

# Draft Affirmative Action Program

**January 2021**

Prepared by the  
East Central Wisconsin Regional Planning Commission

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## **ABSTRACT**

TITLE: Affirmative Action Program

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AUTHORS: Kim Biedermann, Associate Transportation Planner | Affirmative Action Officer

SUBJECT: Affirmative action program for equal employment opportunity

DATE: January 2021

PLANNING AGENCY: East Central Wisconsin Regional Planning Commission

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This document outlines goals for achieving equal employment opportunity within the East Central Agency. Analysis of the Agency's existing staff, personnel policies and personnel practices are carried out to determine any imbalances or biases which may exist or may be the result or cause of discrimination.

The program includes a policy statement on equal employment opportunity, hiring goals for affirmative action against discrimination, a program to carry out those goals, and a continuous monitoring and reporting program relative to goal achievement.



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## **INTRODUCTION**

The East Central Wisconsin Regional Planning Commission, as a recipient of federal planning assistance grants, is required to annually prepare an affirmative action program for equal employment opportunity under the Title VII Civil Rights Act of 1964 and subsequent public law. The 2021 update is based on the calendar year January 1 to December 31, 2020 timeframe.

Major elements of a sound affirmative action program include the development of an equal employment opportunity policy statement; a program for its widespread distribution and designation of administrative responsibility to carry it out; an analysis of the Agency's current utilization of minorities and females on its work staff; an analysis of the Agency's personnel policies and practices; establishment of hiring goals to correct imbalances that may exist; preparation of a program to achieve those goals; and finally, development of a continuous monitoring and reporting system on the implementation of the program. The program is reevaluated annually to measure success in achieving the stated goals and to restate goals for the next year.

## **EQUAL EMPLOYMENT OPPORTUNITY POLICY STATEMENT**

The East Central Wisconsin Regional Planning Commission adopts its equal employment opportunity policy statement as a formal resolution annually. Resolution No. 02-21 (Appendix A) is basically the same as resolutions adopted in previous years.

## **RESPONSIBILITY FOR IMPLEMENTATION OF THE AFFIRMATIVE ACTION PROGRAM**

The Commission has vested responsibilities for coordinating and monitoring the equal employment opportunity policies and the affirmative action program in a designated Affirmative Action Officer.

Responsibilities of the Affirmative Action Officer are:

- 1) To annually reevaluate and update the equal employment opportunity policies and the affirmative action program for recommendation to the Commission for adoption.
- 2) To coordinate the placement of advertisements of position openings in select internet publications and with referral organizations, schools, and universities.
- 3) To communicate the equal opportunity policies and affirmative action program goals to all employees and to potential sources of employment referral.
- 4) To design and monitor internal reporting and filing systems to periodically measure the effectiveness of the affirmative action program and to carry out the annual reevaluation.
- 5) To serve as the affirmative action liaison between the Agency and government regulatory agencies, state and federal grant agencies, minority and women's organizations, and other community groups.
- 6) To provide technical assistance to local communities in the development of affirmative action programs within the constraints of the Agency's work program and budget limitations.

## **DISSEMINATION OF THE EQUAL EMPLOYMENT OPPORTUNITY POLICIES AND AFFIRMATIVE ACTION PROGRAM GOALS**

As indicated in the equal employment opportunities resolution, the Agency's affirmative action resolution will be provided to all employees. In addition, the policy resolution will be posted on appropriate bulletin boards within the Agency's offices.

The resolution also calls for the notification of potential sources of employees of the Agency equal employment opportunity policy. This will be done through the provision of a copy of the affirmative action program to the Agency's regular recruitment sources and the inclusion of the clause "Equal Opportunity Employer, M/F" in all advertisements of position openings. This clause is routinely included in all contracts and subcontracts.

