

# Affirmative Action Program January 2016



# Affirmative Action Program

January 2016

Prepared by the  
East Central Wisconsin Regional Planning Commission

*Funding for this report was provided by the Federal Highway Administration, the Federal Transit Administration, the Economic Development Administration, the Wisconsin Department of Transportation and the Wisconsin Department of Natural Resources. The contents of this document do not necessarily reflect the official views and policies of the U.S. Department of Transportation, Federal Highway Administration.*

# EAST CENTRAL WISCONSIN REGIONAL PLANNING COMMISSION

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Michael Thomas, Vice-Chair  
Eric Fowle, Secretary-Treasurer

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Jill Michaelson, WisDOT  
Deborah Wetter, Valley Transit

\* To be determined

## **ABSTRACT**

TITLE: Affirmative Action Program

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AUTHORS: Walt Raith, Assistant Director

SUBJECT: Affirmative action program for equal employment opportunity

DATE: January 2016

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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**AFFIRMATIVE ACTION PROGRAM**

## **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 2016 update is based on the calendar year January 1 to December 31, 2015 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. 06-16 (see 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, 2015. 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 23 authorized positions.

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 2006-2010 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 2006-2010 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, as well as occupation within each race.



**Table 1**

**2015 Employment (as of December 31, 2015)  
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) #		16	8	0	0	0	0	0	0	0	0	0	1	0	0
Total Staff (By Sex) %	-	69.6%	34.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.3%	0.0%	0.0%
Total Staff (By Race) #	23	22		0		0		0		0		1		0	
Total Staff (By Race) %	100.0%	95.7%		0.0%		0.0%		0.0%		0.0%		4.3%		0.0%	

**Table 2**

**2010 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	
	Estimate	Margin of Error (+/-)	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
All Occupations (By Sex) #	207,441		100,945	92,993	510	544	730	800	2,378	1,936	0	14	2,940	2,262	671	718
All Occupations (By Sex) %	-	1.8%	52.1%	47.9%	48.4%	51.6%	47.7%	52.3%	55.1%	44.9%	0.0%	100.0%	56.5%	43.5%	48.3%	51.7%
All Occupations (By Race) #	207,441		193,938		1,054		1,530		4,314		14		5,202		1,389	
All Occupations (By Race) %	100.0%	1.8%	93.5%		0.5%		0.7%		2.1%		0.0%		2.5%		0.7%	

Source: 2006-2010 American Community Survey 5 year Estimates

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

In 2015, with one minority staff position, the Agency represents a non-minority of 95.2% while the Appleton and Oshkosh-Neenah MSA labor force has a non-minority composition of 93.5%. Due to the margin of error in the American Community Survey by +/- 1.8%, minority employment in the Agency remains comparable to the region's labor force.

Table 3 shows that 30 applications were received for two job openings, with 19 male applicants and 21 female. In total, four males and five females were interviewed; two females were ultimately hired.

**Table 3**

**ECWRPC Experience in Attracting Job Applicants  
January 2014 through December 2014**

Position	# of Applicants		# Interviewed	
	Male	Female	Male	Female
Managers & Administrators	0	0	0	0
Professionals	19	21	3	5
Technicians	0	0	0	0
Clerical Workers	0	0	0	0
Unsolicited Applicants	0	0	0	0
Total	19	21	3	5

Table 4 shows two positions were filled by female applicants for the period of January 2015 to December of 2015.

**Table 4**

**ECWRPC Experience in Hiring and Promotions  
January 2015 through December 2015**

Occupation Category	Position Openings	Promoted or Hired	
		Male	Female
Managers and Administrators	0	0	0
Professionals	2	0	2
Technicians	0	0	0
Clerical	0	0	0
Total	2	0	2

**HIRING GOALS TO ACHIEVE EQUAL EMPLOYMENT OPPORTUNITY**

Table 5 shows that based on current authorized staff, workload and budget no additional positions are proposed for 2016.

**Table 5**

**2016 Goals for Hiring**

Occupation Category	Position Openings	Male	Female
Managers and Administrators	0	0	0
Professionals	0	0	0
Technicians	0	0	0
Clerical	0	0	0
Total	0	0	0

## **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.

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 entry level planner positions are placed with universities' masters' level 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 are issued to all clerical applicants and to all applicants of some geographic information system operator positions. Other 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 has a number of job classifications that allow for entry at a minimal level, on-the-job training and upward mobility to more responsible positions. The Agency has a staff development program in its budget for attendance at conferences, short courses and job related training programs. The planning internship program is aimed directly at providing training in a work situation while at the same time providing useful manpower to the Agency when resources are available.

The Commission wage and salary structure is included in the personnel policies and applies to all staff members with the exception of the Executive Director. This salary structure is reviewed annually and adjustments to reflect cost of living are made at the discretion of the Commission. Each pay grade has a range for initial hiring and is also used for merit considerations annually.

