

**IMPORTANT NOTE:** Due to timing issues, agenda items 6(A) - 6(C) will be considered for action by the Executive Committee using its authority to act on behalf of the full Commission per Bylaws, Section 2 (a)(2). This agenda is being sent as the required notification to all Commissioners of these pending actions.

**It is not necessary/required for non-Executive Committee members to attend this meeting, however; your comments and/or input prior to, or at, the meeting is welcome and encouraged.**

**MEETING NOTICE  
EXECUTIVE COMMITTEE MEETING  
East Central Wisconsin Regional Planning Commission**

COMMITTEE MEMBERS: *Dan Gabrielson, Alice Connors (Chair), Dean Will (Perm Alt) for Steven Abel, Dave Morack, Tom Kautza, Jeremy Johnson (Vice Chair) (Perm Alt) for Elizabeth Moses, Nate Gustafson (Perm Alt) for Tom Egan*

**Place:** East Central Offices (400 Ahnaip Street, Suite 100; Menasha)

**Date:** Thursday, June 13, 2024

**Time:** 1:30 p.m.

*Members-Please contact the East Central office to confirm your attendance.*

**AGENDA**

**1. Welcome and Introductions**

**2. Roll Call**

A. Introduction of Alternates, Staff and Guests

**3. Approval of the Agenda/Motion to Deviate**

**4. Public Comment**

**5. Announcements and Discussion Items**

A. Director's Report

**6. New Business/Action Items**

A. **Proposed Resolution 33-24:** Amending the 2024-2027 Appleton (Fox Cities) Metropolitan Planning Organization Transportation Improvement Program (*being addressed under the full authority of the Commission*) **UPDATED TABLE ATTACHED**

B. **Proposed Resolution 34-24:** Amending the 2024-2027 Oshkosh Metropolitan Planning Transportation Improvement Program (*being addressed under the full authority of the Commission*).

C. **Proposed Resolution 35-24:** Approving the draft 2024 Indirect Cost Rate with U.S. Department of Interior for the 2024 Cost Allocation Plan and Certificate of Lobbying for the East Central Wisconsin Regional Planning Commission and Authorizing the Executive Director and East Central staff to begin the process of negotiating the 2024 Indirect Cost Rate with the U.S. Department of Interior (*being addressed under the full authority of the Commission*)

D. Discussion regarding the Request for Proposals for the East Central Wisconsin Regional Planning Commission Annual Audit and Single Federal Audit

E. Discussion regarding Implementation of the SERDI Board Assessment

- F. Discussion on the Preliminary 2025 Budget and Tax Levy Options for East Central Wisconsin Regional Planning Commission

**7. Informational/Discussion Items**

- A. County Roundtable Discussion (*as time permits*)

**8. Establish Time and Place for Next Meeting(s)**

- A. **Executive Committee Meeting:** The next Executive Committee meeting will be Wednesday, July 10<sup>th</sup>, 2024 at 1:30pm. An agenda and meeting materials will be forthcoming.
  
- A. **Commission Meeting:** The next Commission meeting will be held on Wednesday, July 24, 2024 at 10:00 a.m. at Waupaca County Courthouse, 811 Harding Street-Room LL42 (lower level), Waupaca, WI 54981. (Date change due to WCA Conference conflict) Agenda and meeting packet will be forthcoming.

**9. Adjourn**

*Any person wishing to attend this meeting or hearing, who, because of a disability, requires special accommodations should contact the East Central Wisconsin Regional Planning Commission at (920) 751-4770 at least three business days prior to the meeting or hearing so that arrangements, within reason, can be made.*

## **East Central Wisconsin Regional Planning Commission – June 13, 2024 Report**

By Melissa Kraemer Badtke, Executive Director and Craig Moser, Deputy Director.

### **Administration:**

**Potential Future Local Contracts:** The Town of Neenah recently expressed interest in contracting with East Central for their Comprehensive Plan and Comprehensive Outdoor Recreation Plan updates in 2025. Staff are currently working to develop a proposal for the Town's consideration.

**Update on Staffing:** Associate Planner Colin Kafka submitted his resignation last week, as he has accepted a Principal Planner position with the City of Appleton. We extend our thanks to Colin for his work over the past two years leading the Economic Development program and supporting the Transportation Program. His work on the Comprehensive Economic Development Strategy and Comprehensive Safety Action Plan was particularly noteworthy. We have posted for a Limited Term Employee (LTE) position to assist with Transportation Planning efforts through 2024, following the transition of former LTE, Kate Blackburn, into an Associate Transportation Planning vacancy.

**NADO Board of Directors:** Director Kraemer Badtke was recently elected to the National Association of Development Organizations (NADO) Board of Directors for the 2024-2026 term, representing the Midwest Region on the 66-member Board. The NADO Board of Directors oversees the association's budget and operations and develops policy on issues affecting Regional Development Organizations (RDOs). The organization was founded in 1967 to provide training, information, and representation for RDOs throughout the United States. Today, NADO member organizations serve local governments and the public within their regions through various programs focused on diversifying local economies, assisting businesses, creating jobs, and providing social services. Learn more about NADO at [www.nado.org](http://www.nado.org).

**TO:** Appleton (Fox Cities) Executive Committee  
**FROM:** Casey Peters, GIS Analyst I  
**DATE:** June 13, 2024  
**RE:** Proposed Resolution 33-24: Amending the 2024-2027 Transportation Improvement Program (TIP) for the Appleton (Fox Cities) Metropolitan Planning Organization

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Since the 2024 Transportation Improvement Program (TIP) for the Appleton (Fox Cities) Urbanized Area was adopted on October 27, 2023, the Wisconsin Department of Transportation (WisDOT) have notified the Commission of several amendments to projects listed in the 2024-2027 program cycle.

As part of an ongoing effort to present the most accurate listing of federally funded transportation projects within the Appleton (Fox Cities) MPO, the Commission continues to collaborate with WisDOT NE Region staff to ensure the most up-to-date information is included within this document based on what has been programmed in WisDOT's Financial Integrated Improvement Programming System. These amendments reflect the addition of new federally funded transportation projects, as well as updates to the scope, budgeting, and/or timeline of previous included projects. These projects require an amendment to ensure the MPO's TIP process remains within federal compliance.

The project details are as follows:

TIP # 252-20-054 – Olde Oneida St, South Mill Race Bridge: Slight funding increase  
 TIP # 252-20-055 – Buchanan-East County Line, Kavanugh Rd to Outagamie Rd: Slight funding increase  
 TIP # 252-20-059 – Commercial St, Stanley St to Tyler St: Slight changes in funding  
 TIP # 252-21-010 – STH 55, USH 151 to STH 114: Slight funding increase  
 TIP # 252-21-014 – Wisconsin Ave, Casaloma Dr to Badger Ave: Minor funding increase  
 TIP # 252-23-073 – Wisconsin Ave, Casaloma Dr to Badger Ave: Slight increase to local match  
 TIP # 252-22-002 – STH 76, Everglade Rd to CTH JJ: Moderate increase in funding  
 TIP # 252-22-012 – IH 41, Wrightstown SWEF 34/Post-Bldg: Major increase in funding  
 TIP # 252-22-059 – Calumet CTH B, STH 55 to STH 32: Moderate decrease in funding  
 TIP # 252-22-060 – Grandview Rd, North Rd to Immel Rd: Slight change in funding  
 TIP # 252-22-064 – Lawe St, College Ave to Wisconsin Ave: Slight change in funding  
 TIP # 252-23-017 – CTH N, CTH N Interchange B440179: Significant reduction in state funding  
 TIP # 252-23-060 – C of Menasha, Various Street Lighting: Updated State ID  
 TIP # 252-23-063 – STH 47, 9<sup>th</sup> St to NCL: Removed federal/local funding, increase state funding  
 TIP # 252-23-070 – STH 441, USH 10 to Oneida St: Moderate increase in funding  
 TIP # 252-24-036 – EV Infrastructure Grant, BP Gas Station 1126 Main St: EV Gateway  
 TIP # 252-24-037 – LSS, Valley Transit Subrecipient: Mobility Management  
 TIP # 252-24-038 – LSS, Valley Transit Subrecipient: Operating Assistance  
 TIP # 252-24-039 – Valley Transit, Whitman Facility: Furniture and Fixtures (Mobility Management Office)  
 TIP # 252-24-040 – Valley Transit: Mobility Management  
 TIP # 252-24-041 – Outagamie County, STH 96 to CTH F  
 TIP # 252-24-042 – Safe Routes to School, Appleton/Fox Cities MPO: TAP/TA Set Aside Award  
 TIP # 252-24-043 – STH 96, W Wisconsin Avenue Sidewalks: TAP/TA Set Aside Award  
 TIP # 252-24-044 – Old Highway Road Trail: TAP/TA Set Aside Award  
 TIP # 252-24-045 – Kenneth Avenue, Reaume St to 10<sup>th</sup> St: STBG-Urban Award

Additionally, two projects located in Table 5: Transit Projects, are also being amended.

TIP # 252-24-010 – Valley Transit, Shelter Replacements: Project rescheduled  
 TIP # 252-24-011 – Valley Transit, Fare Collection System upgrades: Increase in available funding

Please see the attached Transportation Improvement Program Table 2: Appleton (Fox Cities) Urbanized Area – Programmed Projects Listing (2024-2027) and Table 5: Transit Projects later in this memo for additional project details. Table 3: Summary of Federal Funds Programmed and Available demonstrates fiscal constrain and provides further description of the project funding types.

These projects were posted for public review for 15 days starting May 26<sup>th</sup>, 2024 and ended June 10<sup>th</sup>, 2024. No public comment was received to date.

**Staff Recommendation:** Staff recommends approval of Proposed Resolution 33-24: Amending the 2024-2027 Transportation Improvement Program for the Appleton (Fox Cities) Urbanized Area.



TABLE 2, cont.  
FOX CITIES PROJECT LISTING

Primary Jurisdiction	Project Description	Type of Cost	2024				2025				2026				2027				Comments
			Fed	State	Local	Total	Fed	State	Local	Total	Fed	State	Local	Total	Fed	State	Local	Total	
WisDOT	Safety Funds Grouped Projects	DESIGN ROW CONST				0				0				0				0	
252-21-001	FLX (P)	TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
WisDOT	Rail/Hwy Xing Safety Grouped Projects	DESIGN ROW CONST				0				0				0				0	
252-21-002	FLX (P)	TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
WisDOT	Hwy Safety Improv Prog (HSIP) Grouped Projects	DESIGN ROW CONST				0				0				0				0	
252-21-003	FLX (P)	TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
WisDOT	RR Xing STP protective Devices Grouped Projects	DESIGN ROW CONST				0				0				0				0	
252-21-004	FLX (P)	TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
WisDOT	Preventative Maint. National Highway Grouped Projects	DESIGN ROW CONST				0				0				0				0	
252-21-005	NHPP (P)	TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
WisDOT	STN Preventative Maint. Connecting Highway Grouped Projects	DESIGN ROW CONST				0				0				0				0	
252-21-006	FLX (P)	TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
WisDOT	Enhancements Grouped Projects	DESIGN ROW CONST				0				0				0				0	
252-21-007	STP (P)	TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
OCR	OCR Rail-Highway Xing Safety Grouped Projects	DESIGN ROW CONST				0				0				0				0	
252-21-008	OCR (P)	TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
WisDOT Calumet	STH 55/Fond du Lac-Sherwood USH 151 - STH 114 4050-27-00, 71 BRRPL	DESIGN ROW CONST				0	3600	900	0	4500				0				0	Design is State funded only but could get Fed funds. Construction is scheduled for 7/8/2025. Advanceable to 5/13/25.
252-21-010	STBG 11.44 miles (P)	TOTAL	0	0	0	0	3600	900	0	4500	0	0	0	0	0	0	0	0	
WisDOT Outagamie	STH 96/Kaukauna - Wrightstown Claribel St. - CTH JJ 4075-35-71 RESURF	DESIGN ROW CONST				0				0				0				0	Construction letting date = 11/14/2023.
252-21-011	STBG 1.809 miles (P)	TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	

TABLE 2, cont.  
FOX CITIES PROJECT LISTING

Primary Jurisdiction	Project Description	Type of Cost	2024				2025				2026				2027				Comments
			Fed	State	Local	Total	Fed	State	Local	Total	Fed	State	Local	Total	Fed	State	Local	Total	
WisDOT Outagamie	WIS 96 / Kaukauna - Wrightstown CTH JJ - CTH D 4075-35-72	DESIGN ROW RESURF CONST				0				0				0				0	Construction letting date = 11/14/2023.
252-21-012	STBG 3.081 miles (P)	TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
WisDOT T of Grand Chute	Wisconsin Ave / I 41-Badger Ave Casaloma Dr - N Badger Ave 4075-40-71	DESIGN ROW RESURF CONST				0	5023	1256	13	6292				0				0	
252-21-014	NHPP 2 miles (P)	TOTAL	0	0	0	0	5023	1256	13	6292	0	0	0	0	0	0	0	0	
WisDOT T of Grand Chute	Wisconsin Ave / I 41-Badger Ave Casaloma Dr - N Badger Ave 4075-40-71	DESIGN ROW RESURF CONST				0	89	10	0	99				0				0	Advanceable to 2/11/2025.
252-21-014	HSIP 2 miles (P)	TOTAL	0	0	0	0	89	10	0	99	0	0	0	0	0	0	0	0	
WisDOT T of Grand Chute	Wisconsin Ave/ I 41-Badger Ave , Sidewalk N Casaloma Dr. - N Badger Ave. 4075-40-71	DESIGN ROW RESURF CONST				0	410	0	155	565				0				0	
252-23-073	TAP/TA Set-aside 2 miles (P)	TOTAL	0	0	0	0	410	0	155	565	0	0	0	0	0	0	0	0	
WisDOT Outagamie	STH 15/STH 76 - New London CTH JJ - CTH T/Givens Rd. 1146-75-80	DESIGN ROW BRPVTV CONST				0	0	243	0	243				0				0	Federal Funding Removed 10/25/2023
252-21-015	State Funds 2.144 miles (P)	TOTAL	0	243	0	243	0	0	0	0	0	0	0	0	0	0	0	0	
WisDOT C of Menasha	STH 114/Plank Rd. CNRR Xing Surface 4065-17-50	DESIGN ROW MISC CONST				0				0	153	10	29	192				0	
252-21-016	NHPP 0 miles (P)	TOTAL	0	0	0	0	0	0	0	0	153	10	29	192	0	0	0	0	
WisDOT C of Menasha	STH 114/Plank Rd. CNRR Signals & Gates 4065-17-51	DESIGN ROW MISC CONST				0				0	242	61		303				0	Construction moved out to 7/25/2026.
252-21-017	NHPP 0 miles (P)	TOTAL	0	0	0	0	0	0	0	0	242	61	0	303	0	0	0	0	
WisDOT Outagamie	STH 76, STH 15 - CTH JJ CN RR Xing 1818837Y 6517-16-50	DESIGN ROW MISC CONST				0	0	111	19	130				0				0	
252-22-001	State Funds 0 miles (P)	TOTAL	0	0	0	0	0	111	19	130	0	0	0	0	0	0	0	0	
WisDOT Outagamie	STH 76, STH 15 - CTH JJ Everglade Rd - CTH JJ 6517-16-71	DESIGN ROW RECST CONST				0	8586	2147	507	11240				0				0	Construction scheduled for 5/16/25
252-22-002	STBG 1.42 miles (P)	TOTAL	0	0	0	0	8586	2147	507	11240	0	0	0	0	0	0	0	0	
WisDOT Calumet	STH 55, Sherwood-Kaukauna USH 10-Ridgecrest Lane 4050-21-71	DESIGN RR RESURF CONST				0				0				0				0	
252-22-003	STBG 2.85 miles (P)	TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
WisDOT Appleton	IH 41, Appleton-Green Bay Wrightstown SWEF 34/Post-Bldg 1130-44-74	DESIGN ROW CONST				0	8998	17247	0	26245				0				0	Construction scheduled for 8/13/24
252-22-012	NHPP 0 miles (P)	TOTAL	8998	17247	0	26245	0	0	0	0	0	0	0	0	0	0	0	0	
WisDOT Outagamie	IH 41 Expansion, Appleton - De Pere Haul Road Repair 1130-63-71	DESIGN ROW RECST CONST				0				0				0				0	
252-22-052	State Funds 23.596 miles (P)	TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	