## **ANALYSIS OF EXISTING UTILIZATION OF MINORITIES AND FEMALES**

Table 1 summarizes the staffing and workforce composition at East Central as of December 31, 2020. The American Community Survey (ACS) was used to compare Agency employee composition with total workforce composition in the Appleton and Oshkosh-Neenah Metropolitan Statistical Areas (MSA) (Table 2). Intern positions are not included in the employment analysis, although individuals are periodically hired. The Commission currently has 18 employees; five below the 23 authorized positions, although two vacant positions will be filled as of January 4, 2021, which will bring the total to 19 (one is an internal hire).

To determine whether women and minorities are adequately represented on the Agency's staff, employment is compared with the participation of women and minorities in all occupations of the labor force for the 2015-2019 5-year ACS estimates of both Appleton and Oshkosh-Neenah MSAs. Table 1 presents this data for the total employment at East Central and Table 2 presents this data for all occupations in the MSAs.

The "All Occupations (By Sex)" row in Table 2 describes the employment breakout by percentage and number of males and females for each race in the region based on the 2015-2019 5-year ACS estimates. The "All Occupations (By Race)" row in Table 2 describes the percentage and number of total employment in each race, with both male and female estimates combined. This table allows us to effectively compare the staffing at East Central to all occupations of the entire region by sex within each race and occupation within each race.

**Table 1:**  
**2020 Employment (as of December 31, 2020)**  
**East Central Wisconsin Regional Planning Commission**

	Total	White Alone		Black or African American Alone		American Indian & Alaska Native Alone		Asian Alone		Native Hawaiian and other Pacific Islander Alone		Hispanic or Latino		Two or More Races	
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Total Staff (By Sex)	#	10	8	0	0	0	0	0	0	0	0	0	0	0	0
	%	55.6%	44.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Staff (By Race)	#	18		0		0		0		0		0		0	
	%	100.0%		0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	

**Table 2:**  
**2019 Employment**  
**Appleton & Oshkosh-Neenah Metropolitan Statistical Areas**

	Total	White Alone		Black or African American Alone		American Indian & Alaska Native Alone		Asian Alone		Native Hawaiian and other Pacific Islander Alone		Hispanic or Latino		Two or More Races	
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
All Occupations (By Sex)	#	81,566	62,719	883	488	721	719	2,420	1,790	24	51	3,129	2,179	741	596
	%	56.5%	43.5%	64.4%	35.6%	50.1%	49.9%	57.5%	42.5%	32.0%	68.0%	58.9%	41.1%	55.4%	44.6%
All Occupations (By Race)	#	144,285		1,371		1,440		4,210		75		5,308		1,337	
	%	91.3%		0.9%		0.9%		2.7%		0.0%		3.4%		0.8%	

Source: 2014-2018 American Community Survey 5 year Estimates - Tables (B20005A, B20005B, B20005C, B20005D, B20005E, B20005G, and B20005I)

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When all authorized staff are compared using this analysis with total MSA employment, as a percentage, male/female composition at East Central is comparable to the American Community Survey (ACS) data.

In 2020, the East Central's workforce was reduced by one female staff member and one male staff member, which brought the overall total number of employees down to 18 from 20 in 2019. The agency's M/F ratio remains stable at 44.4% by the end of December 2020 (ten male staff members and eight female staff members). That ratio is about the same when compared to the Appleton and Oshkosh-Neenah MSAs.

East Central has a non-minority composition of 100%, while the Appleton and Oshkosh-Neenah MSA labor force has a non-minority composition of 91.3%. The Commission does contract with a female-owned minority company for custodial services.

**Table 3:**  
**ECWRPC Experience in Attracting Job Applicants**  
**January 2020 through December 2020**

Occupation Category	Applicants				Interviewed			
	Male	Female	Non-binary	Unidentified	Male	Female	Non-binary	Unidentified
Managers and Administrators	3	1	0	42	3	0	0	1
Professionals	14	12	0	23	4	6	0	4
Technicians	5	4	0	4	0	2	0	2
Clerical	0	0	0	0	0	0	0	0
Unsolicited Applications	0	0	0	0	0	0	0	0
Total	22	17	0	69	7	8	0	7

The above table reflects the job searches for a total of eight (8) position openings within the agency for 2020. Of those eight, two job searches are not fully reflected: the off-site job search for executive director and the on-site hiring of the Principal Economic Development position. The off-site hiring of the executive director utilized a different process, and the on-site candidate search for the Principal Economic Development position did not collect this information. Both of these positions only reflect total number of candidates, and any information for these candidates is reflected in the Unidentified columns.