In 1995, a special salary study was conducted to evaluate the competitiveness of the Agency's salary structure. Minor reform was made to the salary schedule and several positions had salaries adjusted to remain competitive within the Wisconsin planning community or with other skilled positions such as computer or word processing operators. These adjustments were

made in addition to a cost of living adjustment to the salary schedule. When the Agency employed a larger staff in the past, individual job titles were assigned for both planners and specialized professionals. In 1997, updates were made to job descriptions and titles. This is now generalized with professionals keyed to pay grades: the Assistant Director, Principal Planners, Associate Planners, Planners, and GIS Coordinator. A further salary study, conducted by a private firm (Carlson Dettmann Associates, LLC, October, 2000) and adopted by the Commission in October of 2000, confirmed these positions, made some minor alterations to technical category positions, and adjusted pay grades relative to an extensive analysis of public and private sector comparables, as well as a review of the duties and responsibilities of each position. In 2008, the Commission established an annual employee review process that created a detailed job description for each position. In 2009 and 2010, no adjustments were made to salaries due to the economic downturn that also resulted in a reduction of healthcare benefits. In late 2014, a cost of living and merit budget was established for 2015.

The personnel policies also provide for the ability to hire limited term and part-time employees if authorized by the Commission within the budget. As part of the 1997 review, the job descriptions for technical and clerical positions were also updated. The new positions are generally fit into a hierarchy within each category, from Assistant to Specialist, again keyed to grade. As has been the case since the 1991 revisions, Draftsman was changed to Geographic Information System (GIS) Operator with updates to the descriptions. The subsequent review in 2000 combined the same level positions of GIS Operator and Planning Assistant into one description for GIS/Planning Assistant. Also the Planning Analyst position was combined into the GIS/Planning Specialist level.

## **A POLICY ON HARASSMENT**

In October of 1991, the Commission adopted Resolution No. 15-91: Adopting a Policy on Harassment for Employees of the East Central Wisconsin Regional Planning Commission. This policy is directed to general and sexual harassment in the workplace including: a policy statement that harassment will not be tolerated in the workplace, defining harassment, outlining procedures for reporting complaints, establishing rules governing conduct, and establishing sanctions for violations.

It is the policy of the East Central Wisconsin Regional Planning Commission, in keeping with efforts to maintain an environment in which the dignity and worth of all employees of the Commission are respected, that harassment of fellow employees, whether by supervisors or by peers, is unacceptable conduct and will not be tolerated. General harassment may involve the behavior of an employee against another employee when that behavior falls within the definition described in the personnel policies. Sexual harassment may involve the behavior of an employee of either sex against an employee of the opposite or same sex when that behavior falls within the definition outlined in Resolution 15-91.

Reporting harassment complaints shall follow grievance reporting procedures under the Commission's personnel policies (Resolution No. 8-90, Section 13.B, as further amended). Persons who feel they have been sexually harassed under the above definition and wish further information or assistance in filing a complaint should contact the Commission's Assistant Director who serves as the Commission's Affirmative Action Officer. In the event the Affirmative Action Officer is implicated or involved with the grievance, the employee may choose to contact the Executive Director or the Chairman of the Commission and Steering Committee.

This assistance shall be completely confidential providing the complainant with options of remaining anonymous or having their name used in discussing the allegation with the perpetrator, or of proceeding immediately with the complaint, thinking further about processing the complaint, or have no action taken on the complaint. Such contact with the Affirmative Action Officer shall meet the ten day reporting requirement for filing a grievance under the Commission's personnel policies (Resolution No. 8-90, Section 13.B, as further amended) and allows the complainant to file and initiate a formal grievance proceeding at any reasonable later date.

## **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. Two job actions were implemented between January 1 and December 31, 2015.

In February of 2015 a female Economic Development Planner resigned and relocated to another state. In March a female Economic Development Planner was hired as a replacement. In July of 2015 a male Safe Routes to School Planner resigned and in August of 2015 was replaced with a female Safe Routes to School Planner. The job actions resulted in a gain of one female to the agency that advances the goal of equal opportunity employment.



## **APPENDICES**



## **APPENDIX A**

RESOLUTION NO. 06-16:  
ADOPTION OF THE ANNUAL  
AFFIRMATIVE ACTION PROGRAM



**PROPOSED RESOLUTION NO. 06-16**

**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, layed-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. The Assistant Director 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.

- 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 spokesmen 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 internship 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:

PROPOSED RESOLUTION NO. 06-16

- a. Examining rates of pay and fringe benefits for present employees with equivalent duties, and adjusting any inequities found.
  - b. Not reducing the compensation of existing employees who have been converted to on-the-job training status.
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 29, 2016  
Submitted By: Steering Committee  
Prepared By: Walt Raith, Affirmative Action Officer

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

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Dick Koeppen, Vice-Chair – Waupaca Co.