TABLE 2, cont.  
FOX CITIES PROJECT LISTING

Primary Jurisdiction	Project Description	Type of Cost	2024				2025				2026				2027				Comments		
			Fed	State	Local	Total	Fed	State	Local	Total	Fed	State	Local	Total	Fed	State	Local	Total			
WisDOT Outagamie	IH 41 Expansion, Appleton - De Pere USH 96 - CTH F 1130-63-89	DESIGN ROW MISC CONST				0				0											ITS (FURNISHED)/STATE FUNDS ONLY. SCHEDULE DATE 3/25/24.
252-22-052	NHPP	23.596 miles (P)	TOTAL	0	1000	0	1000	0	0	0	0	0	0	0	0	0	0	0	0	0	
WisDOT Outagamie	IH 41 Expansion, Appleton - De Pere I-41 Mainline, STH 96 - RR Bridge 1130-64-71	DESIGN ROW RECSTE CONST																			Schedule date 12/10/24.
252-22-052	NHPP	.376 miles (P)	TOTAL	27991	6998	0	34989	0	0	0	0	0	0	0	0	0	0	0	0	0	
WisDOT Outagamie	IH 41 Expansion, Appleton - De Pere Richmond St (WIS 47) Interchange 1130-64-77	DESIGN ROW RECSTE CONST																			Schedule date 2/10/26. Advanceable to 5/13/25.
252-22-052	NHPP	.48 miles (P)	TOTAL	0	0	0	0	0	0	0	20492	5123	0	25615	0	0	0	0	0	0	
WisDOT Outagamie	IH 41 Expansion, Appleton - De Pere Capitol Drive Overpass B440317 1130-64-81	DESIGN ROW RECSTE CONST																			Schedule date 2/13/24. Town of Grand Chute estimate of \$1,877.97
252-22-052	NHPP	.307 miles (P)	TOTAL	4964	1258	2	6224	0	0	0	0	0	0	0	0	0	0	0	0	0	
WisDOT Outagamie	IH 41 Expansion, Appleton - De Pere Holland Rd. Overpass 1130-66-80	DESIGN ROW RECSTE CONST																			Schedule date 11/12/24.
252-22-052	NHPP	.4 miles (P)	TOTAL	4692	1173	0	5865	0	0	0	0	0	0	0	0	0	0	0	0	0	
WisDOT Outagamie	IH 41 Expansion, Appleton - De Pere Vandebroek Rd. Overpass 1130-66-81	DESIGN ROW RECSTE CONST																			Schedule date 11/12/24.
252-22-052	NHPP	4.27 miles (P)	TOTAL	3864	966	0	4830	0	0	0	0	0	0	0	0	0	0	0	0	0	
WisDOT Outagamie	IH 41 Expansion, Appleton - De Pere Buchanan St. Overpass 1130-66-82	DESIGN ROW RECSTE CONST																			Schedule date 2/10/26. Advanceable to 5/13/25.
252-22-052	NHPP	.4 miles (P)	TOTAL	0	0	0	0	0	0	0	4011	1003	0	5014	0	0	0	0	0	0	
WisDOT Outagamie	IH 41 Expansion, Appleton - De Pere Rose Hill Rd./CTH CC Overpass 1130-66-83	DESIGN ROW RECSTE CONST																			Schedule date 3/12/24. C Kaukauna \$22,306.81. Placeholder for Outagamie Cnty & V Little Chute.
252-22-052	NHPP	.275 miles (P)	TOTAL	3320	902	22	4244	0	0	0	0	0	0	0	0	0	0	0	0	0	
WisDOT Outagamie	IH 41 Expansion, Appleton - De Pere I-41 Mainline, CTH JJ - Miners Way 1130-67-72	DESIGN ROW RECSTE CONST																			Schedule date 7/8/25. Advanceable to 5/13/25.
252-22-052	NHPP	4.65 miles (P)	TOTAL	0	0	0	0	88246	22062	0	110308	0	0	0	0	0	0	0	0	0	
WisDOT Outagamie	IH 41 Expansion, Appleton - De Pere S. County Line Rd./CTH U Interchange 1130-67-76	DESIGN ROW RECSTE CONST																			Schedule date 7/8/25. Advanceable to 5/13/25.
252-22-052	NHPP	.745 miles (P)	TOTAL	0	0	0	0	8894	2224	0	11118	0	0	0	0	0	0	0	0	0	
WisDOT Outagamie	IH 41 Expansion, Appleton - De Pere CTH & Frontage Rd. 1130-67-86	DESIGN ROW RECSTE CONST																			Schedule date 7/8/25. Advanceable to 5/13/25.
252-22-052	NHPP	.985 miles (P)	TOTAL	0	0	0	0	3080	770	0	3850	0	0	0	0	0	0	0	0	0	
WisDOT Outagamie	T Vandebroek, Buchanan Rd. Apple Creek Bridge 6500-04-00.71	DESIGN ROW BRRPL CONST																			Construction scheduled for 2/10/2026
252-22-053	STBG - Local Bridge	0.028 miles (P)	TOTAL	71	0	18	89	0	0	0	0	0	660	1	661	0	0	0	0	0	

TABLE 2, cont.  
FOX CITIES PROJECT LISTING

Primary Jurisdiction	Project Description	Type of Cost	2024				2025				2026				2027				Comments						
			Fed	State	Local	Total	Fed	State	Local	Total	Fed	State	Local	Total	Fed	State	Local	Total							
WisDOT Outagamie	T Grand Chute, Spencer Street S. Nicolet Rd. - S. Bluemound Dr. 4657-26-00,71 MPO selected - STBG funds	DESIGN ROW CONST				0				0							2705	0	676	3381	0	0	0	0	Construction scheduled for 1/12/2027.
252-22-054	STBG .66 miles (P)	TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2705	0	676	3381					
WisDOT Outagamie	T Kaukauna, Farrell Rd. Branch of Apple Creek Bridge 6498-07-00, 71	DESIGN ROW CONST				0	54	14	0	68							513	0	1	514					Construction moved up to 2/9/2027
252-22-055	STP - Local Bridge 0.03 miles (P)	TOTAL	0	0	0	0	54	14	0	68	0	0	0	0	0	513	0	1	514						
WisDOT Outagamie	IH 41 Expansion, Appleton - De Pere I-41 Mainline, RR Bridge-Lynndale 1130-64-72	DESIGN ROW CONST				0				0															Construction schedule date 12/10/24.
252-22-057	NHPP 0 miles (P)	TOTAL	41453	10363	0	51816	0	0	0	0	0	0	0	0	0	0	0	0	0	0					
WisDOT Outagamie	IH 41 Expansion, Appleton - De Pere I-41 Mainline, Lynndale-Meade 1130-64-73	DESIGN ROW CONST				0				0							65836	16459	0	82295					Construction schedule date 2/10/26. Advanceable to 5/13/25.
252-22-057	NHPP 0 miles (P)	TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0	65836	16459	0	82295	0	0	0	0	0	
WisDOT Outagamie	IH 41 Expansion, Appleton - De Pere Northland/STH 15 Interchange B440315/16 1130-64-76	DESIGN ROW CONST				0	19798	4975	32	24805															Construction schedule date 2/13/24. Outagamie Cnty \$31,969.43.
252-22-057	NHPP .509 miles (P)	TOTAL	19798	4975	32	24805	0	0	0	0	0	0	0	0	0	0	0	0	0	0					
WisDOT Outagamie	IH 41 Expansion, Appleton - De Pere I-41 Mainline, Meade St - Ballard Rd. 1130-65-71	DESIGN ROW CONST				0				0							25811	6453	0	32264					Construction schedule date 7/14/26. Advanceable to 5/12/26.
252-22-057	NHPP 1.01 miles (P)	TOTAL	0	0	0	0	0	0	0	0	25811	6453	0	32264	0	0	0	0	0	0					
WisDOT Outagamie	IH 41 Expansion, Appleton - De Pere I-41 Mainline, Ballard - French 1130-65-72	DESIGN ROW CONST				0				0							23544	5886	0	29430					Construction schedule date 7/14/26. Advanceable to 5/12/26.
252-22-057	NHPP 1.05 miles (P)	TOTAL	0	0	0	0	0	0	0	0	23544	5886	0	29430	0	0	0	0	0	0					
WisDOT Outagamie	IH 41 Expansion, Appleton - De Pere French Rd. - Holland Rd. 1130-65-73	DESIGN ROW CONST				0				0							11772	2943	0	14715					Construction schedule date 7/14/26. Advanceable to 5/12/26.
252-22-057	NHPP 1.02 miles (P)	TOTAL	0	0	0	0	0	0	0	0	11772	2943	0	14715	0	0	0	0	0	0					
WisDOT Outagamie	IH 41 Expansion, Appleton - De Pere STH 441 Mainline, Northland - I 41 1130-65-74	DESIGN ROW CONST				0				0							8633	2158	0	10791					Construction schedule date 7/14/26. Advanceable to 5/12/26.
252-22-057	NHPP 0 miles (P)	TOTAL	0	0	0	0	0	0	0	0	8633	2158	0	10791	0	0	0	0	0	0					
WisDOT Outagamie	IH 41 Expansion, Appleton - De Pere STH 441 Interchange 1130-65-78	DESIGN ROW CONST				0				0							13167	3292	0	16459					Construction schedule date 7/14/26. Advanceable to 5/12/26.
252-22-057	NHPP .059 miles (P)	TOTAL	0	0	0	0	0	0	0	0	13167	3292	0	16459	0	0	0	0	0	0					
WisDOT Outagamie	IH 41 Expansion, Appleton - De Pere STH 441 - French Rd. 1130-65-88	DESIGN ROW CONST				0				0							0	1565	0	1565					State funds only. Construction schedule date 7/8/25. Advanceable to 5/13/25.
252-22-057	NHPP .126 miles (P)	TOTAL	0	0	0	0	0	0	0	0	0	1565	0	1565	0	0	0	0	0	0					
WisDOT Outagamie	IH 41 Expansion, Appleton - De Pere I-41 Mainline, Holland - CTH N 1130-66-71	DESIGN ROW CONST				0				0							33718	8430	0	42148					Construction schedule date 11/10/26. Advanceable to 5/12/26.
252-22-057	NHPP 1 miles (P)	TOTAL	0	0	0	0	0	0	0	0	33718	8430	0	42148	0	0	0	0	0	0					

TABLE 2, cont.  
FOX CITIES PROJECT LISTING

Primary Jurisdiction	Project Description	Type of Cost	2024				2025				2026				2027				Comments													
			Fed	State	Local	Total	Fed	State	Local	Total	Fed	State	Local	Total	Fed	State	Local	Total														
WisDOT Outagamie	IH 41 Expansion, Appleton - De Pere I-41 Mainline, CTH N - CTH JJ 1130-66-72	DESIGN ROW CONST				0				0				69324	17331	0	86655						0				0			0		Construction schedule date 11/10/26. Advanceable to 5/12/26.
252-22-057	NHPP 4.389 miles (P)	TOTAL	0	0	0	0	0	0	0	0	0	0	0	69324	17331	0	86655	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
WisDOT Outagamie	IH 41 Expansion, Appleton - De Pere CTH J Interchange 1130-66-78	DESIGN ROW CONST				0				0																					0	Construction schedule date 11/12/24.
252-22-057	NHPP .53 miles (P)	TOTAL	6072	1518	0	7590	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
WisDOT Calumet	CTH KK, Buchanan - Holland Kankapot Creek Bridge 4494-07-00, 71	DESIGN ROW CONST				0				0																					0	Construction moved up to 5/14/24
252-22-058	STBG - Local Bridge .417 miles (P)	TOTAL	890	0	223	1113	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
WisDOT Calumet	Calumet Co, CTH B STH 55 - STH 32 4482-00-00, 01	DESIGN ROW CONST				0				0																					0	Construction schedule date 12/9/25
252-22-059	STBG 4.8 miles (P)	TOTAL	0	0	0	0	2714	0	679	3393	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
WisDOT Outagamie	T Ellington, Grandview Rd. North Rd. to Immel Rd. 6508-01-01, 71	DESIGN ROW CONST				0				0																					0	Construction schedule date 5/13/25
252-22-060	STBG 1.0 miles (P)	TOTAL	0	0	0	0	2436	0	618	3054	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
WisDOT Winnebago	V Fox Crossing, E, Shady Ln Cold Spring Rd-CTH CB 4619-11-71, 72	DESIGN ROW CONST				0				0																					0	Construction schedule date 12/4/27
252-22-061	MPO selected - BIL 23-26 STP-U funds STBG .52 miles (P)	TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2518	0	630	3148	2518	0	630	3148	0	0	0	0	0	
WisDOT Outagamie	C Appleton, Lawe St College Ave to Wisconsin Ave 4984-24-74, 75	DESIGN ROW CONST				0				0																					0	Construction schedule date 12/9/25
252-22-064	MPO selected - BIL 23-26 STP-U funds STBG .74 miles (P)	TOTAL	0	0	0	0	2984	0	769	3753	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
WisDOT Winnebago	STH 76, Oshkosh-Greenville Larsen Rd. Intersection 6430-24-71	DESIGN ROW CONST				0				0																					0	Construction moved to 11/11/2025
252-23-006	HSIP .025 miles (P)	TOTAL	0	0	0	0	2232	248	0	2480	2232	248	0	2480	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
WisDOT Winnebago	STH 76, Oshkosh-Greenville Larsen Rd. Intersection 6430-24-71	DESIGN ROW CONST				0				0																					0	Construction moved to 11/11/2025
252-23-006	NHPP .025 miles (P)	TOTAL	0	0	0	0	107	27	0	134	107	27	0	134	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
WisDOT Calumet	USH 10, Menasha - Harrison STH 114 - Fire Lane 7 1500-49-60	DESIGN ROW CONST				0				0																					0	Construction scheduled for 07/13/2027. (See TIP 252-20-063 for design, 252-24-025 for additional construction.) Advanceable to 3/10/2026
252-23-007	NHPP 4.21 miles (P)	TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1452	363	0	1815	1452	363	0	1815	0	0	0	0	0	
WisDOT Winnebago	STH 114, Menasha-Sherwood Manitowoc St-Melissa St 4065-17-71	DESIGN ROW CONST				0				0																					0	Construction is scheduled for 11/9/2027
252-23-008	NHPP .724 miles (P)	TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4112	1028	0	5140	4112	1028	0	5140	0	0	0	0	0	
WisDOT Winnebago	STH 114, Menasha-Sherwood Melissa Street-USH 10 4065-18-71	DESIGN ROW CONST				0				0																					0	Construction is scheduled for 11/9/2027. Duplicate of TIP number 252-23-048
252-23-009	NHPP 1.048 miles (P)	TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2995	749	0	3744	2995	749	0	3744	0	0	0	0	0	

