through the event soon after it is over. If the lessons learned would benefit those beyond the immediate team, they could be discussed at a shift change or department meeting.

After-Action Reviews

STEP 3 — Develop AAR Protocols

1. Define criteria specifying when informal or formal AARs could, should, or must be conducted. Establish timelines for how soon AARs will commence after a designated event.



Best Practice Hint: If your agency does not have an established practice of conducting AARs, a good place to begin is by doing smaller ones following lower-impact events.

2. Identify the AAR components for your department. What questions will be asked and answered during the AAR?

For example:

- What happened and when?
- Where did the incident occur?
- Who was involved in the response and how and why were they involved?
- Who and what else was present at or around the incident location?
- How did the incident and response unfold?
- What equipment was used during the response?
- What complications occurred during the response?
- What could have been improved in the response?
- What parts of the incident response went well and why?
- If an incident went well, what feedback or praise might be appropriate?
- If a problem or complication occurred, what was the root cause?
- If a problem or complication is identified, how can it be prevented in the future?



Best Practice Hint: AARs should also evaluate actions for consistency with the department's mission statement. This can reinforce the sense of purpose that officers feel at an individual level, which has been shown by Benchmark's iMPACT research to have a beneficial role in wellness and officer retention.

After-Action Reviews

3. Determine staff roles, readiness, and proficiency for the AAR process. Identify who will conduct or facilitate AARs. What skills or training will staff need to successfully perform in these roles? Consider leadership and emotional intelligence tools and training that equip supervisors and command staff with necessary skills to coach, develop and constructively handle difficult conversations when necessary. These training resources should be implemented before asking command staff to conduct AARs if they are new to your agency.



Best Practice Hint: Reviews generally should be facilitated or conducted by an officer who outranks the involved officers by one level or who has specialized expertise in the issue being reviewed.



Best Practice Hint: If the AAR procedure includes **multiple stakeholders at different levels**, clearly identify who is responsible for determining final outcomes and follow-up.

4. Decide what types of data will be considered and generated. Your policy should specify the types of data that will be examined as part of the AAR process, such as body-worn and in-car camera videos. Just as important, you should have guidelines on the front end for AAR summaries that will be written and how they will be classified under your Agency, City/County, and State regulations and data practices / sunshine laws. Consult your legal counsel before finalizing your policy.



Best Practice Hint: As you develop your AAR process, work with your legal counsel to determine what kinds of data may be considered, who may have access to it, and what kinds of safeguards should be in place for preventing unauthorized disclosure. Likewise, determine beforehand how AAR summaries will be classified and who will have access to them.



Best Practice Hint: To keep AARs focused on team performance and to prevent data practices concerns, avoid including information in summaries or other written materials that could identify individual officers or citizens involved.

After-Action Reviews

5. Determine who will participate in AAR sessions and develop ground rules to maintain a professional and trusting environment. Will the department limit involvement in AARs to only those involved in the incident? Will the department use AARs for broader learning opportunities such as reviewing and discussing BWC video in roll call?



Best Practice Hint: Spirit is paramount when it comes to conducting AARs; the focus is on learning and improvement, not assessing individual fault. Nevertheless, one indication of a professional and trusting environment is when officers are willing to speak up and acknowledge personal mistakes as part of the process. This consideration may weigh in favor of keeping the AAR group smaller. On the other hand, a particular AAR can yield results that are beneficial to the entire department, so an appropriate process should be identified for communicating a summary to this broader audience. Facilitators must be prepared to model and enforce appropriate ground rules for AARs to be successful.

6. Decide what follow-up needs to occur after an AAR. Are there policy changes, training needs, equipment issues, or other lessons learned that should be implemented? How will this be handled?



Best Practice Hint: Although the AAR process is team-based and agency-focused, there may be individual performance or training issues that surface. Because data about individual performance will generally constitute private data city/county or state regulations, it is not appropriate to discuss this information in team settings or document it in summaries that will be available to those other than the individual employee and their supervisors.

After-Action Reviews

STEP 4 — Advanced Considerations

Benchmark's research shows that once agencies deploy an AAR practice, its maturation can provide increasing benefits to the organization, including:

- Creating a library or service excellence forming a shared vision of what great performance looks like — reducing ramp-up time for new officers.
- Fostering relationships, trust, and transparency with community stakeholders by involving them in recognition and reward programs stemming from AAR reviewed events.
- Reinforcing a culture of excellence, recognition, and delivery of agency mission (why), core values (how) and performance management. Benchmark's research finds that agencies with best-in-class AAR programs that instill deep sense of purpose, recognize service and objective performance excellence increase officer retention by over 20% and become an "Agency of Choice" attracting top talent.

*For Additional Resources See:

- National Policing Institute AAR Library:
<https://www.policinginstitute.org/publication/how-to-conduct-an-after-action-review/>
- IACP AAR Resource Page: <https://www.theiacp.org/after-action-review>
- Harvard Business Review Article: A Better Approach to After-Action Reviews:
<https://hbr.org/2023/01/a-better-approach-to-after-action-reviews>

After-Action Reviews: A Culture of Learning

Embedding After-Action Reviews into your organization's DNA requires intentional leadership, ongoing reinforcement, and a genuine commitment to learning. By making AARs routine, non-punitive, and actionable, you can transform them from an afterthought into a powerful driver of operational excellence and professional growth.

1. Lead by Example

- Top-down support and explanation is key to the effectiveness of any program.
- Celebrate successes and improvements that result from AAR findings.

Example: A police chief or command staff internally recognizes key takeaways from an internal AAR conducted by their officers.

2. Integrate AARs Into Daily Operations

- Encourage micro-AARs—short reflections following calls or other events.
- Make AARs a standard part of debriefs after critical incidents, training exercises, or major calls.
- Ensure they occur at all levels (patrol, investigations, professional staff, command).

Example: Patrol shifts conduct quick debriefs after a crime-in-progress call response or CIT incident, ensuring immediate feedback and improvement.

3. Foster a Blame-Free, Learning-Focused Environment

- Separate AARs from disciplinary actions—AARs should focus on improvement, not punishment.
- Reinforce that everyone contributes to learning, regardless of rank or role.
- Train supervisors to facilitate constructive, non-punitive discussions.

Example: When reviewing a situation that went not as planned, leadership frames the AAR as "What can we do better next time?" rather than "Who messed up?"

4. Provide Training & Resources

- Train all supervisors and field training officers (FTOs) in how to conduct effective AARs.
- Provide quick-reference guides or mobile-friendly AAR templates for easy use in the field.

Example: A department creates a laminated wallet card with AAR key questions for quick use in the field.

After-Action Reviews: A Culture of Learning

5. Recognize & Incentivize Participation

- Publicly recognize teams/officers who embrace AARs and apply lessons learned.
- Reward improvements from AAR findings (e.g., recognition for units that implement positive changes).
- Tie AAR participation into leadership development opportunities.

Example: Officers who contribute innovative solutions during AARs receive formal recognition at roll call or department meetings.

6. Share Lessons Across the Organization

- Share key AAR takeaways at trainings, briefings, meetings, etc.
- Hold cross-department meetings to discuss AAR findings that impact multiple units.
- Implement knowledge-sharing platforms (e.g., intranet pages, emails, or brief video summaries).

Example: The training division compiles quarterly reports summarizing AAR lessons learned, ensuring the whole department benefits.

7. Involve External Partners When Needed

- Conduct joint AARs with fire, EMS, dispatch, and mutual aid agencies when applicable.
- Work with community groups or business owners to incorporate community ownership.

Example: After a large-scale protest response, law enforcement holds an AAR with fire, EMS, dispatch, and key community leaders to refine future crowd control strategies.

8. Measure Progress & Adapt

- Use AAR insights to update policies, training, and SOPs.
- Gather feedback on the AAR process itself; refine it over time.

Example: A department's training division uses findings from AARs to identify recurring issues and adjust training accordingly.

Empowering Excellence: *Evidence-Based Practices for Law Enforcement*

A Reference Guide for Command Staff & Municipal Leaders

March 2025



In Partnership with



Executive Summary

Changing societal, political, and regulatory factors combined with labor shortages have created immense strain and change upon every law enforcement agency, its people, and stakeholders. When considering the scale and impact of these trends we are arguably in one of the most consequential periods in American law enforcement history.

Benchmark Analytics, a public safety data science firm based in Chicago, is actively working to help law enforcement organizations around the country address the risks facing officers and communities and answer the fundamental question: “What are top performing agencies doing that can be shared with others?”. Through a program called iMPACT®, Benchmark has identified key risks facing law enforcement agencies and identified evidence-based recommendations for approaches most likely to address these risks.

iMPACT conducts nationwide research with chiefs, sheriffs, command staff, and municipal administrators to learn what programs and practices show statistical connection to reduced officer injuries, accidents, and incidents leading to liability claims.