The executive director search was conducted off-site and housed through Waushara County. To obtain a diverse pool of candidates, the selection committee advertised this position to both nationwide and statewide job postings, along with minority-specific job sites. Ultimately, 40 applications were received for this position. As noted above, with the selection being conducted off-site, a different process was utilized. This results in the 40 applicants being listed in the Unidentified category of Table 3.

As of December 31, 2020, a job search was still active for a ninth position; however, that information will not appear in this report as the job search is still active.

Table 4 shows three promotions for male staff members (from Associate Planner to Principal Planner (1 position) and from Coordinator to Manager (2 positions)). It also displays the positions hired for 2020; however, it should be noted this table represents only those employees who started their positions in 2020.

In late December of 2020, a male Principal Planner was hired to replace an open position held by a female who was hired to a new position within the agency, and a male from within the organization was hired to fill the Assistant Director role, which was vacated by a male due to retirement as of December 31, 2020. The hiring process of these positions is reflected in Table 3; however, they will not be noted as new staff during 2020 due the positions not commencing until 2021. Additionally, one search was done in 2019, with the female candidate being added to the staff in January 2020, as noted in the Professionals row.

This table includes both new staff and staff hired into new positions within the agency.

**Table 4:**  
**ECWRPC Experience in Hiring and Promotions**  
**January 2020 through December 2020**

Occupation Category	Position Openings	Promoted or Hired	
		Male	Female
Managers and Administrators	2	2	1
Professionals	5	4	2
Technicians	1	0	1
Clerical	0	0	0
Total	8	6	4

Note on Table 4: As explained in the above paragraphs, Table 5 displays staff who started their position in 2020 as well as the hiring processes that took place in 2020. In two cases (the Assistant Director and the Principal Transportation Planner), those positions were open and posted in 2020; however, the positions will not commence until 2021. Likewise, an open position in 2019 was filled by a female candidate in 2020.

## **HIRING GOALS TO ACHIEVE EQUAL EMPLOYMENT OPPORTUNITY**

Table 5 shows that based on current authorized staff, workload and budget, it is anticipated there will be two additional staff planned for 2021, and that is for the Controller position and an additional transportation planner. Additional position openings would only be available should a staff person resign. Should any hiring take place, the Commission would, all things being equal, seek to refill positions with minority and/or female candidates.

Table 5 shows positions available in 2021, as of December 31, 2020.

**Table 5: 2021 Goals for Hiring**

<b>Occupation Category</b>	<b>Position Openings</b>
Managers and Administrators	0
Professionals	2
Technicians	0
Clerical	0
Total	2

#### **EXPERIENCE IN ATTRACTING RACIAL MINORITY, DISABLED, AND PROTECTED VETERAN STATUS CANDIDATES**

Tables 6a-6c (below) displays the number of applicants by job category that represent racial minorities, disabled individuals, and protected veteran status candidates.

**Table 6a:  
Applicants by Race in 2020**

<b>Occupation Category</b>	<b>Race</b>									<b>Ethnicity</b>	
	<b>American Indian/ Alaskan Native</b>	<b>Asian</b>	<b>African American/Black</b>	<b>Native Hawaiian</b>	<b>Pacific Islander</b>	<b>White</b>	<b>Other</b>	<b>More than One Race</b>	<b>Unidentified</b>	<b>Hispanic/Latino</b>	<b>Unidentified</b>
Managers and Administrators	0	0	0	0	0	4	0	0	42	0	42
Professionals	0	0	1	0	0	24	0	1	23	0	23
Technicians	0	1	0	0	0	8	0	0	4	0	4
Clerical	0	0	0	0	0	0	0	0	0	0	0
Total	0	1	1	0	0	36	0	1	69	0	69