TABLE 2, cont.  
FOX CITIES PROJECT LISTING

Primary Jurisdiction	Project Description	Type of Cost	2024				2025				2026				2027				Comments
			Fed	State	Local	Total	Fed	State	Local	Total	Fed	State	Local	Total	Fed	State	Local	Total	
WisDOT Calumet	V Harrison, Brighton Beach Rd/Fire WCL X-in 386659J 1009-87-14	MISC DESIGN ROW CONST				0 0 0				0 0 0				0 0 0				0 0 0	Construction scheduled for 6/25/26 (Central Office project)
252-23-014	OCR .0 miles (P)	TOTAL	0	0	0	0	0	0	0	0	246	133	0	379	0	0	0	0	
WisDOT Outagamie	STH 441, Appleton-DePere STH 441 Intchg B440326,327,328 1130-65-77	DESIGN ROW CONST				0 0 0				0 0 0				0 0 0				0 0 0	
252-23-015	NHPP 0.059 miles (P)	TOTAL	0	0	0	0	0	0	0	0	47001	11750	0	58751	0	0	0	0	Construction is scheduled for 7/14/26. Advanceable to 5/12/26.
WisDOT Outagamie	STH 441, Appleton-DePere CTH OO Intchg B440127, B4400128 1130-65-79	DESIGN ROW CONST				0 0 0				0 0 0				0 0 0				0 0 0	Construction is scheduled for 7/14/26. Advanceable to 5/12/26.
252-23-016	NHPP 0.399 miles (P)	TOTAL	0	0	0	0	0	0	0	0	3226	807	0	4033	0	0	0	0	
WisDOT Outagamie	CTH N, Appleton-DePere CTHN Intchg B440179 1130-66-76	DESIGN ROW CONST				0 0 0				0 0 0				0 0 0				0 0 0	Construction is scheduled for 5/14/2024. Federal funding removed 1/23/2024
252-23-017	State Funds 0.252 miles (P)	TOTAL	0	4470	0	4470	0	0	0	0	0	0	0	0	0	0	0	0	
WisDOT Outagamie	IH 41, Appleton-DePere STH 55 Intchg B440334, B440335 1130-66-77	DESIGN ROW CONST				0 0 0				0 0 0				0 0 0				0 0 0	Construction is scheduled for 11/1/2026. Advanceable to 5/12/26.
252-23-018	NHPP 0.349 miles (P)	TOTAL	0	0	0	0	0	0	0	0	1395	349	0	1744	0	0	0	0	
WisDOT Outagamie	IH 41, Appleton-DePere Maloney Rd B440336, B440337 1130-66-84	DESIGN ROW CONST				0 0 0				0 0 0				0 0 0				0 0 0	Construction is scheduled for 11/10/26. Advanceable to 5/12/26.
252-23-019	NHPP 0.203 miles (P)	TOTAL	0	0	0	0	0	0	0	0	436	109	0	545	0	0	0	0	
WisDOT Outagamie	V Kimberly, Marcella St. Trail Cobblestone Ln - W Kimberly Ave 4989-02-00/71	DESIGN ROW CONST				0 0 0				0 0 0				0 0 0				0 0 0	Construction is scheduled for 11/25/2024
252-23-020	MPO selected TAP funds TAP/TA Set-aside 1.03 miles (P)	TOTAL	682	0	207	889	0	0	0	0	0	0	0	0	0	0	0	0	
WisDOT TMA	Regional Safe Routes to School 1009-01-06, 07, 09, 10, 17, 18, 13, 14	DESIGN ROW CONST				0 0 0				0 0 0				0 0 0				0 0 0	Construction is scheduled for 2/11/25
252-23-042	TAP/TA Set-aside (P)	TOTAL	228	0	57	285	342	0	85	427	346	0	87	433	0	0	0	0	
WisDOT Appleton	IH 41, Appleton-Green Bay STH 96 - CTH F 1130-63-10	DESIGN ROW CONST				10850 9150 0				20000 0 0				0 0 0				0 0 0	This is a multi-year contract for construction corridor tasks that started in 2023. Anticipated to end in 2026.
252-23-044	NHPP 23.596 miles (P)	TOTAL	10850	9150	0	20000	0	0	0	0	0	0	0	0	0	0	0	0	
WisDOT Outagamie	IH 41 Expansion Appleton - De Pere Ballard Rd. (CTH E) Interchange 1130-65-76	DESIGN ROW CONST				0 0 0				0 0 0				0 0 0				0 0 0	Construction scheduled for 2/11/25
252-23-045	NHPP .741 miles (P)	TOTAL	0	0	0	0	18312	4578	0	22890	0	0	0	0	0	0	0	0	
WisDOT Outagamie	IH 41 Expansion Appleton - De Pere Railroad Structures 1130-64-87	DESIGN ROW CONST				0 0 0				0 0 0				0 0 0				0 0 0	Construction scheduled for 12/10/2024
252-23-046	NHPP 4.02 miles (P)	TOTAL	6386	1596	0	7982	0	0	0	0	0	0	0	0	0	0	0	0	
WisDOT Outagamie	IH 41 Expansion Appleton - De Pere French Rd. Overpass B440329 1130-65-81	DESIGN ROW CONST				0 0 0				0 0 0				0 0 0				0 0 0	Construction scheduled for 11/11/25
252-23-047	NHPP .067 miles (P)	TOTAL	0	0	0	0	8546	2136	0	10682	0	0	0	0	0	0	0	0	



TABLE 2, cont.  
FOX CITIES PROJECT LISTING

Primary Jurisdiction	Project Description	Type of Cost	2024				2025				2026				2027				Comments
			Fed	State	Local	Total	Fed	State	Local	Total	Fed	State	Local	Total	Fed	State	Local	Total	
WisDOT Outagamie	IH 41, Appleton-Green Bay IH 41 Wrightstown SWEF 34/Post-Site 1130-44-75	DESIGN ROW CONST				0				0				0				0	
252-23-071	NHPP .22 miles (P)	TOTAL	0	0	0	0	9752	2656	0	12408	0	0	0	0	0	0	0	0	Construction scheduled for 5/13/25
WisDOT Outagamie	T Buchanan, Eisenhower Drive Trail CTH KK - Theater Way 4656-09-00, 70	DESIGN ROW CONST				0				0				0				0	
252-23-072	MPO Selected TA Set-aside 2023 TAP/TA Set-aside 0.8 miles (P)	TOTAL	0	0	0	0	644	0	161	805	0	0	0	0	0	0	0	0	Construction schedule moved from 3/25/2025 to 9/25/2025
WisDOT Outagamie	T Center, Quarry Road Bear Creek Bridge 6504-00-00,70	DESIGN ROW CONST	154	0	0	154				0				0	728	0	0	728	Schedule date of 1/12/27
252-24-001	Local Bridges .066 miles (P)	TOTAL	154	0	0	154	0	0	0	0	0	0	0	0	728	0	0	728	
WisDOT Outagamie	T Kaukauna, CTH U Apple Creek Bridge 6003-00-00,70	DESIGN ROW CONST	347	0	87	434				0				0	2407	0	637	3044	Schedule date of 2/9/27
252-24-002	Local Bridges .07 miles (P)	TOTAL	347	0	87	434	0	0	0	0	0	0	0	0	2407	0	637	3044	
WisDOT Outagamie	STH 76, Oshkosh - Stephenville STH 15 - S. Junction CTH S 6517-17-70	DESIGN ROW CONST				0				0				0	2792	698	0	3490	Construction scheduled for 11/9/27. Advanceable to 2/9/27.
252-24-024	NHPP 5.77 miles (P)	TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	2792	698	0	3490	
WisDOT Outagamie	STH 76, Oshkosh - Stephenville STH 15 - S. Junction CTH S 6517-17-70	DESIGN ROW CONST				0				0				0	470	52	0	522	Construction scheduled for 11/9/27. Advanceable to 2/9/27.
252-24-024	HSIP 5.77 miles (P)	TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	470	52	0	522	
WisDOT Calumet	Harrison - Forest Junction, USH 10 Fire Lane 7 - CTH N 1500-49-61	DESIGN ROW CONST				0				0				0	3355	839	0	4194	Schedule date of 7/13/27. Design TIP 252-20-063. Construction TIP 252-23-007. Advanceable to 3/10/2026
252-24-025	NHPP 2.308 miles (P)	TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	3355	839	0	4194	
WisDOT Winnebago	ADVOCAP, Inc. Operating Assistance	DESIGN ROW CONST				0				0				0				0	
252-24-026	Section 5310	TOTAL	37	0	37	74	0	0	0	0	0	0	0	0	0	0	0	0	
WisDOT Winnebago	Brooke Industries, Inc. Vehicle Replacement - 1 Medium Bus	DESIGN ROW CONST				0				0				0				0	
252-24-027	Section 5310 0 miles	TOTAL	105	0	45	150	0	0	0	0	0	0	0	0	0	0	0	0	
WisDOT Calumet	County of Calumet Vehicle Replacement - 1 Minivan Rear-load	DESIGN ROW CONST				0				0				0				0	
252-24-028	Section 5310 0 miles	TOTAL	53	0	23	76	0	0	0	0	0	0	0	0	0	0	0	0	



TABLE 2, cont.  
FOX CITIES PROJECT LISTING

Primary Jurisdiction	Project Description	Type of Cost	2024				2025				2026				2027				Comments
			Fed	State	Local	Total	Fed	State	Local	Total	Fed	State	Local	Total	Fed	State	Local	Total	
WisDOT C of Appleton	Appleton - De Pere STH 96 - CTH F 1130-63-72	DESIGN ROW RECSTE CONST				0				0				0				0	Construction is scheduled for 2/11/2025
252-24-041	State Funds 23.596 miles (P)	TOTAL	0	0	0	0	0	2300	0	2300	0	0	0	0	0	0	0	0	
WisDOT TMA	Safe Routes to School Appleton/Fox Cities MPO	DESIGN ROW MISC CONST				0				0				0				0	
252-24-042	MPO Selected TA Set-aside 2024 TAP/TA Set-aside (P)	TOTAL	0	0	0	0	0	0	0	0	341	0	85	426	0	0	0	0	
WisDOT T of Grand Chute	STH 96, W Wisconsin Avenue Sidewalks N Westhill Blvd - N Bluemound Dr	DESIGN ROW MISC CONST				0				0				0				0	Design in 2026. Construction scheduled for 2028
252-24-043	MPO Selected TA Set-aside 2024 TAP/TA Set-aside 0.22 miles (P)	TOTAL	0	0	0	0	0	0	0	0	74	0	18	92	0	0	0	0	
WisDOT V of Harrison	Old Highway Road Trail Lake Park Road - STH 114	DESIGN ROW MISC CONST				0				0				0				0	
252-24-044	MPO Selected TA Set-aside 2024 TAP/TA Set-aside 1.8 miles (P)	TOTAL	0	0	0	0	0	0	0	0	146	0	37	183	789	0	208	997	
WisDOT C of Kaukauna	Kenneth Avenue W Reaume Street - W 10th Street	DESIGN ROW RECSTE CONST				0				0				0				0	Design in 2026. Construction scheduled for 2029
252-24-045	MPO Selected STBG-Urban 2024 STBG 0.82 miles (P)	TOTAL	0	0	0	0	323	0	134	457	0	0	0	0	0	0	0	0	
		DESIGN ROW CONST TOTAL	12388 0 145375 157763	9611 0 54641 64252	159 0 5663 5822	22158 0 205679 227837	377 0 186051 186428	14 0 44558 44572	134 0 6490 6624	525 0 237099 237434	220 0 329714 329934	0 0 82957 82957	55 0 211 266	275 0 412882 413157	0 0 27865 27865	0 0 4478 4478	0 0 2167 2167	0 0 34510 34510	
	Preservation Subtotal		156892	64252	5330	226474	186307	44572	6555	237434	329914	82957	257	413128	27831	4478	2152	34461	
	Expansion Subtotal		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	

\* Funds are obligated to projects approximately 6 weeks prior to LET date.



**Table 3: Appleton (Fox Cities) Transportation Management Area, 2024-2027  
Summary of Federal Funds Programmed and Available  
(\$000)**

\*\* Funds are listed in Year of Expenditure \$.

Agency/Program	Programmed Expenditures				Estimated Available Funding			
	2024	2025	2026	2027	2024	2025	2026	2027
<b>Federal Highway Administration</b>								
National Highway Performance Program (NHPP)	\$ 139,008	\$ 148,232	\$ 328,761	\$ 17,701	\$ 139,008	\$ 148,232	\$ 328,761	\$ 17,701
Surface Transportation Block Grant (STBG)	\$ 14,708	\$ 34,304	\$ -	\$ 5,223	\$ 14,708	\$ 34,304	\$ -	\$ 5,223
Surface Transportation Program (STP)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
State Flexibility (FLX)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Highway Safety Improvement Program (HSIP)	\$ 232	\$ 2,321	\$ -	\$ 939	\$ 232	\$ 2,321	\$ -	\$ 939
Office of the Commissioner of Railroads (OCR)	\$ -	\$ -	\$ 246	\$ -	\$ -	\$ -	\$ 246	\$ -
Transportation Alternatives (TAP/TA Set Aside)	\$ 1,024	\$ 1,396	\$ 907	\$ 789	\$ 1,024	\$ 1,396	\$ 907	\$ 789
Carbon Reduction Program (CRP)	\$ 458	\$ -	\$ -	\$ -	\$ 458	\$ -	\$ -	\$ -
Local Bridge	\$ 501	\$ -	\$ -	\$ 3,135	\$ 501	\$ -	\$ -	\$ 3,135
Local Bridge (STP - Local Bridge)	\$ -	\$ 54	\$ -	\$ 513	\$ -	\$ 54	\$ -	\$ 513
Local Bridge (STBG - Local Bridge)	\$ 961	\$ -	\$ -	\$ -	\$ 961	\$ -	\$ -	\$ -
National Electric Vehicle Infrastructure (NEVI)	\$ 279	\$ 20	\$ 20	\$ 34	\$ 279	\$ 20	\$ 20	\$ 34
<b>Programmed Expenditures</b>	<b>\$ 157,171</b>	<b>\$ 186,327</b>	<b>\$ 329,934</b>	<b>\$ 28,334</b>	<b>\$ 157,171</b>	<b>\$ 186,327</b>	<b>\$ 329,934</b>	<b>\$ 28,334</b>
<b>* Annual Inflation Factor 2.48%</b>	<b>\$ 3,898</b>	<b>\$ 4,621</b>	<b>\$ 8,182</b>	<b>\$ 703</b>	<b>\$ 3,898</b>	<b>\$ 4,621</b>	<b>\$ 8,182</b>	<b>\$ 703</b>
<b>Estimated Need with Inflation Factor</b>	<b>\$ 161,069</b>	<b>\$ 190,947</b>	<b>\$ 338,117</b>	<b>\$ 29,037</b>	<b>\$ 161,069</b>	<b>\$ 190,947</b>	<b>\$ 338,117</b>	<b>\$ 29,037</b>
<b>Federal Transit Administration</b>								
Section 5307 Operating	\$ 2,121	\$ 2,164	\$ 2,229	\$ 2,296	\$ 2,121	\$ 2,164	\$ 2,229	\$ 2,296
Section 5307 Capital	\$ 1,093	\$ 541	\$ 2,550	\$ 28,400	\$ 1,093	\$ 541	\$ 2,550	\$ 28,400
<b>Programmed Expenditures</b>	<b>\$ 3,214</b>	<b>\$ 2,705</b>	<b>\$ 4,779</b>	<b>\$ 30,696</b>	<b>\$ 3,214</b>	<b>\$ 2,705</b>	<b>\$ 4,779</b>	<b>\$ 30,696</b>
<b>* Annual Inflation Factor 2.48%</b>	<b>\$ 80</b>	<b>\$ 67</b>	<b>\$ 119</b>	<b>\$ 761</b>	<b>\$ 80</b>	<b>\$ 67</b>	<b>\$ 119</b>	<b>\$ 761</b>
<b>Estimated Need with Inflation Factor</b>	<b>\$ 3,294</b>	<b>\$ 2,772</b>	<b>\$ 4,897</b>	<b>\$ 31,457</b>	<b>\$ 3,294</b>	<b>\$ 2,772</b>	<b>\$ 4,897</b>	<b>\$ 31,457</b>
Section 5339	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Section 5311	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Section 5310</b>	<b>\$ 592</b>	<b>\$ 101</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 592</b>	<b>\$ 101</b>	<b>\$ -</b>	<b>\$ -</b>

\*BIL requires that the financial elements of the TIP include inflation factors that estimate the costs of projects in their construction years. This is a summary of TIP projects with the inflation factor applied.