Through hundreds of agency engagements, we’ve heard:

- unvarnished perspectives about challenges facing the industry.
- how leaders are innovating and finding new ways to thrive amidst change.
- how command staff incorporate evidence-based research into their strategic decision-making and operational excellence programs.

Through this program, we identified agency practices that show strong statistical connection to reduced liability, workers compensation and auto claims costs at agencies of varying sizes, geographic locations, and serving a wide variety of community demographics. **We call these “evidence-based practices.”**

This guide provides the iMPACT program’s latest research findings and is intended to support law enforcement organizations of all sizes and geographies throughout the country. It is important that each agency engaged with the iMPACT program consider their unique agency and community factors before choosing which practices are most appropriate to implement.

Note: for those who have read previous versions of this research, we highlight updated findings as ***New in 2025.**

Evidence-Based Practices

Since 2022, iMPACT interviews have collected information for seventy-three (73) practices of law enforcement operations from agencies across the United States. Statistical analysis revealed nine (9) evidence-based practices that show strong statistical connection to reduce incidents leading to officer injuries, auto accidents, and/or liability claims. Each evidence-based practice represents a proven approach that **agency and city leaders can take to improve the health, safety, and overall outcomes for their officers and the community they serve.** We recommend agency and city/county

leadership consider this research as one factor among others important to their city or agency when considering new practices to deploy.

Table 1: Evidence-Based Practices

Evidence-Based Practices	Practice Area	Liability Claims Reduction	Workers' Comp Claims Reduction	Auto Claims Reduction
1. After-Action Review	Operations	✓	✓	✓
2. Advanced Leadership Training	Training	✓	✓	✓
3. Wellness Programs	Wellness	✓	✓	✓
3a. Check up from the Neck Up	Wellness		✓	
3b. Peer Support	Wellness		✓	✓
4. Evidence-Room Practices (Audit, Technician)	Operations	✓	✓	
5. Mental Illness / Crisis Response Policy and Crisis Intervention Team (CIT) Certification	Policies, Training	✓	✓	✓
6. Restrictive Pursuit Policy	Policies	✓		✓
7. Lateral Hire Risk Assessment	Operations		✓	
8. Emergency Vehicle Operations Policy	Policies			✓
9. Tasers	Equipment	✓	✓	

***New in 2025:**

- **Removed practice:** Body-Worn Cameras. Expanded iMPACT research has revealed that Body-Worn Camera implementation alone doesn't statistically lead to lower workers compensation or liability claims. To achieve this risk reduction, agencies must also implement an after-action review or body-worn video review program. More on this new finding in the After-Action Review section.
- **New Evidence-Based practices:** Check Up from the Neck Up, Peer Support, and Lateral Hire Risk Assessment practices are new areas of research. Details are provided in each respective section below.

Taser deployment showed historical benefit of reducing liability severity but is not discussed further in this guide as every agency we surveyed had Tasers in service. Please note that this does not reduce the need for continued training in both the application and legal use of Tasers and use of force.

After Action Review

Question: Does the agency have a documented **after-action review process**?

If Yes, which events do you review? (Check all that apply)

- i. Use of Force
- ii. Vehicle Pursuit
- iii. Citizen Complaint
- iv. Officer Involved Auto Accident
- v. Other. Please specify: _____

Question: If your agency has deployed Body-Worn Cameras for all officers, how often do you **RANDOMLY** review body camera footage?

- i. No – My agency DOES NOT have a formal review process
- ii. YES – Daily
- iii. YES – Weekly
- iv. YES – Monthly
- v. YES – Quarterly

Question: Do you utilize Body-Worn camera videos in any of the following ways?

- vi. Direct Officer Feedback
- vii. Officer Commendations
- viii. Illustrate “Job Well Done” in Training/Roll Call
- ix. Risk/Compliance
- x. Other. Please specify: _____

iMPACT program research shows that at the heart of top performing of agencies is a culture of learning and development and defined After-Action Review (AAR) practice that extends beyond high-risk incidents to everyday operations. These agencies significantly reduce incidents leading to workers compensation, liability and auto claims. *While many agencies utilize this practice following critical incidents, few extend the practice to benefit everyday operational excellence.*

Defining AARs

After-action reviews are a non-punitive, team-based process for analyzing events and spotting lessons that can be applied going forward, and for proactively highlighting positive behaviors and outcomes. The focus is on improving agency performance, not on placing blame with individuals.

AARs can be done informally, like debriefing after a training scenario or a call for service. They can also be scaled up, formalized, and conducted by an outside resource, as might be appropriate after an incident of mass violence, a major protest, or other high-impact event.

AARs can identify opportunities for commendations and service awards. They can also identify near misses and expose gaps in areas such as training, planning, policy, equipment, communications, and readiness; and then translate these findings into initiatives for improvement.

Agencies meeting our criteria for this practice had numerous examples of how incidents and near-misses inspired learning and response. Training programs were scenario-based on actual events and in some cases, command staff or officers shared incidents, learnings, or commendations as part of roll call briefings. When AARs include both positive and constructive elements they become part

of an agency's culture and practice. Officers in these agencies know that the chief and command staff invest time to learn from incidents (big or small) and this influences everyday decision making.

***New in 2025-** In prior research we noted that some of these chiefs and their command staff were further utilizing body-worn camera (BWC) footage as a risk management tool. Periodically, someone is responsible for pulling footage and analyzing multiple interactions for each officer over a given timeframe. This review results in constructive feedback and commendations, as appropriate. To further explore the role of BWC video review in the after-action review process we added the two additional questions above to our research survey. The results were compelling and statistically significant:

- **Agencies who implemented BWCs but didn't review the footage saw no statistical reduction in liability claims.** Stated differently, the evidence-based benefit of BWCs to reduce liability risk is centered around how agencies use that footage to learn, train, and develop their officers through after-action review processes.
- **The type of BWC review matters.**
 - **Learning & Commendation:** Agencies whose BWC review process produced officer commendations and "Job Well Done" in training and/or roll call showed the strongest benefit to reduce officer injuries. Top performing agencies also connected commendations to clear mission ("why") and core values ("how"). In other words, commendations were held up as examples of officers serving above and beyond in support of the agency's core principles. This connection is critical.
 - **Rules, Risk, & Compliance:** Agencies whose BWC review program was more focused on direct officer feedback or risk/compliance showed some correlation to reduce officer injuries but a much lesser extent than the learning & commendation approach.

Because of the strong connection to risk reduction, research-based roots and low cost, **expanding** after action reviews is the top recommendation for agencies to evaluate, enhance, and expand in their agency practice. To support this effort Benchmark Analytics can provide additional resources regarding the implementation and/or expansion of an After-Action Program at no cost.

While seemingly simple, defining what great looks like and fostering a culture of learning and development is needed for after action reviews to have full effect. Top performing agencies often pair this practice with the next one – advanced leadership training.

Advanced Leadership Training

Question: Does your agency require supervisors complete a defined curriculum of **advanced leadership education and training**?

***New in 2025-** the IMPACT research team changed the question to look for required, defined curriculum. We found that nearly every agency sends staff to some form of leadership training. However, to validate the research we needed to further qualify the practice to be a defined and required process.

Agencies that implement a required advanced leadership training curriculum for command staff reduced liability and workers compensation claims in the years following the start of this practice. Agencies were included in this group if they had a paid sponsorship of advanced degrees (master's or doctorate) in relevant fields or who sponsor command staff's tuition to advanced programs such as the FBI National Academy, Northwestern School of Police Staff and Command, or equivalent.

Further, agencies with command staff skilled in advanced leadership fostered cultures of excellence, purpose, and pride in service excellence. Not only did we find a statistical reduction in claims for these agencies, but we also saw reduced turnover in these agencies. In fact, several of these agencies have "waiting lists" of officers waiting to join.

Outcome-Based Wellness Program

Question: Does your agency have an incentive based wellness program? (e.g. A Program where an officer received vacation, pay or other financial rewards for meeting goals.)

Question: Does your agency offer a "check up from the neck up" or similar mental health wellness program?

If Yes, is "check up from the neck up" participation required?

Question: Does your agency offer a Peer Support program?

Top performing agencies and their cities make wellness a conscious and intentional part of their agency culture and everyday life. These agencies significantly reduce officer injuries leading to workers compensation claims and incidents leading to liability claims.

The nature of wellness programs varied greatly in our interviews. Nearly every agency and city had some wellness practice, ranging from discounted gym memberships to an exercise/weight room at the department or nearby facility. The consensus on these programs was that few, if any, officers regularly participate in these passive programs.