**Table 6b:  
Protected Veteran Status in 2020**

<b>Occupation Category</b>	<b>Protected Status Veteran</b>	<b>Not Protected Status Veteran</b>	<b>Unidentified</b>
Managers and Administrators	0	4	42
Professionals	2	24	23
Technicians	0	9	4
Clerical	0	0	0
<b>Total</b>	<b>2</b>	<b>37</b>	<b>69</b>

**Table 6c:  
Disability Status**

<b>Occupation Category</b>	<b>Disabled</b>	<b>Not Disabled</b>	<b>Unidentified</b>
Managers and Administrators	0	4	42
Professionals	1	24	24
Technicians	0	9	4
Clerical	0	0	0
<b>Total</b>	<b>1</b>	<b>37</b>	<b>70</b>

## **ANALYSIS OF PERSONNEL POLICIES AND PRACTICES**

As part of the development of this affirmative action program, the personnel policies are reviewed annually to determine if any revisions should be made. The personnel policies were first established in the early 70s with revisions in 1975, 1981, 1987, 1990, 1991, 1996, 1997, 2001, 2003 and 2005. Since 2005, minor refinements have periodically been made as part of the affirmative action monitoring program. In 2009, a formal Title VI Agreement was executed between the Commission and WisDOT that also created a Title VI Coordinator position assigned to the Assistant Director/Affirmative Action Officer. Title VI policies focus on Environmental Justice to ensure equal opportunity and access to all facets of Commission activities including employment. These commitments are renewed annually.

In recruiting personnel to the Agency, a variety of recruiting sources are utilized depending on the specific position opening. Clerical and entry level Geographic Information System/Planning Assistant positions in the past had been advertised in the daily newspapers in Appleton, Oshkosh, and Fond du Lac, but the agency is migrating to electronic media that has increased responses. In addition, the Agency may post employment opportunities with the Job Service of the Wisconsin Department of Industry, Labor and Human Relations and on the Commission's website.

Positions demanding more experience in the Geographic Information System/Planning Technician classifications may be advertised more widely within the State of Wisconsin,



including the Milwaukee and Madison newspapers. Professional positions are typically listed in the national job listing publication of the American Planning Association or other national magazines such as *Passenger Transport* if appropriate. Also, listings for planner positions are placed with universities' planning schools throughout the Midwest.

Record keeping relative to position openings and job applicants are maintained for a minimum of one-year period, and the Affirmative Action Officer is responsible for continual maintenance and monitoring of the files.

In selecting recruits, standard tests may be issued to clerical applicants and to all applicants of some geographic information system operator positions. All applicants are required to submit resumes and examples of previous work or writing.

In all cases, personal interviews of the final candidates are the primary determinant in actual selection. The Agency's organizational structure allows for entry at a minimal level to receive on-the-job training that may lead to upward mobility to positions with more responsibilities.

In 2020, East Central examined its Affirmative Action reporting form that individual candidates receive and return to the Commission. This form has been revised to incorporate gender identity (male, female, or non-binary), update the race and ethnicity categories to reflect data collection per the United States Census, and an update to the Protected Status Veteran category. The form also changed to an online form that is not referenced or downloaded until after the position has been filled.

In 2021, East Central will be updating its hiring process to include a hiring procedure checklist and a candidate qualifications matrix. Both are intended to increase the transparency of the hiring process and to standardize the process. The hiring procedure checklist will also require jobs openings within the Agency be posted in at least three publications/sources, with one of those being in a minority-specific publication.

## PROGRAM TO ACHIEVE GOALS

The intent of the Agency is to recruit and hire qualified applicants for any and all positions with special emphasis on achieving and maintaining a staff in balance with the work force in the Appleton-Oshkosh-Neenah MSA. In an effort to increase the number of women and minority applicants, communications to recruitment sources will indicate that the Agency is particularly interested in applications from qualified women and minorities. Efforts to directly solicit women with known qualifications to apply for available jobs will also be made whenever the occasion arises. It is the strong feeling of the Agency that the critical factor is the need to increase the number and quality of applications received from women and minorities.