**PROPOSED RESOLUTION NO. 33-24**

**AMENDING THE 2024-2027 TRANSPORTATION IMPROVEMENT PROGRAM (TIP) FOR THE APPLETON (FOX CITIES) METROPOLITAN PLANNING ORGANIZATION**

**WHEREAS**, the East Central Wisconsin Regional Planning Commission, as the Metropolitan Planning Organization (MPO) for the Appleton (Fox Cities) Metropolitan Planning Area, approved the 2024-2027 Transportation Improvement Program for the Appleton (Fox Cities) MPO at the October 27, 2023 quarterly Commission meeting, and;

**WHEREAS**, the Transportation Improvement Program was prepared to meet the requirements of Fixing America's Surface Transportation Act (FAST), and the Bipartisan Infrastructure Law (BIL) as prescribed by federal regulations, and;

**WHEREAS**, all projects that use federal funds must appear in an adopted Transportation Improvement Program, and;

**WHEREAS**, WisDOT has requested the MPO advance the following WisDOT projects to be amended to the 2024 Transportation Improvement Program for the Appleton (Fox Cities) Metropolitan Planning Organization in the Appleton (Fox Cities) Urbanized Area:

- TIP # 252-20-054 – Olde Oneida St, South Mill Race Bridge: Slight funding increase
- TIP # 252-20-055 – Buchanan-East County Line, Kavanaugh Rd to Outagamie Rd: Slight funding increase
- TIP # 252-20-059 – Commercial St, Stanley St to Tyler St: Slight changes in funding
- TIP # 252-21-010 – STH 55, USH 151 to STH 114: Slight funding increase
- TIP # 252-21-014 – Wisconsin Ave, Casaloma Dr to Badger Ave: Minor funding increase
- TIP # 252-23-073 – Wisconsin Ave, Casaloma Dr to Badger Ave: Slight increase to local match
- TIP # 252-22-002 – STH 76, Everglade Rd to CTH JJ: Moderate increase in funding
- TIP # 252-22-012 – IH 41, Wrightstown SWEF 34/Post-Bldg: Major increase in funding
- TIP # 252-22-059 – Calumet CTH B, STH 55 to STH 32: Moderate decrease in funding
- TIP # 252-22-060 – Grandview Rd, North Rd to Immel Rd: Slight change in funding
- TIP # 252-22-064 – Lawe St, College Ave to Wisconsin Ave: Slight change in funding
- TIP # 252-23-017 – CTH N, CTH N Interchange B440179: Significant reduction in state funding
- TIP # 252-23-060 – C of Menasha, Various Street Lighting: Updated State ID
- TIP # 252-23-063 – STH 47, 9<sup>th</sup> St to NCL: Removed federal/local funding, increase state funding
- TIP # 252-23-070 – STH 441, USH 10 to Oneida St: Moderate increase in funding
- TIP # 252-24-036 – EV Infrastructure Grant, BP Gas Station 1126 Main St: EV Gateway
- TIP # 252-24-037 – LSS, Valley Transit Subrecipient: Mobility Management
- TIP # 252-24-038 – LSS, Valley Transit Subrecipient: Operating Assistance
- TIP # 252-24-039 – Valley Transit, Whitman Facility: Furniture and Fixtures (Mobility Management Office)
- TIP # 252-24-040 – Valley Transit: Mobility Management
- TIP # 252-24-041 – Outagamie County, STH 96 to CTH F
- TIP # 252-24-042 – Safe Routes to School, Appleton/Fox Cities MPO: TAP/TA Set Aside Award
- TIP # 252-24-043 – STH 96, W Wisconsin Avenue Sidewalks: TAP/TA Set Aside Award
- TIP # 252-24-044 – Old Highway Road Trail: TAP/TA Set Aside Award
- TIP # 252-24-045 – Kenneth Avenue, Reaume St to 10<sup>th</sup> St: STBG-Urban Award
- TIP # 252-24-010 – Valley Transit, Shelter Replacements: Project rescheduled
- TIP # 252-24-011 – Valley Transit, Fare Collection System upgrades: Increase in available funding

**WHEREAS**, the attached table will become part of this resolution, and;

**WHEREAS**, the MPO staff will prepare the appropriate documentation to meet federal and state requirements for any transportation projects appearing in the TIP;

**NOW THEREFORE, BE IT RESOLVED BY THE EAST CENTRAL WISCONSIN REGIONAL PLANNING COMMISSION**

**Section 1:** That the Commission approves the amendment as presented to include proposed projects in the approved 2024-2027 Transportation Improvement Program for the Appleton (Fox Cities) Metropolitan Planning Organization.

Effective Date: June 13, 2024  
Prepared For: Executive Committee (using its authority to act on behalf of the Full Commission)  
Prepared By: Transportation Planning Staff

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Alice Connors, Chair  
Executive Committee

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Melissa Kraemer-Badtke—Executive Director  
East Central WI Regional Planning Commission

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Approval Date

**TO:** Oshkosh Executive Committee  
**FROM:** Casey Peters, GIS Analyst I  
**DATE:** June 13, 2024  
**RE:** Proposed Resolution 34-24: Amending the 2024 Transportation Improvement Program (TIP) for the Oshkosh Urbanized Area

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Since the 2024 Transportation Improvement Program (TIP) for the Oshkosh Urbanized Area was adopted on October 27, 2023, the Wisconsin Department of Transportation (WisDOT) have notified the Commission of several amendments to projects listed in the 2024-2027 program cycle.

As part of an ongoing effort to present the most accurate listing of federally funded transportation projects within the Oshkosh MPO, the Commission continues to collaborate with WisDOT NE Region staff to ensure the most up-to-date information is included within this document based on what has been programmed in WisDOT's Financial Integrated Improvement Programming System. These amendments reflect the addition of new federally funded transportation projects, as well as updates to the scope, budgeting, and/or timeline of previous included projects. These projects require an amendment to ensure the MPO's TIP process remains within federal compliance.

The project details are as follows:

TIP # 253-20-031 – WIS 91, James Rd to Clairville Rd: Update funding source to STBG  
TIP # 253-21-009 – USH 45, Bridge Deck Gates: Moderate increase in federal funds  
TIP # 253-23-021 – IH 41, Lake Butte des Morts: Re-Add HISP funding  
TIP # 253-24-015 – Kwik Trip #457, 2400 Washburn St: EV Infrastructure  
TIP # 253-24-016 – Jackson St, Marion to High Ave: STBG-Urban Award  
TIP # 253-24-017 – Oregon St, 6<sup>th</sup> Ave to 8<sup>th</sup> Ave: STBG-Urban Award

Please see the attached Transportation Improvement Program Table 2: Oshkosh Urbanized Area – Programmed Projects Listing (2024-2027) later in this memo for additional project details. Table 3: Summary of Federal Funds Programmed and Available demonstrates fiscal constrain and provides further description of the project funding types.

These projects were posted for public review for 15 days starting May 26<sup>th</sup>, 2024 and ended June 10<sup>th</sup>, 2024. No public comment was received to date.

**Staff Recommendation:** Staff recommends approval of Resolution 34-24: Amending the 2024 Transportation Improvement Program for the Oshkosh Urbanized Area.

Table 2: Oshkosh Urbanized Area - Project Listing (2024-2027)

\*\*Funds are listed in Year of Expenditure \$.

(\$000)

\*\*Funds are obligated approximately 6 weeks prior to LET date.

Primary Jurisdiction	Project Description	Type of Cost	2024				2025				2026				2027				Comments
			Fed	State	Local	Total	Fed	State	Local	Total	Fed	State	Local	Total	Fed	State	Local	Total	
WisDOT	WIS 91/ Berlin - Oshkosh	STUDY				0				0				0				0	Construction Let 5/14/2024
C of Oshkosh	James Rd - Clairville Rd.	ROW				0				0				0				0	
Winnebago	6540-11-71 BRRPL	CONST	616	154	0	770				0				0				0	
253-20-031	STBG 0.031 miles (P)	TOTAL	616	154	0	770	0	0	0	0	0	0	0	0	0	0	0	0	
WisDOT	USH 45/Main St.	DESIGN				0				0				0				0	Construction Let - 02/11/2025
C of Oshkosh	Bridge Deck Gates	ROW				0				0				0				0	
(Design 253-19-038)	4110-33-71 BRRHB	CONST				0	6056	1514	0	7570				0				0	
253-21-009	NHPP .117 miles (P)	TOTAL	0	0	0	0	6056	1514	0	7570	0	0	0	0	0	0	0	0	
WisDOT	IH 41, Oshkosh - Appleton	DESIGN				0				0				0				0	Added HSIP Funding. Construction 3/25/2024
Winnebago	IH 41 Lake Butte Des Morts	ROW				0				0				0				0	
	1120-63-72 MISC	CONST	297	68	0	365				0				0				0	
253-23-021	HSIP .59 miles	TOTAL	297	68	0	365	0	0	0	0	0	0	0	0	0	0	0	0	
WisDOT	EV Infrastructure, I-41 Alternative Fuel Corridor	DESIGN				0				0				0				0	Construction scheduled for 7/01/2024. Local share provided by grantee
C of Oshkosh	Kwik Trip #457, 2400 S Washburn St	ROW				0				0				0				0	
	MISC	CONST	310	0	174	484	3	0	2	5	3	0	2	5	3	0	2	5	
253-24-015	NEVI 0 miles	TOTAL	310	0	174	484	3	0	2	5	3	0	2	5	3	0	2	5	
WisDOT	Jackson Street	DESIGN				0				0				0				0	Construction scheduled for 2029
C of Oshkosh	Marion to High Avenue	ROW				0				0				0				0	
	MPO Selected - STBG-Urban 2024	CONST				0				0				0				0	
253-24-016	STBG 0.2 miles	TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
WisDOT	Oregon Street	DESIGN				0				0				0				0	Construction scheduled for 2029
C of Oshkosh	6th Avenue to 8th Avenue	ROW				0				0				0				0	
	MPO Selected - STBG-Urban 2024	CONST				0				0				0				0	
253-24-017	STBG 0.1 miles	TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		DESIGN	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		ROW	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		CONST	4960	634	3802	9396	30182	6892	935	38009	12513	1532	7298	21343	1489	371	2	1862	
		TOTAL	4960	634	3802	9396	30182	6892	935	38009	12513	1532	7298	21343	1489	371	2	1862	
	Preservation Subtotal		4151	566	3512	8229	30179	6892	933	38004	2229	0	5907	8136	1486	371	0	1857	
	Expansion Subtotal		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	

\*\*Funds are listed in Year of Expenditure \$.

\*\*Funds are obligated approximately 6 weeks prior to LET date.

**Table 3: Oshkosh Urbanized Area, 2024-2027**  
**Summary of Federal Funds Programmed and Available**  
(\$000)

Agency/Program	Programmed Expenditures				Estimated Available Funding			
	2024	2025	2026	2027	2024	2025	2026	2027
<b>Federal Highway Administration</b>								
National Highway Performance Program (NHPP)	\$2,277	\$17,008	\$6,128	\$1,486	\$2,277	\$17,008	\$6,128	\$1,486
Surface Transportation Block Grant (STBG)	\$1,646	\$8,742	\$6,036	\$0	\$1,646	\$8,742	\$6,036	\$0
Promoting Resilient Operations for Transformative, Efficient, and Cost-Saving Transportation (PROTECT)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Highway Safety Improvement Program (HSIP)	\$297	\$4,087	\$0	\$0	\$297	\$4,087	\$0	\$0
Transportation Alternatives (TAP/TA Set Aside)	\$228	\$342	\$346	\$0	\$228	\$342	\$346	\$0
National Electric Vehicle Infrastructure (NEVI)	\$310	\$3	\$3	\$3	\$310	\$3	\$3	\$3
<b>Programmed Expenditures</b>	<b>\$4,758</b>	<b>\$30,182</b>	<b>\$12,513</b>	<b>\$1,489</b>	<b>\$4,758</b>	<b>\$30,182</b>	<b>\$12,513</b>	<b>\$1,489</b>
* Annual Inflation Factor 2.48%	\$110	\$748	\$310	\$37	\$110	\$748	\$310	\$37
<b>Estimated Need with Inflation Factor</b>	<b>\$4,868</b>	<b>\$30,930</b>	<b>\$12,824</b>	<b>\$1,526</b>	<b>\$4,868</b>	<b>\$30,930</b>	<b>\$12,824</b>	<b>\$1,526</b>
<b>Federal Transit Administration</b>								
Section 5307 Operating	\$1,517	\$1,267	\$1,305	\$1,344	\$1,517	\$1,267	\$1,305	\$1,344
Section 5309 Capital	\$3,688	\$1,848	\$88	\$18	\$3,688	\$1,848	\$88	\$18
<b>Programmed Expenditures</b>	<b>\$5,205</b>	<b>\$3,115</b>	<b>\$1,393</b>	<b>\$1,362</b>	<b>\$5,205</b>	<b>\$3,115</b>	<b>\$1,393</b>	<b>\$1,362</b>
* Annual Inflation Factor 2.48%	\$129	\$77	\$35	\$34	\$129	\$77	\$35	\$34
<b>Estimated Need with Inflation Factor</b>	<b>\$5,334</b>	<b>\$3,192</b>	<b>\$1,428</b>	<b>\$1,396</b>	<b>\$5,334</b>	<b>\$3,192</b>	<b>\$1,428</b>	<b>\$1,396</b>
Section 5311	\$0	\$0	-not yet programmed-		\$0	\$0	-not yet programmed-	
Section 5310	\$202	\$0	-not yet programmed-		\$202	\$0	-not yet programmed-	

\* BIL requires that the financial elements of the TIP include inflation factors that estimate the costs of projects in their construction years. This is a summary of TIP projects with the inflation factor applied.

**PROPOSED RESOLUTION NO. 34-24**

**AMENDING THE 2024-2027 TRANSPORTATION IMPROVEMENT PROGRAM (TIP) FOR THE OSHKOSH METROPOLITAN PLANNING ORGANIZATION**

**WHEREAS**, the East Central Wisconsin Regional Planning Commission designated as the Metropolitan Planning Organization (MPO) for the Oshkosh Urbanized Area, approved the 2024-2027 Transportation Improvement Program for the Oshkosh Metropolitan Planning Organization, at the October 27, 2023 quarterly Commission meeting, and;

**WHEREAS**, the Transportation Improvement Program was prepared to meet the requirements of the Fixing America's Surface Transportation Act: (FAST), and the Bipartisan Infrastructure Law (BIL) as prescribed by federal regulations, and;

**WHEREAS**, all projects that use federal funds must appear in an adopted Transportation Improvement Program, and;

**WHEREAS**, WisDOT has requested the MPO advance the following WisDOT projects to be amended to the 2024-2027 Transportation Improvement Program for the Oshkosh Metropolitan Planning Organization in the Oshkosh Urbanized Area:

- TIP # 253-20-031 – WIS 91, James Rd to Clairville Rd: Update funding source to STBG
- TIP # 253-21-009 – USH 45, Bridge Deck Gates: Moderate increase in federal funds
- TIP # 253-23-021 – IH 41, Lake Butte des Morts: Re-Add HISP funding
- TIP # 253-24-015 – Kwik Trip #457, 2400 Washburn St: EV Infrastructure
- TIP # 253-24-016 – Jackson St, Marion to High Ave: STBG-Urban Award
- TIP # 253-24-017 – Oregon St, 6<sup>th</sup> Ave to 8<sup>th</sup> Ave: STBG-Urban Award

**WHEREAS**, the attached table will become part of this resolution, and;

**WHEREAS**, the MPO staff will prepare the appropriate documentation to meet federal and state requirements for any transportation project appearing in the TIP;

**NOW THEREFORE, BE IT RESOLVED BY THE EAST CENTRAL WISCONSIN REGIONAL PLANNING COMMISSION**

**Section 1:** That the Commission approves the amendment as presented to include the proposed projects in the approved 2024-2027 Transportation Improvement Program for the Oshkosh Metropolitan Planning Organization.

Effective Date: June 13, 2024  
Prepared For: Executive Committee (using its authority to act on behalf of the Full Commission)  
Prepared By: Casey Peters, GIS Analyst 1

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Alice Connors, Chair  
Executive Committee

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Attest: Melissa Kraemer Badtke—Executive Director  
East Central WI Regional Planning Commission

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Approval Date

**DATE:** June 13, 2024  
**TO:** ECWRPC Executive Committee  
**FROM:** Sara Otting, Controller  
**RE:** Proposed Resolution 35-24: Approving the draft 2025 Indirect Cost Rate and the 2025 Cost Allocation Plan and Certificate of Lobbying for the East Central Wisconsin Regional Planning Commission and Authorizing the Executive Director to being the process of negotiating the 2025 Indirect Cost Rate U.S. Department of Interior

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The Cost Allocation Plan and the Certificate of Lobbying is included in the meeting materials. The purpose of the Cost Allocation Plan is to summarize the methods and procedures that East Central uses to allocate cost to various programs, grants, contracts, and agreements. Title 2 *U.S. Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* establishes the principles for determining costs of grants, contracts, and other agreements with the Federal Government.

On April 12, 2021, East Central staff received an approved Negotiated Indirect Cost Rate Agreement (NICRA) with a fixed rate (with carryforward) designation from the U.S. Department of Interior. This rate was utilized for 2020 and 2021. The audit for 2023 was used to calculate an adjustment to the rate that will be effective for 2025.

East Central staff will be working with the U.S. Department of Interior to develop the 2025 Indirect Cost Rate Proposal, which will be based on the 2023 audit. The Indirect Cost Rate Proposal includes supplemental materials including the 2023 Audited Financial Statements, estimated financial data for the 2025 Proposed Budget, the Certificate of Indirect Cost Rate and the Signed Certificate of Lobbying.

The 2025 Cost Allocation Plan, the Indirect Cost Proposal, and the Certificate of Lobbying acknowledges that the methodology used to determine East Central's costs are following federal requirements and standards regarding lobbying costs.

Once a finalized indirect rate has been negotiated for 2025 with the Department of Interior, East Central staff will provided that information to the Executive Committee in the fall of 2025.