Because of the wide variation of wellness programs, the iMPACT research team limited our evaluation of "Wellness Programs" only to agencies with established voluntary wellness programs that consist of objectives or measured outcomes to receive benefits or incentives. Outcomes included physical achievement (such as distance runs, agility, and strength tests), mental health program participation, knowledge and skill assessments, multi-language proficiency, community volunteering, and other factors important to agency mission. Command staff report increasing adoption of wellness programs.

***New in 2025.** One of the fastest growing new practices is in the wellness arena. Command staff are strategically prioritizing efforts to "erase the stigma" of utilizing mental health programs to foster resilience or treat acute issues. This was the first year we had enough observations of "Check up from the Neck Up" and Peer Support programs to measure each separate from agencies' overall wellness programs. This is critical because many cities do not have formal programs but have funded these independent law enforcement or public safety initiatives.

- **Check up From the Neck Up** – refers to a program offering no-cost mental health and consultative session(s) with a culturally competent, trauma-informed licensed clinician. These programs were typically contracted with local organizations separate from a city's EAP. This practice showed statistical connection to reduced workers' compensation claims.

An important program decision about this program is whether it is optional or required. Many leaders require participation and cite this as helping normalize the program and overcome inertia of change.

- **Peer Support** - refers to a program offering access to trained "peers" who can facilitate discussions about mental health and wellness and connect officers to resources if needed. This practice showed statistical connection to reduced workers comp claims.

In summary, top performers measure participation and often commission employee groups or surveys to obtain feedback and continually improve the program. This is combined with a top-down support approach with command staff personally engaging in the program and setting an example. Extensive wellness resources for agencies have become available from industry leaders such as IACP and FBINAA.

Evidence Room Practices

Question: Does your agency conduct periodic evidence room audits?

Question: Does your agency employ a certified evidence technician or have a sworn officer certified in property and evidence room management?

Evidence management is a complex matter that encompasses many legal and regulatory requirements, policies, procedures, physical infrastructure, training, and domain level expertise. While we asked three different questions about property and evidence-room practices, periodic audits and hiring/training a certified evidence technician were the practices that showed strong statistical correlation to reduced liability and workers' compensation claims.

Liability reduction related to evidence management is intuitive as annual audits are designed to mitigate risks associated with improper handling of evidence, chain of custody, or missing property. However, the strong correlation to reduced workers' compensation claims was surprising. From our interviews, we feel it is likely that agencies who implement this practice are simultaneously elevating all aspects of agency and officer performance.

Mental Illness/Crisis Response Policy

Question: Does the agency have a specific written policy on responding to calls involving persons with mental illness or in crisis situations?

Top performing agencies have clear policy and training about how to identify and engage those in mental crisis or with mental conditions. These agencies reduce liability and workers compensation claims following implementation.

Community mental health crisis is a significant issue we hear from almost every community. Given the increasing percentage of calls for service involving people in mental crisis, and the high risk of these encounters, many agencies are adopting this practice and related training (See Crisis Intervention Team Certification).

Crisis Intervention Team Certification

Question: Does your agency certify all or most of your officers in CIT (Crisis Intervention Team) training?

Top performing agencies utilize CIT training to provide their officers the necessary skills to identify and engage those in mental crisis or with mental conditions. These agencies reduce liability claims following implementation.

We heard many chiefs indicate strong interest in having every officer certified in CIT. However, this training is resource intensive. As chiefs and city leaders contemplate their strategies, the benefit of this practice on community experience metrics and officer wellness cannot be understated.

Restrictive Pursuit Policy

Question: Does your agency have a restrictive pursuit policy?

We heard a variety of different philosophies from chiefs regarding pursuit policy. Some chiefs have implemented very restrictive pursuit policies permitting pursuits in only the highest risk situations. Other chiefs felt that pursuit and the apprehension of criminals is a part of the job for a broader set of situations.

Our research shows that in most cases agencies restricting the number of high-risk, high-speed pursuit operations significantly reduced both their liability and workers' compensation claims. Further research would be required to determine if there are any notable changes to crime rates or other factors in these cities because of this change.

Lateral Hire Risk Assessment

Question: Do you assess risk of lateral hire officers and adjust FTO/supervision accordingly?

***New in 2025** – Lateral Hire Risk Assessment joins the list as a new Evidence-Based Practice. The iMPACT research team added this question to the research after observing this practice at a number of top performing agencies. With officer shortages common across the country, many agencies have prioritized lateral hires to fill vacancies while reducing the time and expense of hiring new officers. Agencies that assess the risk of lateral hire, screen out high-risk candidates, and adjust FTO to onboard lateral transfers showed a reduction in workers compensation claims after implementing the practice.

Two separate studies by Benchmark Analytics and University of Chicago research find that approximately 3% of the American policing workforce are "Wandering Officers". These are

officers who were previously fired or quit under investigation, then rehired by another agency. This research finds a Wandering Officer is:

- More likely to migrate to smaller, less resourced agencies that have lesser background investigation practices or more willing to give the officer “another chance” due to staffing shortages or lower pay budgets.
- 2x as likely to be fired again than a rookie.
- Significantly more likely to accrue serious misconduct complaints or disciplinary action. 5% of the American policing workforce generate 66% of the liability claims cost incurred due to police misconduct.

Beyond screening out Wandering Officers, top performing agencies assess each lateral hire and many put them through an adjusted FTO process. The goal of this process is to enculturate the lateral transferring officer into the agency's purpose, core value, and standards of service excellence.

Emergency Vehicle Operations (non-pursuit) Policy

Question: Does the agency have a written policy on emergency vehicle operations (non-pursuit related such as medicals, crimes in progress, and fire calls)?

This practice governs how an agency manages emergency call response. If an agency analyzes their dispatch codes and reserves use of emergency lights and sirens for only the most critical calls, we found connection to reduced liability claims. Some top performing command staffs also monitor squad car telematics (the monitoring of location, movements, status, and behavior of a vehicle or fleet of vehicles) to determine if officers were adhering to this policy or exceeding posted speed limits by a particular amount. We did not include an agency as having implemented this practice if we could not find evidence that the practice was *monitored and reinforced on a periodic basis* by command staff.

Organizational Health and Turnover

Talent acquisition and retention remain a top concern of most Chiefs and City Leaders. The macro issue of fewer qualified candidates entering law enforcement careers than tenured officers retiring has been well documented.

While the issue and its effects are pervasive, top performers are experiencing much lower rates of turnover than the average agency across all sizes and geographies. In economic terms, these agencies have found a way to outperform the labor market by keeping their officers longer and attracting qualified candidates much easier than their peers.

Our research reveals that agencies with **20%+ lower** turnover than their peers have:

- *A Mission that is...*
 - *Clear and concise,*
 - *Incorporated into everyday decision making, recognition & reward,*
 - *And guides strategic direction.*
- *Core Values that are...*
 - *Clear and concise,*

- Incorporated into everyday work, recognition & reward.
- Focus on normalizing officer mental health & wellness with...
 - Strategic objective(s) such as “erasing the stigma” of mental health,
 - Multiple programs established with measured participation,
 - Officer-directed input/command staff advocacy,
 - Focus on “Our journey”.

Many of these agencies and their cities routinely deploy employee satisfaction surveys and work to develop responsive programs and practices.

Footnote on compensation. Many agencies we surveyed have adjusted officer pay scales to stay as competitive as possible. We were not able to measure the effects of pay scale on turnover; however, it was not among the main reasons top performing agencies cited for their low turnover rates. This is consistent with a body of research indicating that pay can be a dissatisfier but is rarely viewed by employees as a driver of job satisfaction.

Conclusions & Implications for Future Work

The evidence-based findings in our research are correlations, not causal. It is also important to note that the magnitude of each risk-mitigating benefit for each practice is a function of the frequency and severity of claim outcomes, for each city. Put another way, a workers' compensation mitigation practice may have less benefit to a city that already has lower injuries and claims for workers' compensation. Therefore, it is important to understand the unique risk factors of each agency and community before choosing which practices are most appropriate for an agency to implement.

We also note that each of these practices were measured for their statistical correlation to change claims outcomes. Few, if any, practices in law enforcement are designed to specifically address claims. Instead, most are intended to preserve life, promote safety, and instill trust, confidence, and security for the community. Evidence-based practices form a toolbox of ways leaders can address risk factors that most affect their city and agency. We will continue to research practices to expand our list of evidence-based practices that improve outcomes for law enforcement operations.

***New in 2025** – We've added new areas of research including a deeper dive into the causal factors of success for AAR and wellness programs. We're also tracking additional practices such as co-responder programs, police jiu jitsu training, load-bearing vests, training safety officer programs, telematics, and progressive discipline for at-fault squad damage.