## FEEDBACK

It will be the responsibility of the Affirmative Action Officer to periodically report to the Executive Director and the Commission on the progress being made in achieving the stated goals of the affirmative action program. Such a report should include a complete itemization of all job actions taken by the Agency since the last available report. The following job actions occurred between January 1 and December 31, 2020:

1. January 2020
  - a. One female staff joined the Commission (the hiring process occurred in 2019, and that process is reflected in the 2019 Affirmative Action Report)
  - b. One male staff promoted from Associate Planner to Principal Planner
  - c. Two male staff promoted from Coordinator to Manager
2. February 2020
  - a. One male staff member departed
3. May 2020
  - a. Two female staff members departed
  - b. Two male staff members departed
4. July 2020
  - a. One male staff member departed
  - b. One male staff member joined
  - c. One male staff member started a new position within the Agency
  - d. One female staff started a new position within the Agency
5. August 2020
  - a. One female staff member joined
6. September 2020
  - a. One male staff member joined
  - b. One female staff member joined
  - c. One female staff departed (retirement)
7. October 2020
  - a. One female staff departed
  - b. One female staff rejoined the Agency on a temporary basis



## **APPENDIX A**

### **RESOLUTION NO. 02-21: ADOPTION OF THE ANNUAL AFFIRMATIVE ACTION PROGRAM**



**PROPOSED RESOLUTION NO. 02-21**

**ADOPTION OF THE ANNUAL AFFIRMATIVE ACTION PROGRAM FOR EQUAL  
EMPLOYMENT OPPORTUNITIES**

**WHEREAS**, it is the policy of this Commission not to discriminate against any employee or applicant for employment because of age, race, religion, color, handicap, sex, physical condition, developmental disability, sexual orientation, or national origin, and

**WHEREAS**, job applicants and present employees shall be recruited, promoted, demoted, transferred, compensated, selected for training including apprenticeship, laid-off, and terminated without discrimination as to age, race, religion, color, handicap, sex, physical condition, developmental disability, sexual orientation, or national origin, and

**WHEREAS**, this Commission further agrees to take affirmative action to ensure equal employment opportunities, and

**WHEREAS**, it is recognized that the agency needs to maintain constant vigilance of its hiring practices and its past hiring experience, now therefore

**BE IT RESOLVED BY THE EAST CENTRAL WISCONSIN REGIONAL PLANNING  
COMMISSION:**

Section 1: That the Commission adopts the following affirmative steps to promote equal employment opportunity within the agency:

1. The Commission's equal employment opportunity policy will be communicated to all employees, supervisors and management and to potential sources of employees. Officials who make the hiring, placement, and promotion decisions will be instructed that minority applicants for all jobs, regardless of type, or applicants for promotion are to be considered without discrimination as to age, race, religion, color, handicap, sex, physical condition, developmental disability, sexual orientation, or national origin.
2. Kim Biedermann, Associate Planner, is designated as the agency's Affirmative Action Officer responsible for coordination of its equal employment opportunity efforts.
3. The Commission establishes a goal to recruit applicants and hire employees in balance with the prevailing employment structure of the Appleton-Oshkosh-Neenah MSA to the extent possible.
4. The Commission will take such steps as the following in its recruitment to assure non-discrimination:
  - a. Place employment advertisements in newspapers which serve the largest number of minority group people within the Commission's recruiting area and minority-specific publications.