**Staff Recommendation:** Staff recommends approving Proposed Resolution 35-24 Approving the draft 2025 Indirect Cost Rate and the 2025 Cost Allocation Plan and Certificate of Lobbying for the East Central Wisconsin Regional Planning Commission and Authorizing the Executive Director to being the process of negotiating the 2025 Indirect Cost Rate U.S. Department of Interior.



June 13, 2024

Mr. Craig Wills, Division Chief  
Indirect Cost Services  
650 Capitol Mall, Suite 4-300  
Sacramento, CA 95814

Dear Ms. Wills:

Enclosed is our Indirect Cost Rate Proposal. We request to review our Fixed Carry Forward Rate for the Fiscal Year 2023 for any over/under to be carried to Fiscal Year 2025. The proposal includes the following parts.

Part I: Narrative

- Checklist
- Organization Information,
- Proposal Point of Contact Information,
- Requested Rate and Related Information,
- Signed Cost Policy Statement,
- Organization Chart,
- Signed Certificate of Indirect Cost,
- Signed Lobbying Certificate, and

Part II: Financial Data (excel file-tab for each of the following)

- Schedule B – Indirect Cost Pool Personnel Salaries, Wages and Fringe Benefits,
- Schedule C – Summary Schedule,
- Schedule D – Subawards,
- Schedule E – SEFA, and
- Schedule F – Contractual/Professional Services

Part III: Supplemental Data

- Audited Financial Statements
- A-133 Audit
- Example of Harvest timesheet

The above documents are separately listed in the attached checklist with the corresponding file names in the proposal. If you have any questions concerning the information in this proposal, please do not hesitate to contact Sara Otting at (920) 886-6817.

Sincerely,

Melissa Kraemer Badtke  
Executive Director  
East Central WI Regional  
Planning Commission

**Indirect Cost Proposal (ICP Proposal) Checklist (Nonprofit)**

**Package Include**

**PART I – Narrative Information**

**Yes    No    N/A**

- 1) **Contact information:** 

(Organization info including mailing address, EIN, POC names including phone numbers and emails)
- 2) **Rate Information** - including rate year(s) requested, base description, and rate history.
- 3) **Signed Cost Policy Statement** for allocating and identifying direct and indirect costs.
- 4) Organization chart
- 5) Signed **Certificate of Indirect Costs**.
- 6) Signed **Lobbying Certificate**.
- 7) Treatment of **Paid Absences** (1st year submission)

**PART II –Schedules and Cost Data**

- 8) **Exhibit A -- Rate Information** 

(Type of rates, distribution base, calculated rate, federal percentage information).
- 9) **Exhibit B - Schedule of Total Expenditures** which should include but not be limited to: 

Total expenditures (reconcilable to the audit if using actual cost data)  
Exclusions with footnote explanation  
Direct costs and indirect costs  
Reconciliation
- 10) **Exhibit C - Indirect Salaries, Wages, and Fringes** 

(indirect salaries by position title, salary amount, and percentage allocated to indirect cost).
- 11) **Exhibit D - List of Subawards** over \$25,000 that are given out by the Entity 

(required for Modified Total Direct Cost (MTDC) base only).
- 12) **Exhibit E - Schedule of Expenditures of Federal Awards** 

(if not included in the audited financial statements).
- 13) **Exhibit F – Contractual Expenditures and Other Costs Data** (if applicable).

**PART III – Supplemental Information**

- 14) **Depreciation Schedule**   

(if depreciation is included as an indirect cost)
- 15) **Cost Validation**
  - Audited Financial Statements
  - A-133 Audit (Required by the Single Audit Act of 1984, Public Law 98-502, as amended)
  - IRS 990
  - General Ledger Reports
- 16) **Entity's majority direct federal funding agency**   

Is this the same federal agency as last year? EDA
- 17) The **3** most recent signed **negotiation agreements** (1<sup>st</sup> year submission only).
- 18) The **IRS letter** granting nonprofit status (1<sup>st</sup> year submission only).

<b>ORGANIZATION INFORMATION</b>	
Entity Name	East Central WI Regional Planning Commission (ECWRPC)
Entity Type	Local government agency:Economic Development District
EIN	39-1170145
Phone Number	920-751-4770
Mailing Address	400 Ahnaip Street, Suite 100 Menasha, WI 54952
Web Address	www.ecwrpc.org
Focus of Work	Regional planning commission and EDD for EDA

<b>PROPOSAL POINT OF CONTACT INFORMATION</b>		
Names	Melissa Kraemer-Batke	Sara Otting
Position Titles	Executive Director	Controller
Email Addresses	<a href="mailto:mbadtke@ecwrpc.org">mbadtke@ecwrpc.org</a>	<a href="mailto:sotting@ecwrpc.org">sotting@ecwrpc.org</a>
Phone Numbers	920-886-6828	920-886-6817

<b>RATE(S) INFORMATION INCLUDED IN THIS PACKAGE</b>	
Requested Rates(s)	71.01%
Requested Rate(s) Type	Fixed with Carryforward
Distribution Base(s)	The base used in the calculation is direct salaries and wages, excluding fringe benefits.
Requested Year(s)	2025 with over/under carried over from 2023
Proposal is Based on	Budget 2025

<b>RATE(S) RELATED OTHER INFORMATION</b>	
Negotiation History	We have negotiated rates with the U.S. Department of the Interior
Fiscal Year Inclusive Dates	1/1/2023 thru 12/31/2023
Rate Development Method	Simplified Allocation
Fringe Benefits Treatment	The accounting system (Sage) tracks fringe benefit costs by accounts; the total fringe benefits are allocated based on the percentage of total (both direct and indirect) salaries minus PTO (which is part of fringe benefits). That percentage is then applied to direct labor by Sage as part of the timesheet posting process. Starting in 2021 the fringe benefit costs are allocated based on the percentage of direct or indirect salaries minus PTO.
PTO Treatment	PTO is charged to projects assigned for holiday, sick and vacation time. The total charge for PTO is a component of fringe benefits which are allocated as outlined above and posted to grants/programs same as salaries are recorded.
Federal Fund Types Received	Grants and Cooperative Agreements (Falls Under 2 CFR 200)
Basis of Accounting	Accrual Basis
Supplementary Information Included with the Package	Audited Financial Statements and A-133 Audit

## COST POLICY STATEMENT

- I. Description of Accounting System Used by the Organization: ECWRPC uses Sage 100 to record all accounting activities including A/P, A/R, G/L, Payroll, and Job Cost. Direct costs are charged to grants/contracts and other projects using a job cost module which includes both A/P and timesheets. In addition, using the calculated indirect cost rate which is programmed (and updated) annually in Sage, an automated month-end posting entry charges grants, contracts, and other agreements for both fringe benefits and indirect costs using the direct wages charged for that month as the multiplier/factor.
  
- II. Cost Allocation Methodology used for the Financial Statements: ECWRPC is an EDA designated Economic Development District (EDD), not as a non-profit. Therefore, our auditors do not separate our expenses into functional classifications of program, fundraising, and general/administrative. Expenses incurred for the direct benefit of a program/grant and of no benefit to the overall operation of the Commission are charged directly to the benefitting program. Material expenses of this nature are included in the budget for that program/contract.
  
- III. Cost Allocation Methodology Used for the Program Funding Reimbursement and the Indirect Cost Rate Development:
  - A. Salaries and Wages:

Time & Attendance System: Timesheets from Harvest (an online time tracking software) shows the time charged and work performed for all employees and allocated based on time spent on each program or grant; this time is recorded as direct expense. Time spent on managerial and administrative activities is also tracked and charged to projects as designated; this time is recorded as an indirect expense. The timesheets are entered into Sage whereby salaries and wages are charged directly to the program/project for which work has been done. Auditable time and attendance records which reflect the actual activities of the employees are approved by the supervisors and Assistant Director; relevant standards for document retention are followed. ECWRPC provides paid time off (PTO) for its employees for holiday, vacation and sick time according to the Personnel Policies; separate projects are maintained in the job cost module of Sage to record this time. All PTO charges are included in fringe benefits; fringe benefits are allocated between program/direct and administration/indirect based on the percentage of total fringe benefits to total salaries paid for work performed. NOTE-If paid interns are employed, the paid intern's labor dollars are burdened with only relevant fringe benefits (FICA/Medicare and Unemployment Insurance) and allowable general and administrative expenses (overhead).

Personnel Time Allocation Policy: The posting of timesheets and the related fringe benefits and indirect costs automatic entry is determined by the set-up assigned to each project added to the job cost module in Sage. A "job type" field of 000 means burden/fringe benefits will be assigned. A field of 900 is used for administrative and management time and no fringe benefits are assigned. The distinction between direct and indirect labor is determined by the "cost code" assigned when entering the timesheets; this is cross checked to the job type field for the projects charged.

Indirect Salaries: The Accounting and IT staff, and the Administrative Coordinator charge most of their time to indirect salaries (PTO is part of the fringe benefit calculation) since their time is primarily for the benefit of the entire Commission. The Executive Director, and to a very small degree the Assistant Director, charge a smaller portion of their salary to indirect salaries as determined by the project charged and supported by their work descriptions which are documented in Harvest. This includes time spent on general management responsibilities such as financial matters, personnel matters, support to the Commissioners, and correspondence.

- B. Fringe Benefits: Fringe benefits include: payroll taxes, unemployment tax, pension contribution, PTO, worker's compensation, and health and life insurance payments. Allocation of fringe benefits between direct expense and the indirect cost pool is based on the percentage of total fringe benefits to the total salaries paid for all work performed by the entire staff of ECWRPC. We have removed all the GASB expenses as they fluctuate every year and we can't budget for amounts we can't control.
- C. Travel: Travel costs are charged to direct and indirect activities based on the predominant purpose of the trip. All costs must be supported by detailed receipts; mileage is reimbursed (or applied if Commission vehicle is used) at the current rate allowed by the Internal Revenue Service.
- D. Board Expenses: All compensation paid to Commissioners for attending meetings including travel reimbursements are removed from the indirect cost pool as unallowable per 200.444 a2.
- E. Supplies and Material: Expenses are charged directly to programs to the extent possible. Costs that benefit all programs are included in the indirect cost pool.
- F. Occupancy Expenses: Using the Simplified Allocation Method, all facilities costs are included in the indirect cost pool. Costs include rent, utilities, cleaning and maintenance.
- G. Communications: Monthly recurring charges related to telephone and internet are included in the indirect cost pool. Very limited additional long distance calls are either direct or indirect based on the benefitting function. Postage charges are tracked by the postage meter and are direct or indirect based on the purpose of the mailing.
- H. Photocopying and Printing: Allocated based on usage as determined by inputting a project number required to activate copier/printer. Copier expenses are charged directly to programs to the extent possible. Costs that benefit all programs are included in the indirect cost pool.
- I. Outside Services: Costs incurred for services of consultants are charged directly to the program requiring the service. A portion of the annual audit fee relative to the performance of the single audit procedures will be charged directly to the programs requiring the service; the remaining audit charge is included in the indirect cost pool. Legal services, if necessary, for general and administrative matters are included in the indirect cost pool.

- J. Capital Items: Capital expenditures are charged directly to programs only in cases where a contract or grant specifically authorizes such charges. No capital item should be charged indirectly; instead capital expenditures not directly charged to a grant/program are recovered through depreciation charges.
- K. Depreciation Charges: ECWRPC depreciates equipment when the initial acquisition costs exceeds \$5,000 or the estimated useful life is in excess of two years. Items below \$5,000 are reflected in the supplies category and included in the indirect cost pool using the simplified method. Depreciation is calculated on the straight-line method using useful lives of two to ten years.
- L. Subscriptions and Membership Dues: ECWRPC belongs to professional organizations to provide staff access to information on best practices, technical webinars and user group portals. Dues are charged as indirect expenses; inquiries are made regarding funds used by the organization for lobbying and those expenses, if any, are removed from the indirect pool used in the allocation.
- M. Conferences and Meetings: Conferences and meetings attended for the benefit of a specific grant/program have the costs charged directly to that grant/program. Costs for conferences on general or administrative matters are included in the indirect cost pool.
- N. Unallowable Costs: Costs that are unallowable in accordance with Title 2 of the U.S. Code of Federal Regulations Part 200, Subpart E-Cost Principles, are removed, if incurred, from the calculation of the indirect cost rate. This includes: alcoholic beverages, bad debts, entertainment, fines and penalties, interest, promotional material, portion of members' dues attributed to lobbying efforts of the organization. Accounting staff are trained in 2 CFR 200 and monitor for these unallowable expenses.

Signature & Date:

June 13, 2024

Title: Executive Director

East Central WI Regional Planning Commission  
400 Ahnaip St., Suite 100  
Menasha, WI 54952

# East Central Wisconsin Regional Planning Commission 2024 Table of Organization (Staff)

## Executive Division

**Melissa Kraemer-Badtke**  
Executive Director & MPO Director

**Craig Moser**  
Deputy Director

## Administrative Services Division

**Leann Buboltz**  
Administrative Coordinator

**Sara Otting**  
Controller

## Technical Services Division

### **GIS Program**

**Mike Zuege**  
GIS Manager

**Rachel Roth**  
GIS Analyst

**Casey Peters**  
GIS Analyst

### **IT Program**

**Tim Badtke**  
IT Manager

## Planning Services Division

### **Transportation MPO Planning Program**

**Kim Biedermann**  
Principal Planner / Bicycle  
& Pedestrian Coordinator

**Chris Colla**  
Associate Planner

**Brice Richardson**  
Associate Planner

**Brenna Root**  
Associate Planner

**Kate Blackburn**  
Associate Planner

### **Safe Routes to School Program**

**Jennie Mayer**  
Senior/SRTS Planner

**Kia Kling**  
SRTS Planner

**Kim Dieck**  
SRTS Planner

### **Environmental Mgt. & SSA Planning Program**

**Joe Stephanson**  
Senior Planner

**Scott Konkle\*\***  
Planning Specialist II /  
NR-135 Mine  
Reclamation

### **Economic Development Program**

**Colin Kafka**  
Associate Planner

*\* Secondary role in Economic  
Development Program*

*\*\* Indicates GIS skills and need for  
coordination/compliance with GIS  
Coordinator's data and mapping  
policies and procedures*

## **Certificate of Indirect Costs For Indirect (F&A) Cost Rate**

This is to certify that to the best of my knowledge and belief:

- (1) I have reviewed the indirect (F&A) cost proposal submitted herewith;
- (2) All costs included in this proposal June 13, 2024 to establish over/under of indirect (F&A) cost rates for 2023 carried forward to 2025 are allowable in accordance with the requirements of the Federal awards to which they apply and with Subpart E-Cost Principles of Part 200.
- (3) This proposal does not include any costs which are unallowable under Subpart E-Cost Principles of Part 200 such as (without limitation): public relations costs, contributions and donations, entertainment costs, fines and penalties, lobbying costs, and defense of fraud proceedings; and
- (4) All costs included in this proposal are properly allocable to Federal awards on the basis of a beneficial or causal relationship between the expenses incurred and the Federal awards to which they are allocated in accordance with applicable requirements.

I declare that the foregoing is true and correct.

Governmental Unit: East Central Wisconsin Regional Planning Commission

FEIN: 39-1170145

Name of Official: Alice Connors

Title: Commission Chair

Signature:

Email Address: [alice.connors@calumetcounty.org](mailto:alice.connors@calumetcounty.org)

Date of Execution: June 13, 2024

This certification:

- Is a requirement per 2 CFR Part 200 Subpart E Subsection 200.415 and Appendix IV Section D;
- Must be submitted as part of the annual indirect cost rate proposal; and
- Must be signed on behalf of the non-Federal entity by an individual at a level no lower than vice president or chief financial officer of the organization.



## **LOBBYING COST CERTIFICATE**

I hereby certify that the East Central WI Regional Planning Commission has complied with the requirements and standards pertaining to lobbying costs in accordance with 2 CFR Part 200 for the following period: 2025

Governmental Unit: East Central Wisconsin Regional Planning Commission

Name of Official: Alice Connors

Title: Commission Chair

Signature:

Email Address: [alice.connors@calumetcounty.org](mailto:alice.connors@calumetcounty.org)

Date of Execution: June 13, 2024

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# East Central Wisconsin Regional Planning Commission

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Cost Allocation Plan

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2025

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## Purpose

The purpose of this Cost Allocation Plan is to summarize the methods and procedures that this organization will use to allocate costs to various programs, grants, contracts and agreements.