Through this process we will systematize and maintain knowledge in a way that can help agency and city leaders ramp up quickly and make data-driven decisions to successfully navigate today's demanding and transforming law enforcement landscape.

iMPACT's evidence-driven, risk management framework is designed to be an iterative process. The more questions we answer, the more research ideas we generate. As a reader of this report, you play an essential role in shaping the future of our program. We welcome your thoughts and feedback.

- League Insurance & the Benchmark Analytics Team

BUILDING THE FUTURE OF PUBLIC SAFETY

The Nexus Public Safety Center is a proposed state-of-the-art complex built to provide scenario-based simulations and field-based training in one collaborative hub.



TRAINING CENTER

A Mid-State Technical College training center offering technology-infused, scenario-based, real-world education; co-located with a local fire station and satellite police department. Built to serve Wisconsin's most critical industries, from corrections and healthcare to agriculture, public works, fire, EMS, and beyond.



FIRE STATION



SATELLITE POLICE DEPARTMENT

Training together. Serving together. Stronger together.

Nexus is more than a building—it's a commitment to our communities.

By bringing fire, law enforcement, and training under one roof, we break down barriers, strengthen collaboration, and ensure the best possible response when our communities need it most.

- More local training
- Stronger workforce
- Safer communities

**Because when seconds matter,
preparation matters.**



62 DISTRICT AGENCIES SERVED

Along with state partner agencies.



172,000+ DISTRICT RESIDENTS IMPACTED



2X MORE STUDENTS TRAINED

THE NEED

Public safety agencies across central Wisconsin are facing:

- Workforce shortages
- Limited access to modern facilities
- Increasing demand for collaborative emergency response

Our communities need more.

THE SOLUTION

The Nexus Public Safety Center will deliver:

- Local, centralized access
- Real-world, scenario-based training
- Multi-agency collaboration

One facility to meet the needs of our region—today and into the future.

Help build a facility that prepares and supports those who protect our communities every day.

PARTNER WITH US—LEARN MORE AT [MSTC.EDU/NEXUS](https://mstc.edu/nexus)

QUESTIONS?

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NEXUS

PUBLIC SAFETY CENTER

EXCELLENCE IN EDUCATION AND TRAINING

NEXUS PUBLIC SAFETY CENTER

Building Excellence in Public Safety Training

The Nexus Public Safety Center will be a first-of-its-kind collaborative training facility where public safety professionals, students, and community partners learn, train, and prepare for real-world challenges.

Nexus will advance public safety through innovation, partnership, and world-class training opportunities.

WHAT IS NEXUS?

Nexus is a connection, link, or central point where people, organizations, systems, and education come together.

The Nexus Public Safety Center is where:

- Training meets service
- Partnerships become stronger
- The future of public safety is built

WHAT MAKES NEXUS DIFFERENT?

Unlike traditional training facilities, Nexus combines:

- Technology-infused learning
- A new fire station
- A satellite police department
- Advanced training environments
- Real-world simulation

All in one location.

WHO WILL NEXUS SERVE?

Nexus will serve and strengthen industries throughout the region and state of Wisconsin including:

- | | |
|-------------------|-------------------------|
| • Fire | • Healthcare |
| • EMS | • Public Works |
| • Law Enforcement | • Agriculture |
| • Corrections | • Industrial and beyond |

HOW CAN I HELP?

- Become a funding partner
- Invest in the future of public safety
- Support future generations

**Because this is where everything connects.
Students. Employers. Training. Opportunity.**



WHO SUPPORTS THIS PROJECT?

100% of all public safety agencies in the Mid-State district have signed letters supporting the vision.

Adams County

- Adams Police Department
- Adams County Fire District
- Adams County Sheriff's Office
- Big Flats Fire Department
- Lifestar EMS
- New Chester Fire Department
- Quincy Fire Department
- Rome Fire Department
- Rome Police Department

Clark County

- Chili-Fremont Fire Department
- Granton Fire Department

Jackson County

- City Point Fire Department

Juneau County

- Armenia Fire Department

Marathon County

- McMillan Fire Department

Portage County

- Almond Fire Department
- Amherst Fire District
- Bancroft-Pine Grove Fire Department
- Bancroft-Pine Grove First Responders
- Dewey Fire Department
- Grant Emergency Medical Responders
- Hull Fire Department
- Plover Fire Department
- Plover Police Department
- Portage County Sheriff's Office
- Rosholt Fire District
- Sharon EMS
- Stevens Point Fire Department
- Stevens Point Police Department
- Stockton Fire Department
- UW-Stevens Point Police and Security Services

Waushara County

- Coloma Fire Department
- Hancock Police Department
- Plainfield Fire Department
- Plainfield Police Department
- Waushara County EMS

Wood County

- Arpin Fire Department
- Auburndale Joint Fire Department
- Biron Fire Department
- Cameron Fire Department
- Grand Rapids Fire Department
- Grand Rapids Police Department
- Hewitt Area Fire Department
- Lincoln (Town of) Fire Department
- Marshfield Fire and Rescue Department
- Marshfield Police Department
- Nekoosa Fire Department
- Nekoosa Police Department
- Pittsville Fire Department
- Pittsville Police Department
- Port Edwards Fire Department
- Port Edwards (Town of) First Responders
- Port Edwards Police Department
- Remington Fire Department
- Richfield Rural Fire Department
- Rudolph Fire Department
- Saratoga First Responders
- United Emergency Medical Response
- Vesper Fire Department
- Wisconsin Rapids Fire Department
- Wisconsin Rapids Police Department
- Wood County Sheriff's Department

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Automated License Plate Readers (ALPR)

429.1 PURPOSE AND SCOPE

Automated License Plate Reader (ALPR) technology, also known as License Plate Recognition, provides automated detection of license plates. ALPRs are used by the Nekoosa Police Department to convert data associated with vehicle license plates for official law enforcement purposes, including identifying stolen or wanted vehicles, stolen license plates and missing persons. ALPRs may also be used to gather information related to active warrants, homeland security, electronic surveillance, suspect interdiction and stolen property recovery.

429.2 DEFINITIONS

Definitions related to this policy include:

Alert - A visual and/or audible notice that is triggered when the ALPR system receives a potential hit on a license plate.

Authorized user- An officer who receives and reads hits or alerts, enters, modifies, or maintains records within the ALPR system.

Automated License Plate Reader (ALPR) - Equipment consisting of cameras, computers, and computer software used to automatically recognize and interpret the characters on motor vehicle license plates. Digital images captured by the cameras are converted into data that is processed through the ALPR system (also known as Automated License Plate Recognition).

Hit - A read matched to a license plate that 1) is on the local hot list on the ALPR system that has been added by an authorized user, or 2) has been previously entered into National Crime Information Center (NCIC) and/or the Transaction Information for Management of Enforcement (TIME) System databases.

Hot list - The license plate number of, or associated with a stolen vehicle, a wanted subject, missing person, AMBER, Green, or Silver Alert and vehicles used or related to a crime.

Query - A request to access data directly from the ALPR system, including digital images and metadata.

Read - The capture of a digital image, license plate, or vehicle with associated metadata (e.g., date, time, GPS coordinates with vehicle image capture).

429.3 ADMINISTRATION OF ALPR DATA

All installation and maintenance of ALPR equipment, as well as ALPR data retention and access, shall be managed by the police chief who will assign personnel under his/her command to administer the day-to-day operation of the ALPR equipment and data.

429.4 ALPR OPERATION

Nekoosa WI Police Department Policy Manual

Law Enforcement

Automated License Plate Readers (ALPR)

Use of an ALPR is restricted to the purposes outlined below. Department personnel shall not use, or allow others to use, the equipment or database records for any unauthorized purpose.

- a. An ALPR shall only be used for official and legitimate law enforcement business.
- b. No ALPR operator may access TIME or NLETS data unless otherwise authorized to do so.
- c. An ALPR may be used in conjunction with any patrol operation or official department investigation. Reasonable suspicion or probable cause is not necessary before using an ALPR.
- d. While an ALPR may be used to canvass license plates around any crime scene, particular consideration should be given to using ALPR-equipped cars to canvass areas around homicides, shootings and other major incidents. Partial license plates reported during major crimes should be entered into the ALPR system in an attempt to identify suspect vehicles.
- e. If practicable, the officer should verify an ALPR response through the Transaction Information for the Management of Enforcement (TIME) system or National Law Enforcement Telecommunications System (NLETS) before taking enforcement action that is based solely upon an ALPR alert.
- f. ALPR alerts/hits alone do not constitute reasonable suspicion or probable cause for a stop. Prior to taking enforcement action or initiating a traffic stop on an ALPR alert/ hit, in all circumstances an officer shall:
 1. Visually confirm that a motor vehicle's license plate number matches the plate number recognized by the ALPR system, including both the alphanumeric characters of the license plate as well as the state of issuance; and
 2. Verify the hit of the license plate through a query of the Transaction Information for the Management of Enforcement (TIME) system or National Law Enforcement Telecommunications System (NLETS) before taking enforcement action that is based solely upon an ALPR alert/hit if the hit is originated in either TIME or NCIC; and
 3. An officer reacting to a hit that has not been entered into the TIME or NLETS system, shall consult the ALPR system database to determine the reason why the vehicle has been placed on the hot list and whether the vehicle has been designated as a non-encounter alert/hit. In the event of a non-encounter hit, the officer shall follow any instructions included in the hit for notifying the law enforcement agency that added the vehicle to the hot list; and
 4. If an ALPR alert/hit cannot be verified both visually and for validity, officers shall not act on it.