- b. Notice of staff needs will be sent to schools and universities having substantial portions of minority students.
  - c. Systematic contacts will be made with minority and human relations organizations, leaders and spokespeople to encourage referral of qualified minority applicants to the Commission.
  - d. Present employees are to be encouraged to refer minority applicants to the Commission.
  - e. Recruitment sources will be informed that qualified minority members are being sought for consideration for professional, sub-professional and other office work whenever the Commission hires.
5. All persons on the staff involved in making recommendations or decisions on hiring will be personally informed by the Executive Director and the Affirmative Action Officer that minority applicants for all jobs are to be considered without discrimination.
6. The Commission will where possible within its annual Work Program make maximum use of sub-professional internships and other appropriate training techniques to help equalize opportunity for minority persons by such means as follows:
- a. Sponsoring and assisting minority youths, as well as others, to enter sub-professional and professional training and make such experiences available within the Commission to the maximum extent possible.
  - b. Encouraging minority employees and others to increase their skills and job potential through participation in available training and education programs.
7. The Commission will not practice discrimination with regard to placement and promotion of any employee.
- a. All members of the staff who are concerned with placement and promotion decisions will be instructed to act without discrimination toward minority employees.
  - b. The promotion of minority employees who have increased their skills and job potential will be consistent with the promotion of all other employees.
8. The Commission will assure non-discriminatory pay, other compensation, and working conditions by taking such steps as:

- a. Examining rates of pay and fringe benefits for present employees with equivalent duties, and adjusting any inequities found.
9. The Commission will not discriminate in its contracting and, where possible, will take appropriate steps, such as encouraging minority group contractors and contractors with minority representation among their employees to submit proposals for contract work in order to promote equal opportunity.
10. The Commission will require all contractors to provide equal employment opportunity assurances.
11. The Commission will follow through by questioning, verifying, and making whatever changes or additions to this Equal Employment Opportunity Program as may be necessary to assure its effectiveness.

Effective Date: January 20, 2021

Submitted By: Steering Committee

Prepared By: Kim Biedermann, Affirmative Action Officer

\_\_\_\_\_  
Martin Farrell, Chair – Fond du Lac Co.

\_\_\_\_\_  
Donna Kalata – Waushara Co.

\_\_\_\_\_  
Jeff Nooyen, Vice-Chair – Outagamie Co.

\_\_\_\_\_  
Alice Connors – Calumet Co.

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Dick Koeppen - Waupaca Co.

\_\_\_\_\_  
Tom Kautza – Shawano Co.

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Dave Albrecht - Winnebago Co.

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Jeremy Johnson – Menominee Co.

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## **APPENDIX B**

### **EAST CENTRAL JOB ACTIONS**



## **JOB ACTIONS IN 2020**

### **January 2020**

One female staff joined the Commission (the hiring process occurred in 2019, and that process is reflected in the 2019 Affirmative Action Report)  
One male staff promoted from Associate Planner to Principal Planner  
Two male staff promoted from Coordinator to Manager

### **February 2020**

One male staff member departed

### **May 2020**

Two female staff members departed  
Two male staff members departed

### **July 2020**

One male staff member departed  
One male staff member joined  
One male staff member started a new position within the Agency  
One female staff member started a new position within the Agency

### **August 2020**

One female staff member joined

### **September 2020**

One male staff member joined  
One female staff member joined  
One female staff departed (retirement)

### **October 2020**

One female staff departed  
One female staff rejoined the Agency on a temporary basis

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## **APPENDIX C**

### **TABLE OF AUTHORIZED POSITIONS**



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**TABLE OF AUTHORIZED POSITIONS  
(As of December 31, 2020)**

18 Full-time professional positions as listed below:

0 Part-time (PT)

**Planning Services (16):**

**Staff Name(s)**

Executive Director (1)

Kraemer Badtke

Assistant Director (1)

Raith\*\*

Principal Planners (3)

Nau, Englebert, Verboomen, VACANT\*\*

Associate Planners (3)

Moesch, Biedermann, BellCorelli

Planning Specialist II (1)

Konkle

Planners (3)

Tracy, Keckeisen, Russell

**Technical Services (4):**

IT Manager (1)

Badtke

GIS Manager (1)

Zuege

GIS Specialist II (1)

Pfefferle

GIS Assistant (1)

Roth

**Administrative Services (2):**

Controller (1)

Scheibe-Johnson

Administrative Coordinator (1)

Bonnin

**Part-time intern position (1 FTE)\* (0)**

VACANT

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\* Retention or extension of these positions will depend on the availability of revenue.

\*\*Seeking to fill in January 2021, accepted offers made as of December 2020

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