Title 2 *U. S. Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance), establishes the principles for determining costs of grants, contracts and other agreements with the Federal Government. East Central's Cost Allocation Plan treats all allowable costs as direct costs except general administration and general expenses.

Direct costs are those that can be identified specifically with a particular final cost objective. Indirect costs are those that have been incurred for common or joint purpose benefitting more than one cost objective, and not readily assignable to a particular final cost objective, without effort disproportionate to the results achieved.

Only costs that are necessary and reasonable for the performance of the federal award and allowable, in accordance with the Cost Principles, will be allocated to benefiting programs by East Central.

## Methodology

This proposal is based on East Central's actual costs reconcilable to the audited financial statements for its calendar year ending December 31, 2023. The general approach of East Central in allocating costs to particular grants and contracts is as follows:

- A. All allowable direct costs are charged directly to programs, grants, contracts, etc.
- B. Allowable fringe benefits including compensated absence time, FICA, Unemployment Insurance, Worker's Compensation, health insurance, retirement system contribution, life & disability insurance, and other fringe benefits are pooled and allocated to programs, grants, etc. using direct labor as the base. We removed the GASB expense as it fluctuates every year and there is no logical way to budget for the changes that we can't control.
- C. All other allowable general and administrative costs are pooled and allocated to programs, grants, etc. using direct labor as the base.

Note--On April 12, 2021 an approved Negotiated Indirect Cost Rate Agreement (NICRA) with a fixed rate (with carryforward) designation was received from DOI. This rate will be used for 2020 and 2021. The audit for 2020 will be used to calculate an adjustment to the rate that will be effective for 2022; the audit for 2021 will be used to calculate an additional adjustment for the rate to be applied in 2023. This process will be ongoing.

## Allocation of Costs

The following information summarizes the procedures that have been used by East Central:

- A. Compensation for Personal Services - Documented with timesheets showing time distribution for all employees and allocated based on time spent on each program or grant. Salaries and wages are charged directly to the program for which work has been done. NOTE-Paid intern's labor dollars are burdened with only relevant fringe benefits (FICA/Medicare and Unemployment Insurance) and allowable general and administrative expenses (overhead).
- B. Insurance - Insurance needed for a particular program is charged directly to the program requiring the coverage. Other insurance coverage that benefits all programs is allocated to the overhead category.
- C. Professional Services Costs (such as consultants) -Costs that benefit all programs are charged directly to the program requiring the service.
- D. Audit Costs –A portion of the annual audit fees relative to the performance of the single audit procedures will be charged directly to the programs requiring the service; the remaining charge will be allocated to the overhead category.
- E. Postage - Allocated based on usage. Postage expenses are charged directly to programs to the extent possible. Costs that benefit all programs will be allocated to the overhead category.
- F. Printing – Allocated based on usage. Copier expenses are charged directly to programs to the extent possible. Costs that benefit all programs will be allocated to the overhead category.
- G. Program Supplies - Expenses are charged directly to programs to the extent possible. Costs that benefit all programs will be allocated to the overhead category.
- H. Equipment/Depreciation – East Central depreciates equipment when the initial acquisition cost exceeds \$5000 or the estimated useful life is in excess of two years. Items below \$5000 are reflected in the supplies category and expensed in the current year. Costs that benefit all programs will be allocated to the overhead category.
- I. Training/Conferences/Seminars –Costs that benefit one program will be charged directly to the program. Costs that benefit all programs will be allocated to the overhead category.
- J. Travel Costs - All travel costs (local and out-of-town) are charged directly to the program for which the travel was incurred. Travel costs that benefit all programs will be allocated to the overhead category.

- K. Vehicle Costs (Vehicle lease payments, vehicle maintenance costs associated with leased and owned vehicles, gas, repairs, insurance) - Allocated to the program benefiting from the vehicle costs, using the federal mileage reimbursement rate. Vehicle costs that benefit all programs will be allocated to the overhead category.
- L. Facilities Expenses (includes Rent, Utilities, Maintenance) - Facilities costs related to general and administrative activities are allocated to the overhead category.
- M. Other costs (including software subscriptions, membership dues, licenses, fees, etc.) – Expenses are charged directly to programs that benefit from the expense/service. Expenses that benefit all programs will be allocated to the overhead category.
- N. Unallowable Costs – Costs that are unallowable in accordance with Title 2 of the *U. S. Code of Federal Regulations* Part 200, *Subpart E-Cost Principles*, including alcoholic beverages, bad debts, contributions, entertainment, fines & penalties, interest, promotional material, etc. are not included in the calculation of the indirect rate.

## Indirect Salary Narrative

Executive Director charges for time spent on support to the Commissioners, financial review, personnel matters, and project management.

Deputy Director charges for time spent on support to the Commissioners, financial review, personnel matters, and project management.

Controller charges for time spent on financial management, procurement, employee benefit administration, and contract administration.

GIS Manager charges for time spent on coordination of regional GIS projects, data collection/manipulation, and archive administration.

IT Manager charges for time spent on support of the network and staff, procurement, and web maintenance.

Administrative Staff charges for time spent on support of staff, preparation of materials for the Commissioners, and report preparation and production.

## East Central Wisconsin Regional Planning Commission 2024 Table of Organization (Staff)

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#### IT Program

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Principal Planner -  
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Senior Planner

**Scott Konkle\*\***  
Planning Specialist II /  
NR-135 Mine  
Reclamation

#### Economic Development Program

**Colin Kafka**  
Associate Planner

*\* Secondary role in Economic  
Development Program*

*\*\* Indicates GIS skills and need for  
coordination/compliance with GIS  
Coordinator's data and mapping  
policies and procedures*

**CERTIFICATE OF INDIRECT COST RATE**

This is to certify that I have reviewed the indirect cost rate proposal prepared and submitted herewith and to the best of my knowledge and belief:

(1) All costs included in this proposal, dated June 13, 2024, to establish indirect cost billing rates for calendar year 2024 are allowable in accordance with the requirements of the Federal award(s) to which they apply and Title 2 *U. S. Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*. Unallowable costs have been adjusted for in allocating costs as indicated in the indirect cost proposal.

(2) All costs included in this proposal are properly allocable to Federal awards on the basis of a beneficial or causal relationship between the expenses incurred and the agreements to which they are allocated in accordance with applicable requirements. Further, the same costs that have been treated as indirect costs have not been claimed as direct costs. Similar types of costs have been accounted for consistently and the Federal Government will be notified of any accounting changes that would affect the predetermined rate.

(3) **The indirect cost rate calculated within the proposal is 117.74%** which is calculated using a direct cost base type of direct salaries and wages. The calculations were based on actual costs from fiscal year 2023 and budgeted costs for fiscal year 2025, to obtain a federal indirect cost billing rate for fiscal year 2025.

(4) All documentation supporting the indirect cost rate identified above must be retained by the Recipient. This rate should be reviewed and validated as part of the Recipient’s annual financial audit.

Subject to the provisions of the Program Fraud Civil Remedies Act of 1986 (31 USC 3801 et seq.), the False Claims Act (18 USC 287 and 31 USC 3729), and the False Statement Act (18 USC 1001), I declare to the best of my knowledge that the foregoing is true and correct.

Governmental Unit: East Central Wisconsin Regional Planning Commission

FEIN: 39-1170145

Signature: \_\_\_\_\_

Name of Official: Alice Connors

Title: Commission Chair

Email: [alice.connors@calumetcounty.org](mailto:alice.connors@calumetcounty.org)

Date of Execution: June 13, 2024



**LOBBYING CERTIFICATE**

This is to certify that I have reviewed the indirect cost rate proposal prepared and maintained herewith and to the best of my knowledge and belief:

*As the official having the authority to negotiate indirect cost rates on behalf of East Central Wisconsin Regional Planning Commission, I hereby certify that the Organization has complied with the federal requirements and standards on lobbying costs as set forth in Title 2 U. S. Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards in the development of the indirect cost billing rate for the fiscal year ending December 31, 2025, based on actual costs from fiscal year 2023.*

I declare to the best of my knowledge that the foregoing is true and correct.

Governmental Unit: East Central Wisconsin Regional Planning Commission

Signature: \_\_\_\_\_

Name of Official: Alice Connors

Title: Commission Chair

Email: [alice.connors@calumetcounty.org](mailto:alice.connors@calumetcounty.org)

Date of Execution: June 13, 2024

**PROPOSED RESOLUTION NO. 35-24**

**APPROVING THE DRAFT 2025 INDIRECT COST RATE AND DRAFT 2025 COST ALLOCATION PLAN AND CERTIFICATE OF LOBBYING AND AUTHORIZING THE EXECUTIVE DIRECTOR TO BEGIN THE PROCESS OF NEGOTIATING THE 2025 INDIRECT COST RATE WITH THE U.S. DEPARTMENT OF INTERIOR**

**WHEREAS**, the East Central Wisconsin Regional Planning Commission receives federal and state funding for various programs, including transportation and economic development, and;

**WHEREAS**, pursuant to Title 2 *U. S. Code of Federal Regulations* Part 200, Appendix VII, the federal U.S. Department of Commerce – Economic Development Administration (EDA) is deemed to be the cognizant agency for overseeing financial reporting at the federal level for the East Central Wisconsin Regional Planning Commission and;

**WHEREAS**, the federal U.S. Department of Commerce – Economic Development Administration (EDA) contracts with the Department of Interior to review and approve indirect cost proposals and;

**WHEREAS**, in accordance with Title 2 *U. S. Code of Federal Regulations* Part 200, on an annual basis, an Indirect Cost Proposal and a Certificate of Lobbying must be developed and the U.S. Department of Interior on behalf of the Economic Development Administration requests a submittal of the proposal for approval/negotiation, and;

**WHEREAS**, in 2021, the Commission received a Negotiated Indirect Cost Rate Agreement from the U.S. Department of Interior and any indirect cost rates thereafter will be a fixed carry forward indirect cost rate, and;

**NOW, THEREFORE, BE IT RESOLVED** that the East Central Wisconsin Regional Planning Commission approves the materials to begin negotiating with Department of Interior the 2025 Indirect Cost Rate that is used in the 2025 Cost Allocation Plan and Certificate of Lobbying, which are considered to be part of this Resolution.

**BE IT FURTHER RESOLVED** that the East Central Wisconsin Regional Planning Commission authorizes the Executive Director to submit the 2025 Cost Allocation Plan, the Indirect Cost Rate and a Certificate of Lobbying to the Department of Interior and the Economic Development Administration.

Effective Date: June 13, 2024

Submitted By: Executive Committee (using its authority to act on behalf of the Full Commission)

Prepared By: Sara Otting, Controller

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Alice Connors, Chair  
Executive Committee

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Attest: Melissa Kraemer Badtke—Executive Director  
East Central WI Regional Planning Commission

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Approval Date

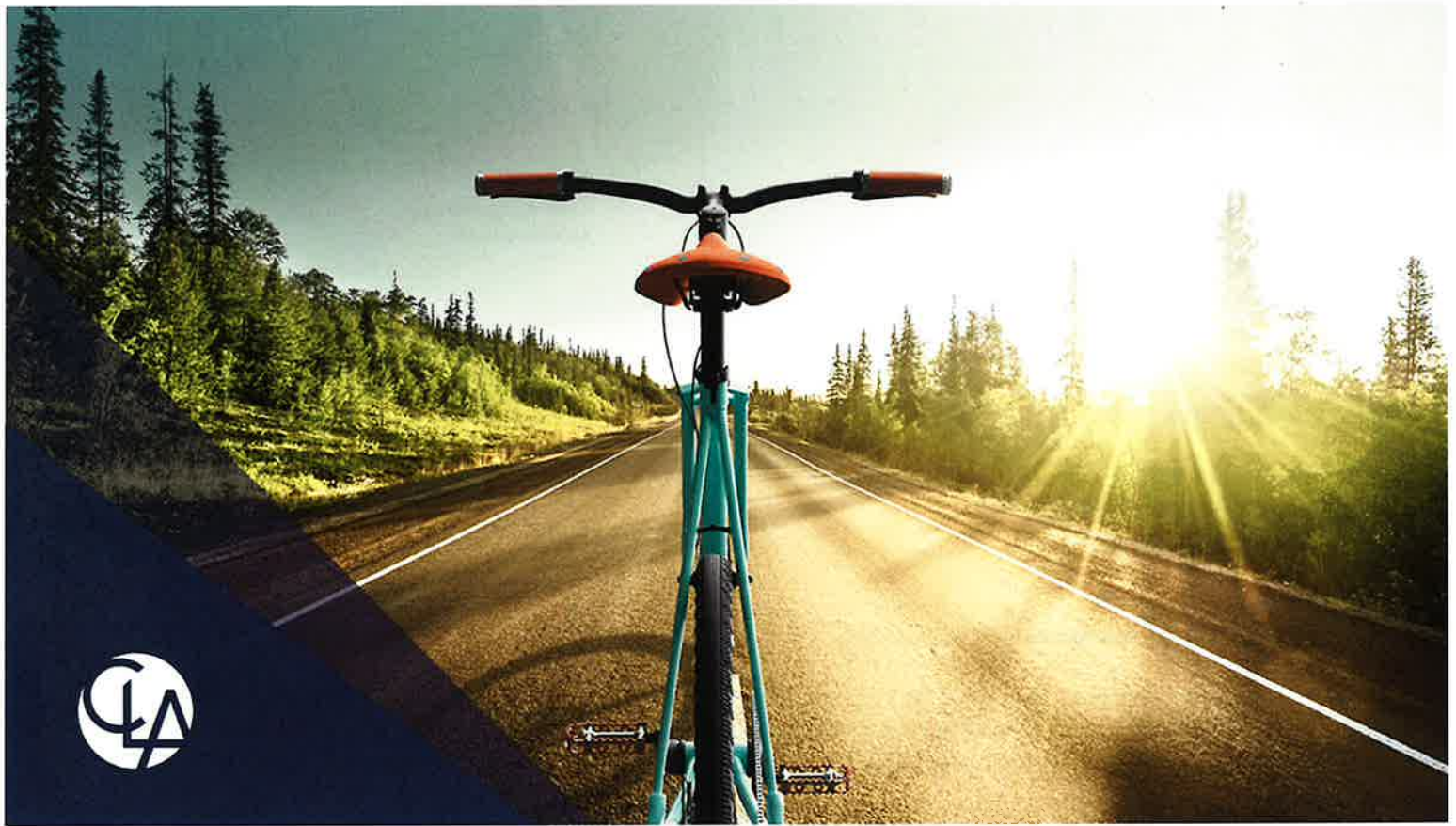
**TO:** Executive Committee  
**FROM:** Melissa Kraemer Badtke, Executive Director  
**DATE:** June 5, 2024  
**RE:** Discussion regarding the Request for Proposals for the East Central Wisconsin Regional Planning Commission Annual Audit and Federal Single Audit

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Every three years the East Central Wisconsin Regional Planning Commission submits a Requests for Proposals (RFP) to select a firm to conduct the annual audit and federal single audit. This year the Request for Proposals opened on May 1, 2024 with a submittal date of May 31, 2024. The Commission staff received only one response from the three audit firms that requests were sent out to.

Attached is the audit proposal from Clifton, Larson, Allen LLP (CLA) our current auditor for year ends of 2024, 2025 & 2026.

**Staff Recommendation:** Staff do not have a recommendation at this time and the Executive Committee and staff will discuss the proposal during the meeting.



May 31, 2024

Proposal to provide professional  
audit services to:

## East Central Wisconsin Regional Planning Commission

Prepared by:

**Leah Lasecki, CPA, Principal**

leah.lasecki@CLAconnect.com

Direct 920-455-4201

**CLAconnect.com**

CPAS | CONSULTANTS | WEALTH ADVISORS

CLA (CliftonLarsonAllen LLP) is an independent network member of CLA Global. See [CLAGlobal.com/disclaimer](https://www.claglobal.com/disclaimer).  
Investment advisory services are offered through CliftonLarsonAllen Wealth Advisors, LLC, an SEC-registered investment advisor.





May 31, 2024

East Central Wisconsin Regional Planning Commission  
Ms. Sara Otting, CPA, Controller  
400 Ahnaip Street, Suite 100  
Menasha, WI 54952

Dear Board of Commissioners and Ms. Otting:

Thank you for inviting us to propose on your auditing services. We look forward to the opportunity to continue providing services to East Central Wisconsin Regional Planning Commission (the Commission). The enclosed proposal responds to your request for audit services for three fiscal years beginning December 31, 2024.