429.5 ALPR DATA COLLECTION AND RETENTION

All data and images gathered by an ALPR are for the official use of the Nekoosa Police Department and because such data may contain confidential TIME information, it is not open to public review. ALPR information gathered and retained by this department may be used and shared with prosecutors or others only as permitted by law.

The police chief or designee is responsible to ensure proper collection and retention of ALPR data.

All ALPR data should be stored for no more than the period established and set for the specific ALPR system. Thereafter, data shall be purged unless it has become, or it is reasonable to believe it will become, evidence in a criminal or civil action or is subject to a lawful action to produce records. In those circumstances the applicable data should be downloaded from the server onto portable media and booked into evidence.

Nekoosa WI Police Department Policy Manual

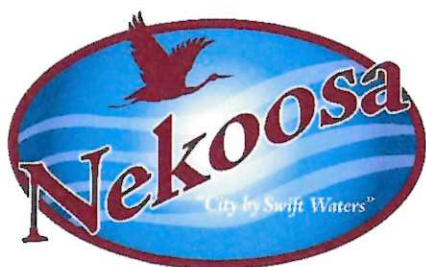
Law Enforcement

Automated License Plate Readers (ALPR)

429.6 ACCOUNTABILITY AND SAFEGUARDS

All saved data will be closely safeguarded and protected by both procedural and technological means. The Nekoosa Police Department will observe the following safeguards regarding access to and use of stored data:

- a. All non-law enforcement requests for access to stored ALPR data shall be referred to the Police Chief and processed in accordance with applicable law.
- b. All ALPR data downloaded to the mobile workstation and server shall be accessible only through a login /password-protected system capable of documenting all access of information by name, date and time.
- c. Persons approved to access ALPR data under these guidelines are permitted to access the data for legitimate law enforcement purposes only, such as when the data relate to a specific criminal investigation or department -related civil or administrative action.
- d. Such ALPR data may be released to other authorized and verified law enforcement officials and agencies at any time for legitimate law enforcement purposes.
- e. All ALPR system audits should be conducted on a monthly basis.



NEKOOSA PUBLIC WORKS

MONTHLY REPORT

October 2026

Streets

- Streets department has been very active with Pumpkin Fest. Usually, the two weeks prior to the Fest and one week past the fest the streets department is working on the event.
- We have a few areas in Riverside Park where we are repairing Pumpkin Fest grounds. Just a few ruts from some vehicles. Overall, the park is in great condition.
- We are starting to see leaves show up at the curb. Weekly we will be on the streets picking up grass and leaves.

Public Works Fleet

- We are just starting the transition from summer equipment to fall use. Lawnmowing operations have about 30 days left.

Water Utility

- As we move into October we will be flushing hydrants throughout the city.
- On October 14th the WDNR will be at the water utility to complete a water survey of our operations. The WDNR completes these inspections on a 3-year cycle. We will receive a report on this inspection. They review our records and check all water locations, wells, plants, towers, etc.

Sewer Utility

- The wastewater utility is running well, and operations have been focused on setting up the plant for fall/winter operations. Mostly this is a site cleanup of all areas and pump checks.

Director Updates

- Fairview Avenue Street project is moving forward. In the next two weeks utilities are planned to be installed up to South Section Street.
- The fishing pier is planned to be installed in late October.

Training & Staff Activity

- None to report



NEKOOSA

FIRE DEPARTMENT

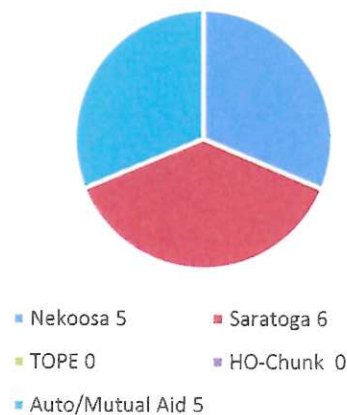
MIKE HARTJE
Chief

Monthly Report September 2026

Activities:

- 🔥 Fire training night
- 🔥 Engine 1 was put into service following our push-in ceremony
- 🔥 EMS Training night
- 🔥 Chief Hartje attended Common Council meeting
- 🔥 Fire meeting night (Annual Meeting)
- 🔥 We had a crew work on cleaning/organizing our shed for a day. We have a trailer of old equipment ready to donate to Nicaragua
- 🔥 Chief Hartje attended a Fire Wise meeting in the Town of Saratoga
- 🔥 Chief Hartje attended the 3rd quarter Wi Rapids EMS Cooperative Meeting
- 🔥 We participated in the Homecoming roast, parade and bonfire
- 🔥 Fire Cadet training night
- 🔥 Domtar donation \$2,000.00 EMS equipment
- 🔥 Bassuener trucking and excavating donation \$530.00 dumpster
- 🔥 We attended the MSTC capital campaign launch event

September Fire Calls



September EMS Calls



Type	Nekoosa	Saratoga	Township	Ho-Chunk	Mutual Aid	September Total	YTD Total
Fire	5	6	0	0	5	16	98
EMS	24	0	1	0	0	25	233
Totals							331

951 Market Street, Nekoosa WI 54457

O: (715) 886-7893 | F: (715) 886-7901 | www.nekoosafire.org



Wisconsin Rapids Fire Department

Fire - EMS - Haz Mat - Rescue - Education - Prevention

"Commitment to Excellence"



September 24, 2026

TO: Municipal Clerks, WRFD Contracted EMS Service Area
RE: 2027 EMS Contract – Per Capita Rate Notice

Dear Municipal Clerks,

This letter is formal notice of the Wisconsin Rapids Fire Department's 2027 per capita rate for contracted EMS coverage, provided now to support your 2027 budget planning.

The 2027 per capita rate is \$58.79. The 2026 rate was \$56.00.

As agreed upon, the rate is based on what it costs to staff the service along with the depreciation schedule of an ambulance. Almost all of that cost is associated with wages and benefits of the firefighter/paramedics. For 2027, the change is driven mainly by three factors:

- **Cost of living adjustment:** Wages rise 3.50% under the cost of living adjustment in the department's collective bargaining agreement with its labor group.
- **Health insurance:** Average health insurance premiums rise 8.50%.
- **Worker's compensation:** The worker's compensation rate goes from 3.39% to 3.93% of wages, a 19.99% increase in that cost.

Together with a small increase in the Wisconsin Retirement System contribution rate and the annual cost of ambulance replacement, the total cost of the contracted service rises **4.99%**.

As provided in their current agreements, the Village of Port Edwards and the Town of Saratoga stay at \$26.00 per capita for one more year, 2027. After that, they will move to the same rate as the other contracted municipalities.

Each municipality's 2027 rate and estimated contract amount are shown below. Amounts are based on the January 1, 2026 final population estimates.

Jurisdiction	Population Estimate	2027 Per Capita Rate	2027 Contract Amount
City of Nekoosa	2,398	\$58.79	\$140,978.42
Village of Port Edwards*	1,827	\$26.00	\$47,502.00
Town of Saratoga*	5,061	\$26.00	\$131,586.00
Town of Port Edwards	1,352	\$58.79	\$79,484.08
Town of Cranmoor	177	\$58.79	\$10,405.83
Ho-Chunk Nation	—	Flat rate	\$14,000.00
Total			\$423,956.33

*The contracted rate stays at \$26.00 per capita through 2027.

Thank you for your continued partnership in providing EMS to our shared communities. If you have questions please contact me directly.