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Helen Nagler – Outagamie Co.

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Jerry Erdmann – Shawano Co.

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Dave Albrecht – Winnebago Co.

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



**APPENDIX B**

**EAST CENTRAL JOB ACTIONS**

## **JOB ACTIONS IN 2015**

### February

Associate Economic Development Planner resigns (F)

### March

Associate Economic Development Planner hired (F)

### July

Associate Safe Routes to School Planner resigns (M)

### August

Entry level Safe Routes to School Planner Hired (F)



**APPENDIX C**

**TABLE OF AUTHORIZED POSITIONS**

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**TABLE OF AUTHORIZED POSITIONS  
(As of December 31, 2015)**

23 Full-time professional positions as listed below:

**Planning Services (16):**

	<b><u>Staff Name(s)</u></b>
Executive Director (1)	Fowle
Assistant Director (1)	Raith
Principal Planners (3)	Thunes, Kraemer-Badtke, Nau
Associate Planners (6)	Baron, Moesch, Verboomen, Musson, Krumenauer, Van Buren
Planning Specialist II (1)	Konkle
Planners (3)	Huffman, Hinch, Erickson
Planning Specialist I (1)	Verbeten

**Technical Services (4):**

IT Coordinator (1)	Badtke
GIS Coordinator (1)	Zuege
GIS Specialist II (1)	Pfefferle
GIS Assistant (1)	DeBruin

**Administrative Services (3):**

Controller (1)	Scheibe-Johnson
Administrative Coordinator (1)	Bonnin
Administrative Assistant (1)	Haney

**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.

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Michael Chapman

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Jerry Erdmann  
Thomas Kautza  
Marshal Giese

### WAUPACA COUNTY

Dick Koeppen  
Gary Barrington  
Brian Smith  
DuWayne Federwitz

### WAUSHARA COUNTY

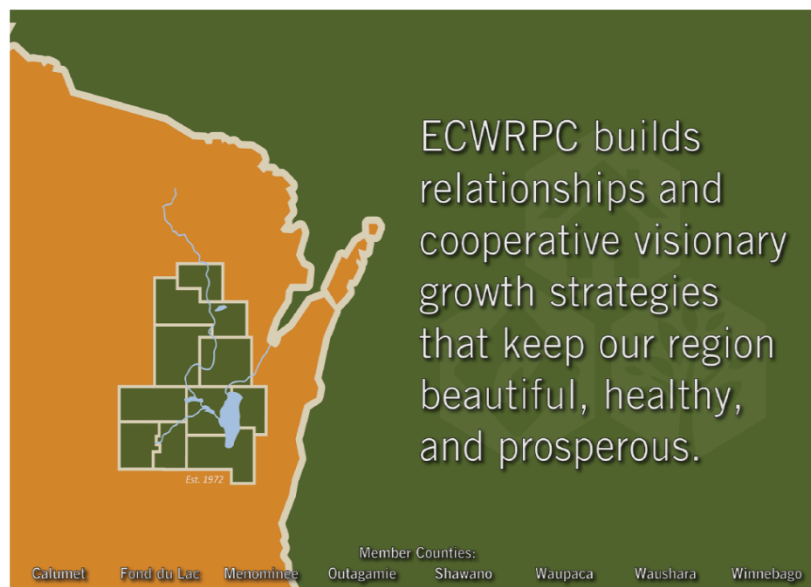
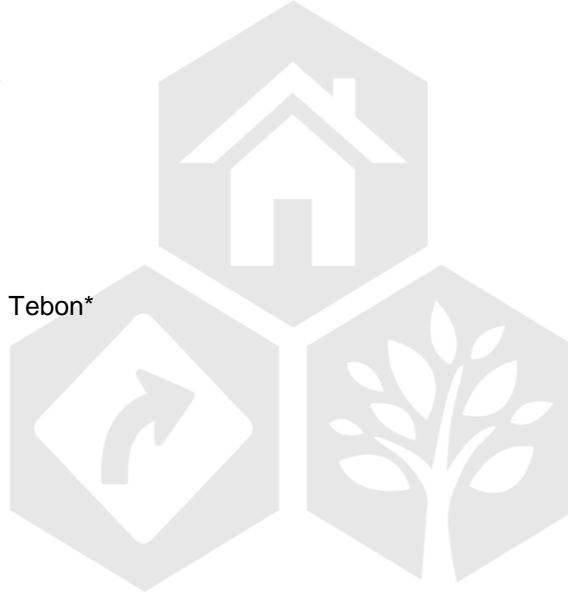
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