For ease of evaluation, the structure of our proposal follows your RFP's *Guidelines, Specifications & Evaluation Criteria*. Our responses or page references to follow are according to your "Specifications" section on page 2 of your request for proposal.

**2.A. Proposed fees by year with hours and rates by level is presented beginning on page 23.**

**2.B. We understand the following scope of the services being requested and the scheduling commitment for completion of the deliverables:**

- Conduct an audit and express an opinion on the financial statements of the Commission for the years ended December 31, 2024, 2025 and 2026. The audit shall be made in accordance with all applicable federal laws and regulations and Wisconsin Statutes and administrative rules, including generally accepted accounting standards, *Government Auditing Standards*.
- Conduct a compliance audit (single audit) and express an opinion on the compliance and internal control over major Federal and State programs of the Commission for the years ended December 31, 2024, 2025 and 2026. The audit shall be made in accordance with all applicable federal laws and regulations and Wisconsin Statutes and administrative rules, including generally accepted accounting standards, *Government Auditing Standards*, OMB Uniform Guidance, and *State of Wisconsin Single Audit Guidelines*.
- Perform ongoing consultation on accounting and industry matters, as requested by the Commission
- **The scheduling commitment, or engagement timeline, is presented on page 22.**

**2.C. Firm experience and client references is presented on pages 5 to 11.**

**2.D. Our Firm's local governmental auditing professionals is presented on page 8.**

**2.E. Client service team and their related experience is presented on page 12.**

## **2. F. How do we distinguish ourselves from our competition?**

We are confident that our extensive experience working with you, and serving similar governmental entities, bolstered by our client-oriented philosophy and depth of resources, will make CLA a top qualified candidate to fulfill the scope of your engagement. The following differentiators are offered for the Commission's consideration:

- **Industry-specialized insight and resources** – As one of the nation's leading professional services firms, and one of the largest firms who specialize in regulated industries, CLA has the experience and resources to assist the Commission with their audit needs. In addition to your experienced local engagement team, the Commission will have access to one of the country's largest and most knowledgeable pools of regulated industry resources.
- **OMB Uniform Guidance (UG) experience** – CLA performs single audits for hundreds of organizations annually, ranking top in the nation for the number of single audits performed by any CPA firm. The single audit requires a specific set of skills to properly perform the procedures. As such, we have developed a group of professionals who specialize in providing single audit services.
- **Strong methodology and responsive timeline** – In forming our overall audit approach, we have carefully reviewed the RFP and considered our experience performing your past recent audits, and similar work for other regional planning commissions and municipalities. Our local government clients are included amongst the more than 4,200 governmental organizations we serve nationally. Our staff understands your complexities not just from a compliance standpoint, but also from an operational point of view. The work plan also helps minimize the disruption of your staff and operations and provides a blueprint for timely delivery of your required reports.
- **Communication and proactive leadership** – the Commission will benefit from a high level of hands-on service from our team's senior professionals. We can provide this level of service because, unlike other national firms, our principal-to-staff ratio is similar to smaller firms – allowing our senior level professionals to be involved and immediately available throughout the entire engagement process. Our approach helps members of the engagement team stay abreast of key issues at the Commission and take an active role in addressing them.
- **A focus on providing consistent, dependable service** – CLA is organized into industry teams, affording our clients with specialized industry-specific knowledge supplemented by valuable local service and insight. Therefore, the Commission will enjoy the service of members of our state and local government services team who understand the issues and environment critical to governmental entities.
- **We know you!** We know and understand the Commission. By providing services to you in the past, we have established an understanding of your organization. The work we've performed provides your project with momentum before we begin the engagement. We don't have to spend a lot of time up front learning about your core operations, we know them well.

### **Commitment to Timely Delivery of Services**

We commit to you that upon award to this contact, we will make a positive commitment to perform the audit services within your scheduled time period as mutually agreed to. Please see page 22 for additional information on anticipated timing.

*Verification statements*

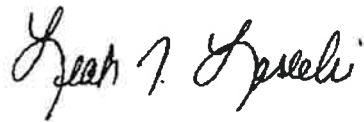
I, Leah Lasecki, your engagement principal-in-charge, will serve as the Commission's primary contact person for this engagement. Furthermore, as a principal of CLA, I am authorized to sign, bind, and commit the firm to the obligations contained in this proposal and the Commission's RFP.

We want to continue to serve you and we have the qualifications to deliver quality, timely work as you have experienced working with us in the past. Throughout this proposal, we take you on a journey outlining how we'll continue to work together and the value you have come to expect.

Please contact me if I can provide additional information on our firm or our proposal.

Sincerely,

**CliftonLarsonAllen LLP**

A handwritten signature in black ink that reads "Leah J. Lasecki". The signature is written in a cursive, flowing style.

Leah J. Lasecki, CPA

Principal

920-455-4201

leah.lasecki@CLAconnect.com



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# Firm Overview

It takes balance. With CLA by your side, you can find everything you need in one firm. Professionally or personally, big or small, we can help you discover opportunities and bring balance to get you where you want to go.



As a professional services firm, we exist to create opportunities ... for you, our people, and our communities through industry-focused wealth advisory, digital, audit, tax, consulting, and outsourcing services. We do this when we live the CLA Promise — a promise to know you and help you.

## Opportunities for you



## Opportunities for our people

At CLA, people find meaningful work in a fun, compelling, and energizing culture. Our people design their own customized careers through our inspired careers strategic advantage. In 2023 our total headcount was up 4% and we saw an incredible retention rate of 87%. Inspired by their careers, our family members develop client relationships that bring deeper knowledge and help you shine. We're one family, working together to create opportunities.

What's more, CLA is building a [diverse, inclusive, and equitable culture](#) that welcomes different beliefs and perspectives. We want to be representative of the communities we serve and foster an environment of inclusion and belonging, resulting in enhanced value for our clients, our communities, and each other.

***Inclusive:*** *We embrace all voices and create opportunities by removing barriers and helping our people build inspired careers.*

## Opportunities for our community

CLA's community impact team unifies the work and missions of our diversity, equity, and inclusion council and the CLA Foundation with a laser focus on advancing education, employment, and entrepreneurship within CLA and throughout our society.

Since 2015, our [CLA Foundation](#) has granted more than \$11 million from nominations made by and funds raised from CLA family members. Each grant recipient's work aligns with the foundation's mission to create career opportunities through education, employment, and entrepreneurship by connecting diverse networks inclusive of all genders and races, veterans, and the disability community.

Read more in CLA's annual [Promise and Transparency Report](#).



# Understanding Your Industry

## State and local government experience

You can benefit from a close personal connection with a team of professionals devoted to governments. Our goal is to become familiar with all aspects of your operations — not just the information needed for the year-end audit so that we can offer proactive approaches in the areas that matter most to you:

- Finding new ways to operate more effectively and efficiently
- Responding to regulatory pressures and complexities
- Maintaining quality services in the face of revenue reductions
- Providing transparent, accurate, and meaningful financial information to stakeholders, decision-makers, and your constituents

We understand the legislative changes, funding challenges, compliance responsibilities, and risk management duties that impact you. Our experienced government services team can help you navigate the challenges of today, all while seamlessly strategizing for the future.



## Wisconsin Regional Planning Commission experience

We proudly work with five of Wisconsin's nine regional planning commissions (RPC). You will benefit from professionals who work on more than one RPC and who understand the statutory requirements and the operations of a Wisconsin RPC. Currently, our Wisconsin state and local government professionals work with the following RPCs in the State. Many of our professionals have worked with most of the RPCs in the State over the past 10 years.

- Bay Lake Regional Planning Commission
- North Central Wisconsin Regional Planning Commission
- East Central Wisconsin Regional Planning Commission
- West Central Regional Planning Commission
- Northwest Regional Planning Commission



## Wisconsin government service team

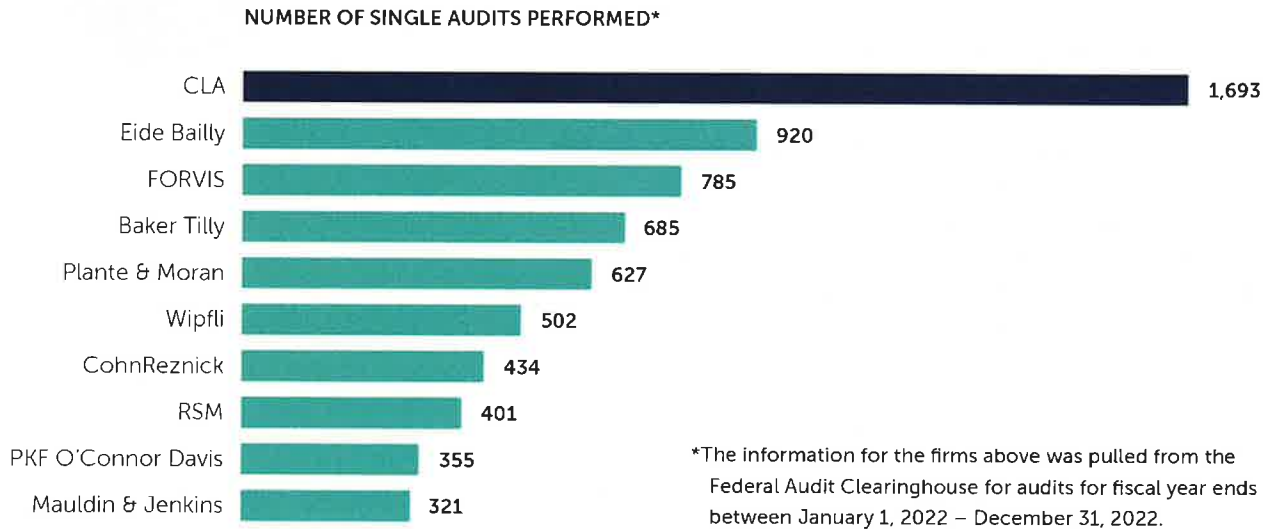
Nationally, CLA understands and appreciates Wisconsin governmental organizations like no other firm and supports our efforts right here in Wisconsin. In our Green Bay office, CLA has a team of **22** dedicated professionals that focus **100%** of their efforts in the government industry. State-wide, we have approximately 70 full time government dedicated professionals. Our government services team members specifically chose to work in this industry and they are passionate about what they do and are eager to exceed your expectations both now and well into the future. Additionally, our teams have access to industry specific firm-wide technical professionals and resources as needed to fulfill the requirements of the contract.

In Wisconsin, our local teams currently serve over **500** government organizations, including 70 Cities and almost 40 Counties in the State. This depth of experience means that our staff understands your complexities not just from a compliance standpoint, but also from an operational point of view.

## Single audit experience

### CLA performs the largest number of single audits in the United States

**We audited nearly \$257 billion dollars in federal funds in 2022.** The chart below illustrates CLA’s experience in serving organizations that receive federal funds and demonstrates our firm’s dedication to serving the government and nonprofit industry.



It is more important than ever to find qualified auditors who have significant experience with federal grants specific to the Commission and can enhance the quality of the Commission’s single audit. Therefore, the single audit will be performed by a team of individuals who are managed by personnel who specialize in single audits in accordance with OMB’s Uniform Guidance and who can offer both knowledge and quality for the Commission. As part of our quality control process, the single audit will be reviewed by a firm Designated Single Audit Reviewer.

*You'll need an audit firm experienced in performing single audits and a familiarity with the specific programs in which you are involved and will benefit from CLA's experience in this area.*



## Single Audit Resource Center (SARC) Award

CLA received the [Single Audit Resource Center \(SARC\) Award](#) for Excellence in Knowledge, Value, and Overall Client Satisfaction. SARC's award recognizes audit firms that provide an outstanding service to their clients based on feedback received from an independent survey.

The survey queried more than 10,000 nonprofit and government entities about the knowledge of their auditors, the value of their service, and overall satisfaction with their 2021 fiscal year-end audit. The SARC award demonstrates CLA's dedication to serving the government and nonprofit industry and maintaining the most stringent regulatory requirements in those sectors.

## Deep industry connections

CLA actively supports industry education as a thought leader and industry speaker. We focus on supporting the educational needs of the industry through nationally sponsored trade events. Our team of professionals is sought after, both as educators and as experienced speakers who are invited to speak and teach at major professional events by leading trade associations, including those shown here.



We are also actively involved in and/or are members of the following professional organizations:

- American Institute of Certified Public Accountants (AICPA)
- AICPA's State and Local Government Expert Panel
- AICPA's Government Audit Quality Center (GAQC)
- Government Finance Officers Association (GFOA)
- Wisconsin Government Financial Officers Association (WGFOA)
- Special Review Committee for the GFOA's Certificate of Achievement for Excellence in Financial Reporting (Certificate) Program
- AICPA Single Audit Quality Task Force
- Association of Government Accountants

Our involvement in these professional organizations, combined with various technical services we subscribe to, allows us to be at the forefront of change in the constantly changing government environment. We take our responsibility for staying current with new accounting pronouncements, auditing standards, other professional standards and laws and regulations seriously.

## Insight to strengthen your organization

When you're ready to go beyond the numbers to find value-added strategies, we offer resources to help you respond to challenges and opportunities including:

- [National webinars](#) — Access complimentary professional development opportunities for your team.
- [Articles and white papers](#) — Stay current on industry information as issues arise.

**Curious:** *We care, we listen, we get to know you.*



## Office location assigned to manage the engagement

Our firm takes the approach of matching the necessary skill set to the engagement before considering geographic location of the staff. Assigning team members who specialize in working with state and local governments of all sizes can provide the Commission a higher-quality audit, and allow us to complete the audit in a more efficient and effective manner with little interruption to your staff. The Commission will be served by our industry-specialized engagement team located in our **Green Bay, Wisconsin office**.





# Client References

Our clients say it best. And their independent, authentic perspective is invaluable in learning about the experience you'll have when continuing to work with us. We encourage you to connect with our clients to hear it firsthand. Our government clients in Wisconsin number in excess of 500 municipalities, school districts, and special purpose governments. Below are 4 client references that Leah Lasecki also serves as Principal.

## Bay Lake Regional Planning Commission

Client Contact	Brandon Robinson, Executive Director
Phone   Email	920-448-2820, Ext. 105   brobinson@baylakerpc.org
Length of Engagement	10+ Years
Services Provided	Financial statement and compliance audits

## North Central Wisconsin Regional Planning Commission

Client Contact	Dennis Lawrence, Executive Director
Phone   Email	715-849-5510, Ext. 301   dlawrence@ncwrpc.org
Length of Engagement	10+ Years
Services Provided	Financial statement and compliance audits

## Town of Scott, Wisconsin

Client Contact	John Roth, Clerk Treasurer
Phone   Email	920-406-9380   clerk@townofscottbrownwi.gov
Length of Engagement	20+ Years
Services Provided	Financial statement audit; State Report and PSC Annual Report

## Brown County, Wisconsin

Client Contact	Jennifer Messerschmidt, Controller
Phone   Email	920-448-4046   Jennifer.Messerschmidt@browncountywi.gov
Length of Engagement	15+ Years
Services Provided	Financial statement and compliance (single audit) audits; Consulting



# Your Service Team

The true value in working with our team is developing a personal and professional relationship with leaders who understand your industry, challenges, and opportunities — with the full support of an entire CLA family behind them.

Engagement Team Member	Role	Years' Experience
Leah Lasecki, CPA	<b>Engagement principal</b> – Leah will have overall engagement responsibility including planning the engagement, developing the audit approach, supervising staff, and maintaining client contact throughout the engagement and throughout the year. She is responsible for total client satisfaction through the deployment of all required resources and continuous communication with management and the engagement team.	20+
Nicole Gierczak, CPA	<b>Engagement senior</b> – Nicole will serve as the senior on the engagement. In this role, she will assist the engagement principal with planning the engagement and performing complex audit areas. She will perform a technical review of all work performed and is responsible for the review of the financial and single reports.	5
<b>Additional audit staff</b> – We will assign additional staff to your engagement based on your needs and their experience providing services to similar clients. The staff assigned to your team will be from our Green Bay, Wisconsin office with state and local government as their industry focus at CLA.		

Detailed biographies can be found in the *Appendix*.

## Continuity of service

We are committed to providing continuity throughout this engagement. It is our policy to maintain the same staff throughout an engagement, providing maximum efficiency and keeping the learning curve low. With a solid, steady engagement team, each year brings the additional benefits of trust and familiarity. We are also flexible in exploring alternative strategies to non-mandatory rotation policies.