Respectfully,

Benjamin Goodreau, Fire Chief

1511 12th Street South | Wisconsin Rapids | WI | 54494

phone 715.423.1150 | fax 715.421.6292



Wisconsin Rapids Fire Department

Fire - EMS - Haz Mat - Rescue - Education - Prevention

"Commitment to Excellence"

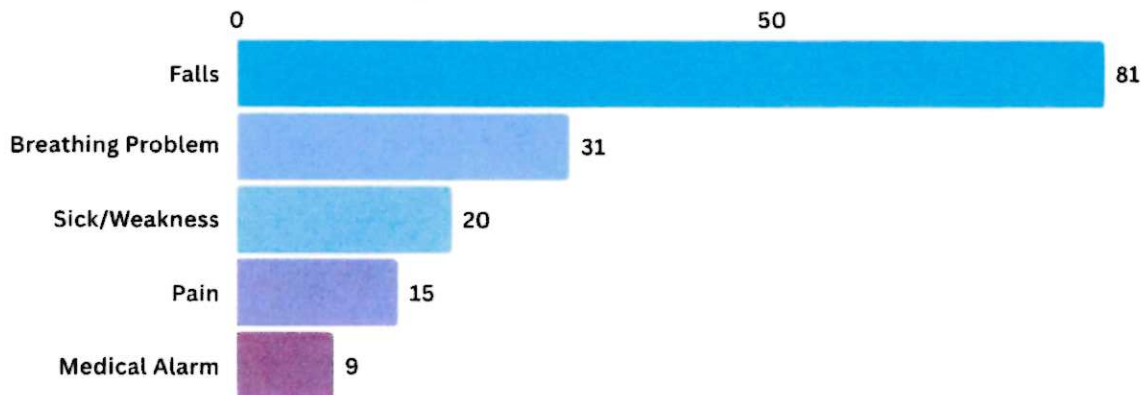


City of Nekoosa EMS Statistics (Past 12 Months)

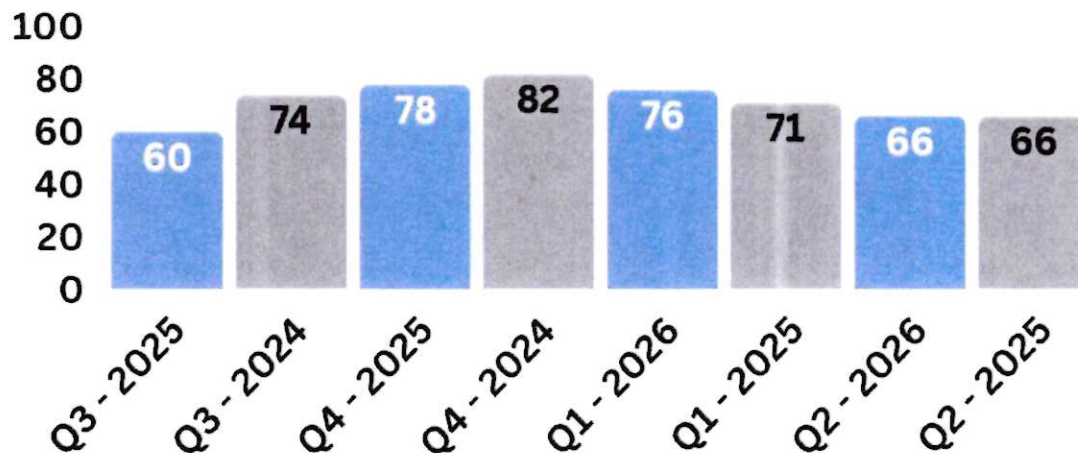
Average Emergent Response Time

13:30 Minutes

Top 5 Calls for Service



Calls for Service per Quarter



Nekoosa Area Community/Senior Center Scheduled Receivable Account											
Date	Event	Small/Large Conf/ Misc.	Main Hall	Kitchen	Security Deposit	Total Charge	Down Payment	Paid Balance	Amount Due		
Total Bookings 2010		\$190.00	\$300.00	\$50.00	\$200.00	\$765.00	\$565.00	\$200.00	\$0.00		
Total Bookings 2011		\$1,672.35	\$9,211.50	\$1,600.00	\$3,600.00	\$16,633.85	\$12,437.85	\$4,196.00	\$0.00		
Total Bookings 2012		\$3,853.00	\$12,287.00	\$2,560.00	\$4,383.50	\$23,933.50	\$18,023.50	\$5,910.00	\$0.00		
Total Bookings 2013		\$3,527.18	\$14,653.00	\$2,800.00	\$4,266.82	\$26,147.00	\$17,935.50	\$8,211.50	\$0.00		
Total Bookings 2014		\$2,939.00	\$11,180.00	\$2,000.00	\$3,620.00	\$20,289.00	\$14,846.00	\$5,443.00	\$0.00		
Total Bookings 2015		\$3,732.00	\$15,060.00	\$3,210.00	\$4,822.00	\$27,464.00	\$19,638.00	\$7,826.00	\$0.00		
Total Bookings 2016		\$3,003.77	\$9,965.00	\$2,300.00	\$2,350.00	\$17,618.77	\$12,638.77	\$4,980.00	\$0.00		
Total Bookings 2017		\$3,860.92	\$12,120.00	\$2,600.00	\$3,835.00	\$22,415.92	\$17,000.00	\$5,205.00	\$200.92		
Total Bookings 2018		\$2,560.00	\$9,690.00	\$4,759.50	\$2,490.00	\$19,499.50	\$16,249.50	\$3,250.00	\$0.00		
Total Bookings 2019		\$4,646.30	\$12,530.00	\$5,556.00	\$2,175.00	\$24,907.30	\$18,012.30	\$7,345.00	\$0.00		
Total Bookings 2022		\$3,280.00	\$16,850.00	\$2,000.00	\$2,000.00	\$24,230.00	\$6,050.00	\$17,980.00	\$0.00		
Total Bookings 2023		\$6,200.00	\$13,905.00	\$400.00	\$800.00	\$21,305.00	\$1,550.00	\$7,000.00	\$0.00		
Total Bookings 2024		\$4,075.00	\$12,250.00	\$800.00	\$200.00	\$17,325.00	\$2,950.00	\$4,750.00	\$0.00		
Total Bookings 2025		\$5,575.00	\$15,150.00	\$1,180.00	\$1,000.00	\$22,905.00	\$3,285.00	\$3,165.00	\$0.00		
2026											
Date	Event	Small/Large Conf/ Misc.	Main Hall	Kitchen	Security Deposit	Total Charge	Down Payment	Paid Balance	Amount Due		
1/9/2026-1/10/20	Jacoby Tournament		\$1,000.00			\$1,000.00			\$0.00		
01/11/26	Material Girls		\$150.00			\$150.00			\$0.00		
01/11/26	Smeldon Party	\$100.00				\$100.00			\$0.00		
01/13/26	IIA	\$100.00				\$100.00			\$0.00		
01/15/26	Celebration of Life Arendt		\$250.00			\$250.00			\$0.00		
01/16/26	QPP Christmas Party	\$100.00				\$100.00			\$0.00		
01/17/26	Matthews Christmas Party	\$100.00				\$100.00			\$0.00		
01/20/26	IIA	\$100.00				\$100.00			\$0.00		
01/23/26	Public Works Christmas Party-Canceled	\$0.00				\$0.00			\$0.00		
01/24/26	Linzmeier Christmas Party	\$100.00				\$100.00			\$0.00		
01/26/26	Nekoosa Schools	\$0.00				\$0.00			\$0.00		
01/31/26	Sportmans		\$0.00			\$0.00			\$0.00		
02/03/26	IIA	\$100.00				\$100.00			\$0.00		
02/07/26	Be Mine Valentine		\$300.00			\$300.00			\$0.00		
02/08/26	Baker Baby Shower	\$100.00				\$100.00			\$0.00		
02/10/26	Glavinsured	\$100.00				\$100.00			\$0.00		
02/12/26	Nekoosa Schools					\$0.00			\$0.00		

Nekoosa Area Community/Senior Center Scheduled Receivable Account										
		Small/Large	Main		Security	Total	Down	Paid	Amount	
Date	Event	Conf/ Misc.	Hall	Kitchen	Deposit	Charge	Payment	Balance	Due	
02/14/26	Wakely Winter Feast		\$300.00			\$300.00			\$0.00	
02/17/26	WSCA ASCA Model Training	\$50.00				\$50.00			\$50.00	
02/21/26	Fire Department					\$0.00			\$0.00	
02/25/26	Nekoosa Schools					\$0.00			\$0.00	
02/26/26	Domtar	\$100.00				\$100.00			\$0.00	
02/27/26	Nekoosa Schools					\$0.00			\$0.00	
02/28/26	Quilt Class	\$100.00				\$100.00			\$0.00	
03/01/26	CWSA					\$0.00			\$0.00	
03/03/26	Glavinsured	\$100.00				\$100.00			\$100.00	
03/07/26	Buchanan Celebration of Life		\$300.00			\$300.00			\$0.00	
03/24/26	Erco		\$600.00			\$600.00			\$0.00	
03/26/26	Erco		\$600.00			\$600.00			\$0.00	
03/29/26	Bridal Shower		\$600.00			\$600.00			\$0.00	
04/04/26	Nekoosa Easter		\$0.00			\$0.00			\$0.00	
04/07/26	ELECTIONS					\$0.00			\$0.00	
04/10/26	Nekoosa Schools					\$0.00			\$0.00	
04/11/26	Clary Party	\$100.00				\$100.00			\$0.00	
04/12/26	Jašin Party	\$150.00				\$150.00			\$0.00	
04/14/26	Glavinsured	\$100.00				\$100.00			\$100.00	
04/16/26	Wrestling Banquet		\$0.00			\$0.00			\$0.00	
04/18/26	Trudeau Party	\$100.00				\$100.00			\$0.00	
04/19/26	Whiteley Party	\$100.00				\$100.00			\$0.00	
04/20/26	WSCA ASCA Model Training	\$50.00				\$50.00			\$50.00	
04/21/26	The Insurance Center	\$50.00				\$50.00			\$0.00	
04/28/26	Charge Homeschool		\$300.00			\$300.00			\$0.00	
05/05/26	Nekoosa Schools	\$0.00				\$0.00			\$0.00	
05/07/26	Nekoosa Schools	\$0.00				\$0.00			\$0.00	
5/15-5/17/2026	Bredl Wedding		\$600.00	\$0.00	\$200.00	\$800.00	\$500.00		\$0.00	
05/19/26	The Insurance Center	\$50.00				\$500.00			\$0.00	
05/23/26	Onstad Bridal Shower		\$300.00			\$300.00			\$0.00	
05/30/26	Clark Celebration of Life		\$250.00			\$250.00			\$0.00	
06/02/26	Nekoosa Schools					\$0.00			\$0.00	
06/03/26	WISE Academy					\$0.00			\$0.00	
06/06/26	Sairs Graduation		\$300.00			\$300.00			\$0.00	
06/07/26	McDonald Party	\$100.00	\$0.00			\$100.00			\$0.00	
06/10/26	Kelley Celebration of Life		\$250.00			\$250.00			\$0.00	
06/13/26	Rasmussen Graduation		\$300.00			\$300.00			\$0.00	
06/14/26	Wilcox Graduation		\$300.00			\$300.00			\$0.00	
06/19/26	Zellmer Celebration of Life		\$250.00			\$250.00			\$0.00	
06/20/26	Vega		\$300.00			\$300.00			\$0.00	
06/23/26	Buehler Celebration of Life		\$250.00			\$250.00			\$0.00	
06/27/26	Joling Anniversary		\$300.00			\$300.00			\$0.00	
06/28/26	Theis	\$100.00				\$100.00			\$0.00	
07/02/26	Petch Celebration of Life		\$250.00			\$250.00			\$0.00	
07/03/26	Bogdansky Celebration of Life		\$250.00			\$250.00			\$0.00	
07/11/26	Harper Graduation		\$300.00			\$300.00			\$0.00	
07/12/26	Grotefend	\$100.00				\$100.00			\$0.00	
07/18/26	Kyle Reunion	\$100.00				\$100.00			\$0.00	
07/19/26	Rodriguez Graduation	\$100.00				\$100.00			\$0.00	
07/25/26	Jacobitz Baby Shower	\$100.00				\$100.00			\$0.00	

[illegible]

[illegible]

ALEXANDER FIELD
SOUTH WOOD COUNTY AIRPORT
MUNICIPALLY OWNED

MEETING MINUTES

AIRPORT COMMISSIONERS:

Brad Hamilton, President
Jason Warren, Supervisor
Matt Zacher, Mayor
Joseph Zurfluh, Trustee

MUNICIPALITIES:

City of Nekoosa
Town of Grand Rapids
City of Wisconsin Rapids
Village of Port Edwards

09/03/26

The South Wood County Airport Commission met on Thursday September 3, 2026 at 08:00 AM at the South Wood County Airport, Alexander Field. Members present were Brad Hamilton, Jason Warren, and Matt Zacher and Joe Zurfluh. Also in attendance were Stephen Brown, Josh Holbrook, Mark Graczykowski, Randy Gustafson, Kevin Fangman, Bill Menzel, Paul Tranal, Bill Clendenning, Jeff Christensen, Hunter Geishart, and Jeremy Sickler.

1. Call to order: Chairman Hamilton called the meeting to order at 8:00 AM.

2. Approval of previous month's minutes (08-06-26):

Motion by Commissioner Zacher, 2nd by Commissioner Warren to approve the minutes as amended.
Motion carried.

3. Airport Manager's Report:

Representatives from SEH provided updates on the ongoing projects. SEH is still awaiting FAA approval of the forecasting component of the Master Plan before they can move forward, this approval is expected shortly. Nothing new to report. The bids for the Terminal Rehabilitation project were received and the low bid was favorable. SEH reported that the request for the grant has been submitted to the FAA and is expecting that to be awarded in December. The crack seal and repainting project is still on schedule to take place in fall of 2026. The obstruction removal project is complete. SEH has been holding out on closing the project in case of complaints about restoration. Airport Manager Sickler presented a year-to-date report of airport activities, projects, and revenues/expenses. Motion by Commissioner Hamilton, 2nd by Commissioner Zurfluh to approve the report as presented. Motion carried.

4. Old Business:

- a. Discuss and consider action regarding terminal design. No action taken.
- b. Discuss and consider action regarding the master plan project. No action taken
- c. Discuss and consider action regarding a picnic/observation area near the terminal building for residents. Sickler suggested based on a conversation with SEH that this project be held off until after terminal rehabilitation has been completed.

5. New Business:

- a. Discuss and consider action regarding a new hangar construction proposal from Shane Ruesch. Mr. Ruesch and manager Sickler discussed the proposed plan for construction of a new hangar. The

Commission mentioned it must meet FAA height restrictions. Motion by Commissioner Zurfluh, 2nd by Commissioner Zacher accept the proposal and grant a lease to Mr. Ruesch. Motion carried.

b. Discuss and consider action regarding brush/stump grinding. The quote from Grind It was presented and a question was raised about the price. It was preferred that this item be held over to the next meeting for further explanation of the quote. No action taken.

c. Discuss and consider action regarding the 2027 budget. Sickler presented the proposed 2027 budget for Commission consideration. Several items in the budget were discussed. Motion by Commissioner Hamilton, 2nd by Commissioner Zacher approve the budget as presented for submission to the City Finance Dept. Motion carried.

6. Review of Financial Statements:

Sickler presented the August financials for discussion. Motion by Commissioner Hamilton, 2nd by Commissioner Warren to approve the financial statements. Motion carried.

7. Future agenda items:

Terminal project, Master Plan, brush grinding

8. Public Comment: None

9. Correspondence received: None

10. Set next meeting date: Thursday October1 at 0800.

11. Adjourn:

Chairman Hamilton called the meeting adjourned at 0827.

Minutes prepared by Jeremy Sickler, Respectfully reviewed and submitted, Chairman Hamilton

Charles & Jo Ann Lester Library

Board Minutes: Sept. 14, 2026

Board Present: Elaine Wolfe, Lucy McGinley, Jesse McKeever, Jennifer Dye, Laura Lewis,
Nita Kirst

Absent: Al Marcoux (excused)

Staff Present: Darla Allen (Director)

The regular meeting of the Charles & JoAnn Lester Library was called to order at 2:01 p.m. by President Nita Kirst.

Motion to approve the minutes was made by Elaine Wolfe and seconded by Jesse McKeever. Motion carried.

Motion to approve the treasurer's report was made by Lucy McGinley and seconded by Elaine Wolfe, Motion carried.

Vouchers were reviewed and signed by Jennifer Dye. Motion to approve payment of \$3,528.90 was made by Jennifer Dye and seconded by Lucy McGinley. Motion carried.

Motion to approve Darla attending WLA in Madison Oct 22 & 23 with hotel \$143.00 and conference fee \$490.00 was made by Jennifer Dye and seconded by Jesse McKeever. Motion carried.

Motion to move into closed session at 2:44p.m. was made by Jesse McKeever and seconded by Jennifer Dye. Motion carried. Discussed employees new hours starting Jan. 1, 2027. Motion to come out of closed session at 2:57 p.m. was made by Lucy McGinley and seconded by Jennifer Dye. Motion carried.

Discussed charges on debit card, filing a report with police and Better Business Bureau.

Motion to adjourn at 3:15 p.m. was made by Elaine Wolfe and seconded by Lucy McGinley. Motion carried.

Submitted by Lucy McGinley--Secretary.

Director Report

I was able to take time off, which was much needed.

I gave tours to the 4k classes on Thursday, October 8th.

YTD October 9, 2026: YTD 59,156

YTD October 9, 2026: YTD 11,078

We had 16 meetings booked from our last board meeting to this one, and 10 more meeting room reservations for the remainder of this month.

I worked with Kevin from Tweet Garot to make sure that he could do all the work he needed to do without setting off the emergency systems, which meant calling a few agencies, putting our system in test mode and then resetting the alarm. We now have 3 brand new furnaces with and additional 2 furnaces that have been replaced in the past year by the Library. In the past 3 years, the Library has also replaced 2 A/C units, and we were able to replace the remaining 3 units.

In the past 5 years, we have updated our interior lighting to LED, updated our computer networking, added additional WIFI coverage, replaced our Circulation desk through an ALA grant and private donations, replaced our roof through insurance, painted and updated the Buehler Room, replaced the walk-off carpeting in the airlock, just completed the HVAC update, and are scheduled to have our gutters and downspouts updated this fall, and new windows installed in Spring 2027. Upon completion of the windows, all MAJOR components of the Library have been updated

I met with Luke Haas to discuss the state of our American Elm and flowering crab. He estimates the American elm to be around 120 years old, based on size, and it is in great condition. He has provided a quote for tree care which is included in this packet.

I am working with Krista Coon and Nekoosa Court; the library is providing some printing services in return for a sponsorship at their Halloween event.

We are also participating in Humke's Trunk or Treat on October 29th. We will be handing out candy and books. Our theme is "We're dying to see you at the library".

I will be opening the library on October 31 for Trick or Treat hours. The community really appreciates a place to warm up/dry off in inclement weather, and they enjoy having clean, well-lit bathrooms that evening. We will be handing out both regular treats and our Potatoes from Okray Family Farms.

We have a teen student working on 10 hours of community service.

We will be hosting both a SCLS ILS (circulation) meeting and Wood County Board meeting on Thursday, October 15. I will also be meeting with Jean Anderson earlier that afternoon, as part of the yearly SCLS visit to libraries.

NEW BUSINESS

9. Merry Thriftmas

I am planning an event, Merry Thriftmas for November 19-20 (possibly 21) and again on 10-12? It's a pretty simple idea; parents have gently used kids toys that they could bring in, and it's basically a swap. Adults can bring in small, gently used items that would be appropriate for kids to gift the adults in their life. I have donated a bunch of wrapping paper, and we have received some more. So ideally, we would have a gift wrap station as well. This is not supposed to be stressful, but more of an opportunity to put gently used, but no longer used items into the hands of those who may have a use or need. Keep things out of landfills, give toys an opportunity for a new life, and build a little community.

10. Halloween/Trunk or Treat

Humke asked if we would participate in Trunk or Treat on October 29 from 5-7pm. I have a long standing dinner reservation for my son's birthday, so Rosella will be at Humke that evening. Our theme is "We're dying to see you at the library". Although we will be closed on Saturday afternoon/evening, I will be coming in to hand out taters and treats from 4pm-7pm.

11. Bank Card/Credit Card

We need to make a decision about a credit card.

12. WLA

Good news! I wrote another grant and received \$500 to totally cover the cost of the conference. I have booked a hotel room which will need to be reimbursed from our travel and conference budget, as well as the per diem costs.

13. In-depth Reference: As a library, I expect to complete multiple reference interactions daily. Most libraries figure 15 minutes per inquiry. We do have people that walk in, and ask for in depth help, often without an appointment. In those cases, I do my best to accommodate them, especially if they have travelled any distance. In September, I had a person (from Marshfield) stop in on a Friday afternoon with in-depth genealogy questions. I was respectful of the distance and time spent travelling, and I stayed an extra 45 minutes to answer their questions.

However...we get some internet inquiries. A lot of these I can answer in a short amount of time. 20 minutes or less. I was forwarded an email from a person who said they needed some information by a certain date, which coincided with my time off. Being a very in-depth question and the fact that some of the provided information was incorrect, I spent over 2 hours finding the requested information to make the deadline for pickup. The next day, I received an email saying they were out of state, and could I scan and email the information to them? I honored this request.

They made another request which took several days to complete (in spare moments of time.) After scanning and emailing that information, they asked me to send the hard copies to a friend in Madison, at a cost of nearly \$5.00

This week, I received another email with a lot of very specific requests. Unchecked, this could become a real issue. Should we consider charging by the hour for these types of requests? 1st hour is free, and each additional hour is \$30?

Municipality No.: 71-261		City of Nekoosa					
GEC Job No.: I71-261		2026 Building Permit Applications					
Date	Permit #	Address	Owner/Contractor	Est.Cost	Description	GEC Fee	Fee
02/13/2026	26-0001-71-261	1028 W 5th St	Joanne Votava	\$6,200.00	Walk-in Shower	\$150.00	\$165.00
02/16/2026	26-0002-71-261	506 N Section St	Richard Oleson	\$6,000.00	Walk-in Shower	\$150.00	\$165.00
02/20/2026	26-0004-71-261	131 Crestview Ln	Angelica Cox	\$9,385.00	Alterations	\$150.00	\$165.00
					Total Month Permit Fees February	\$450.00	\$495.00
04/03/2026	26-0006-71-261	142 Buehler Ave	Jacoby Rental Properties	\$25,000.00	Raze	\$100.00	\$110.00
04/14/2026	26-0008-71-261	4150 Whitetail Lane	Shane Ruesch	\$75,000.00	Self Storage Building	\$2,571.00	\$2,853.00
04/17/2026	26-0009-71-261	909 W. 6th Street	Harold Stewart	\$38,430.00	Convert Garage to Living Space	\$460.00	\$507.00
04/17/2026	26-0010-71-261	144 Buehler Ave	Mark Edwards	\$30,000.00	Garage	\$549.00	\$609.00
04/20/2026	26-0011-71-261	181 Wood Ave	Meghan Williams	\$1,000.00	Replace Water Heater	\$50.00	\$55.00
04/21/2026	26-0012-71-261	380 Buehler Ave	Charles Turner	\$10,000.00	Covered Deck	\$175.00	\$193.00
					Total Month Permit Fees April	\$3,905.00	\$4,327.00
05/14/2026	26-0013-71-261	1115 S. Section St	Curt Fischer	\$146,913.00	Pole Shed	\$816.00	\$912.00
					Total Month Permit Fees May	\$816.00	\$912.00
06/03/2026	26-0014-71-261	808 S.Section St	Tim Rottler	\$5,515.00	Drain Tile	\$150.00	\$165.00
06/18/2026	26-0015-71-261	815 1st St	Jack Werderits	\$10,000.00	Tub to Shower	\$150.00	\$165.00
					Total Month Permit Fees June	\$300.00	\$330.00
07/01/2026	26-0016-71-261	909 West 6th Street	Harold Stewart	\$3,966.00	Electric	\$155.00	\$171.00
07/02/2026	26-0017-71-261	Void	Void	\$0.00	Void	\$0.00	\$0.00
07/20/2026	26-0018-71-261	614 Garrison St	SLI Properties	\$1,000.00	Electric	\$155.00	\$171.00
07/27/2026	26-0019-71-261	1064 Sunny Ridge Cir	Robert Ruemler	\$19,000.00	Deck	\$202.00	\$222.00
07/28/2026	26-0020-71-261	961 Market St	Dollar General	\$12,500.00	Commercial Electric	\$200.00	\$220.00
					Total Month Permit Fees July	\$712.00	\$784.00
08/24/2026	26-0021-71-261	107 2nd St	Kori Williamson	\$5,000.00	Replace Shower to Tub	\$355.00	\$391.00
					Total Month Permit Fees August	\$355.00	\$391.00

Sept	09/03/2026	26-0022-71-261	1021 W 4th Street	Kay Marceau	\$14,395.10	Electric	\$155.00	\$171.00
	09/03/2026	26-0023-71-261	763 Church Ave	Chris Jazdzewski	\$1,500.00	Electric	\$155.00	\$171.00
	09/10/2026	26-0024-71-261	310 Cedar St	Chris Williams	\$5,500.00	Windows/Wells	\$150.00	\$165.00
	09/14/2026	26-0025-71-261	301 Point Basse Ave	Jeff Tuttle	\$58,100.00	Commercial Fire Protection	\$1,216.00	\$1,356.00
	09/22/2026	26-0026-71-261	176 N Court	Martin Weber	\$1,000.00	Electric	\$155.00	\$171.00
						Total Month Permit Fees September	\$1,831.00	\$2,034.00
Oct								
						Total Month Permit Fees October	\$0.00	\$0.00
Nov								
						Total Month Permit Fees November	\$0.00	\$0.00
Dec								
						Total Month Permit Fees December	\$0.00	\$0.00
						Total Permit Fees YTD	\$8,369.00	\$9,273.00