In any business, however, turnover is inevitable. If and when it happens, we will provide summaries of suggested replacements and will discuss re-assignments prior to finalizing. We have a number of qualified staff members to provide the Town with quality service over the term of the engagement.

CLA is committed to maintaining high staff retention rates, which we believe are a strong indicator of service quality. High retention rates also indicate that our staff members have the resources they need to perform their tasks and maintain a positive work/life balance.





# Services Approach

## The CLA seamless assurance advantage (SAA)

SAA is an innovative approach to auditing that utilizes leading technologies, analytics, and audit methods to help solve client problems and create a seamless experience.



**A different approach**

SAA is unlike any conventional audit process. SAA does not depend on physical location. It reduces the time our professionals spend on site, creates fewer disruptions, enables more efficient use of resources (yours and ours), and allows for more impactful interactions with your people.

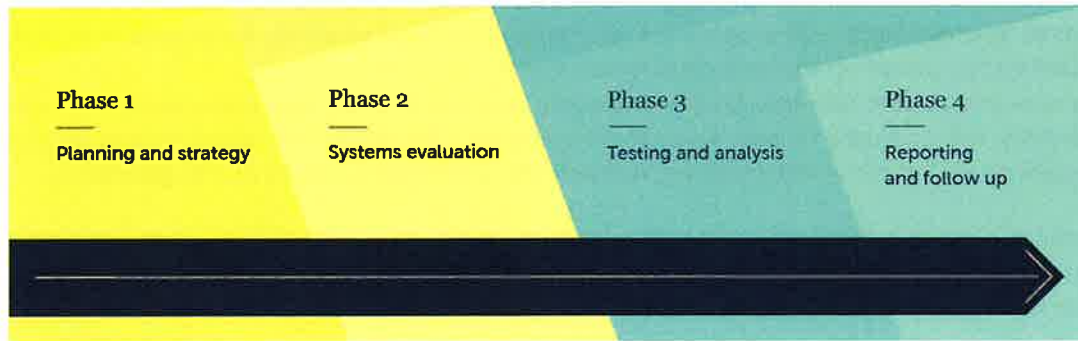
**Insights through analytics**

CLA uses strategic data analysis to examine whole data sets to gain a deeper understanding of your organization. Insights that were once impossible can now come into focus to help you measure performance, enhance strategic decision making, and understand your competitive opportunities.

**Effective technology**

CLA embraces technologies that help solve client problems and create a seamless experience. Assurance Information Exchange (AIE) is a web-based application developed by CLA to digitally request and obtain audit documents through a secure and efficient online portal.

## Financial statement audit approach



### *Phase 1: Planning and strategy*

The main objective of the planning phase is to identify significant areas and design efficient audit procedures.

- Conduct an entrance meeting – [projectleader] and staff will meet with the Commission personnel to agree on an outline of responsibilities and time frames
  - Establish audit approach and timing schedule
  - Determine assistance to be provided by the Commission personnel
  - Discuss application of generally accepted accounting principles
  - Address initial audit concerns
  - Establish report parameters and timetables
  - Progress reporting process
  - Establish principal contacts
- Gain an understanding of your operations, including any changes in organization, management style, and internal and external factors influencing the operating environment
- Identify significant accounts and accounting applications, critical audit areas, significant provisions of laws and regulations, and relevant controls over operations
- Determine the likelihood of effective Information Systems (IS) - related controls
- Perform a preliminary overall risk assessment
- Confirm protocol for meeting with and requesting information from relevant staff
- Establish a timetable for the fieldwork phase of the audit
- Determine a protocol for using TeamMate Analytics and Expert Analyzer (TeamMate), our data extraction and analysis software, to facilitate timely receipt and analysis of reports from management
- Compile an initial comprehensive list of items to be prepared by the Commission, and establish deadlines

We will document our planning through:

- **Entity profile** — This profile will help us understand the Commission's activities, organizational structure, services, management, key employees, and regulatory requirements.
- **Preliminary analytical procedures** — These procedures will assist in planning the nature, timing, and extent of auditing procedures that will be used to obtain evidential matter. They will focus on enhancing our understanding of the financial results and will be used to identify any significant transactions and events that have occurred since the last audit date, as well as to identify any areas that may represent specific risks relevant to the audit.
- **General risk analysis** — This will contain our overall audit plan, including materiality calculations, fraud risk assessments, overall audit risk assessments, effects of our IS assessment, timing, staffing, client assistance, a listing of significant provisions of laws and regulations, and other key planning considerations.

- **Account risk analysis** — This document will contain the audit plan for the financial statements, including risk assessment and the extent and nature of testing by assertion.
- **Prepared by client listing** — This document will contain a listing of schedules and reports to be prepared by the Commission personnel with due dates for each item.
- **Assurance Information Exchange (AIE)** — CLA uses a secure web-based application to request and obtain documents. This application allows clients to view detailed information, including due dates for all items CLA is requesting. Clients can attach electronic files and add commentary directly on the application.

A key element in planning this audit engagement will be the heavy involvement of principals and managers. We will clearly communicate any issues in a timely manner and will be in constant contact as to what we are finding and where we expect it will lead.

Using the information we have gathered and the risks identified, we will produce an audit program specifically tailored to the Commission that will detail the nature and types of tests to be performed. We view our programs as living documents, subject to change as conditions warrant.

### *Phase 2: Systems evaluation*

We will gain an understanding of the internal control structure of the Commission for financial accounting and relevant operations. Next, we will identify control objectives for each type of control material to the financial statements, and then identify and gain an understanding of the relevant control policies and procedures that effectively achieve the control objectives. Finally, we will determine the nature, timing, and extent of our control testing and perform tests of controls. This phase of the audit will include testing of certain key internal controls:

- Electronic data, including general and application controls reviews and various user controls
- Financial reporting and compliance with laws and regulations

We will test controls over certain key cycles, not only to gather evidence about the existence and effectiveness of internal control for purposes of assessing control risk, but also to gather evidence about the reasonableness of an account balance. Our use of multi-purpose tests allows us to provide a more efficient audit without sacrificing quality.

Our assessment of internal controls will determine whether the Commission has established and maintained internal controls to provide reasonable assurance that the following objectives are met:

- Transactions are properly recorded, processed, and summarized to permit the preparation of reliable financial statements and to maintain accountability over assets
- Assets are safeguarded against loss from unauthorized acquisition, use, or disposition
- Transactions are executed in accordance with laws and regulations that could have a direct and material effect on the financial statements

We will finalize our audit programs during this phase. We will also provide an updated prepared by client listing based on our test results and anticipated substantive testing.

During the internal control phase, we will also perform a review of general and application IS controls for applications significant to financial statements to conclude whether IS general controls are properly designed and operating effectively.

Based on our preliminary review, we will perform an initial risk assessment of each critical element in each general control category, as well as an overall assessment of each control category. We will then assess the significant computer-related controls.

For IS-related controls we deem to be ineffectively designed or not operating as intended, we will gather sufficient evidence to support findings and will provide recommendations for improvement. For IS controls we deem to be effectively designed, we will perform testing to determine if they are operating as intended through a combination of procedures, including observation, inquiry, inspection, and re-performance.

### *Phase 3: Testing and analysis*

The extent of our substantive testing will be based on results of our internal control tests. Audit sampling will be used only in those situations where it is the most effective method of testing.

After identifying individually significant or unusual items, we will decide the audit approach for the remaining balance of items by considering tolerable error and audit risk. This may include (1) testing a sample of the remaining balance; (2) lowering the previously determined threshold for individually significant items to increase the percent of coverage of the account balance; or (3) applying analytical procedures to the remaining balance. When we elect to sample balances, we will use TeamMate to efficiently control and select our samples.

Our workpapers during this phase will clearly document our work as outlined in our audit programs. We will provide the Commission with status reports and be in constant communication with the Commission to determine that all identified issues are resolved in a timely manner. We will hold a final exit conference with the Commission to summarize the results of our fieldwork and review significant findings.

### *Phase 4: Reporting and follow up*

Reports to management will include oral and/or written reports regarding:

- Independent Auditors' Report
- Independent Auditors' Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance With Government Auditing Standards
- Independent Auditors' Report on Compliance for Each Major Federal Program, Report on Internal Control Over Compliance, and Report on the Schedule of Expenditures of Federal Awards Required by *the Uniform Guidance*
- Management Letter, if necessary
- Written Communication to Those Charged with Governance, which includes the following areas:
  - Our responsibility under auditing standards generally accepted in the United States of America
  - Changes in significant accounting policies or their application
  - Unusual transactions
  - Management judgments and accounting estimates
  - Significant audit adjustments
  - Other information in documents containing the audited financial statements
  - Disagreements with the Commission
  - the Commission's consultations with other accountants
  - Major issues discussed with management prior to retention
  - Difficulties encountered in performing the audit
  - Fraud or illegal acts



Once the final reviews of working papers and financial statements are completed, our opinion, the financial statements, and management letter will be issued.

The Commission will be given a draft of any comments we propose to include in a management letter. Items not considered major may be discussed verbally with management instead of in the management letter. Our management letter will include items noted during our analysis of your operations.

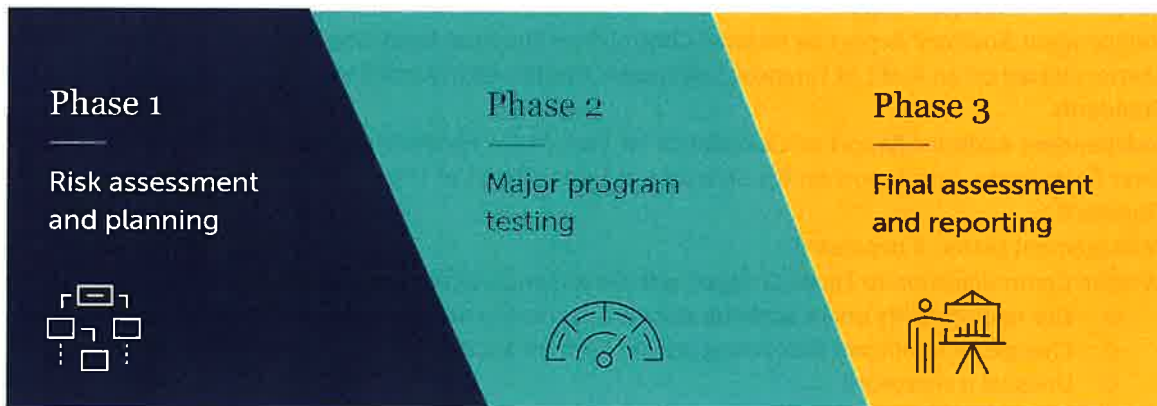
We will make a formal presentation of the audit results to those charged with governance, as you've requested.

## Single audit approach

The OMB's Uniform Guidance (2 CFR Part 200) is effective for federal grants made on or after December 26, 2014. This affects how federal grants are managed and audited and impacts every organization that receives federal assistance. Grant compliance can be a confusing topic and many of our clients rely on their federal funding as a major revenue source, so it is important that they understand what these changes mean to their organization. As a leader in the industry, CLA was out in front of these changes and informed our clients of how to be proactive about these changes could impact their entity. CLA professionals are available to provide guidance and tools tailored to the Commission's needs, and to assist in compliance with these rules.

The AICPA clarified auditing standard, AU-C 935 "Compliance Audits", requires risk-based concepts to be used in all compliance audits including those performed in accordance with 2 CFR Part 200. Our risk-based approach incorporates this guidance.

We conduct our single audit in three primary phases, as shown, below:



### *Phase 1: Risk assessment and planning*

The risk assessment and planning phase encompasses the overall planning stage of the single audit engagement. During this phase, we work closely with the Commission's management to determine that programs and all clusters of programs are properly identified and risk-rated for determination of the major programs for testing. We also review the forms and programs utilized in the prior year to determine the extent of any changes which are required.

We accomplish this by following the methodology below:

- Determine the threshold to distinguish between Type A and B programs, including the effect of any loans and loan programs
- Utilizing the preliminary Schedule of Expenditure of Federal Awards, we can identify the Type A and significant Type B programs (25% of Type A threshold) in accordance with the Uniform Guidance



- Identify the programs tested and the findings reported for the past two fiscal years. Determine and document the program risk based on the past two single audits
- Prepare and distribute Type B program questionnaires to determine risk associated with Type B programs
- Determine the major programs to be tested for the current fiscal year based on the previous steps
- Based on our determination of the major programs, we obtain the current year compliance supplement to aid in the determination of Direct and Material Compliance requirements, and customize the audit program accordingly
- Determine the preferred methods of communication during the audit

### *Phase 2: Major program testing*

We determine the programs to be audited based on the risk assessment performed in the planning phase. We perform the audit of the programs in accordance with UG.

To accomplish this, we perform the following:

- Schedule an introductory meeting and notify the Commission's management of the major programs for the current fiscal year
- Plan and execute the testing of the expenditures reported on the Schedule of Expenditures of Federal Awards
- Perform tests of compliance and internal controls over compliance for each major program identified
- Schedule periodic progress meetings to determine that schedules are adhered to and identify issues as they arise
- Conduct entrance and exit conference meetings with each grant manager

### *Phase 3: Final assessment and reporting*

We re-perform the steps noted in the preliminary assessment and planning stage once the final Schedule of Expenditures of Federal Awards is received to determine if additional major programs were identified.

Based on the final determination of the programs we perform the following:

- Identify Type A and significant Type B programs which were not previously identified
- Re-assess the risk and determine if we are required to audit additional programs
- Perform compliance testing at the entity wide level related to procurement and cash management requirements
- Perform testing to validate the status of prior year findings for those programs not selected for audit.
- Prepare the Schedule of Findings and Questioned Costs
- Conduct exit conference with the Commission's management to review drafts of required reports:
  - Independent Auditors' Report on Internal Control over financial reporting and on compliance and other matters based on an audit of Financial Statements Performed in Accordance with *Government Auditing Standards*
  - Independent Auditors' Report on Compliance for Each Major Federal Program, Report on Internal Control Over Compliance, and Report on the Schedule of Expenditures of Federal Awards Required by the *Uniform Guidance*

Throughout the single audit, we maintain communication through periodic progress meetings with those designated by the Commission. These meetings will be on a set schedule, but as frequently as the Commission determines. During these meetings, we discuss progress impediments and findings as they arise.



## Communication process

Effective communication is critical to a successful engagement. This includes ongoing status meetings where observations, potential exceptions, and leading practices are discussed. To avoid surprises at the end of the engagement, we discuss and document our observations, clarify fact patterns, and confirm management’s understanding and agreement with our findings.

CLA adheres to all auditing standards related to reporting observations, recommendations, and findings. All significant deficiencies and material weaknesses will be reported to the audit committee/governance in writing. Best practices, observations, and other matters will be reported to management in a management letter that can be used as a tool to track the implementation of our recommendations.

**Report to those charged with governance** — In addition to observations and recommendations, we will inform the audit committee of:

- Significant accounting policies
- Management judgments and accounting estimates
- Significant audit adjustments and passed adjustments, if any
- Disagreements with management, if any
- Management consultation with other accountants, if any
- Major issues discussed with management prior to retention
- Difficulties encountered in performing the audit, if any

We are sensitive and understanding of the fact that we report to those charged with governance, and our audit professionals maintain objectivity and independence in issuing audit opinions. If we identify significant fraud, illegal acts, or significant delays during the audit process, we will alert the audit committee immediately.

Information related to overall fiscal health or other concerns of your organization observed during audit testing will be presented in the exit presentation and as part of the management letter. We will also help you create opportunities for improvement through recommendations and suggestions for strengthening your policies, accounting procedures, and processes.

## Data analytics

In addition to standard auditing methodology, a distinguishing aspect of CLA’s audit services incorporates the power of data analytics to multiply the value of the analyses and the results we produce for clients. CLA’s data methodology is a six-phase, systematic approach to examining an organization’s known risks and identifying unknown risks. Successful data analysis is a dynamic process that continuously evolves throughout the duration of an engagement and requires collaboration of the engagement team.

Data analytics are utilized throughout our audit process, our **Risk Assessment, Data Analytics and Review (“RADAR”)** is a specific application of general ledger data analytics that has been implemented on all audit engagements. RADAR is an innovative approach created and used only by CLA that aims to improve and replace traditional preliminary analytics that were being performed.



The phases in our data analytics process are as follows:

### 1. Planning

In the planning stage of the engagement, the use of data analysis is considered and discussed to determine that analytics are directed and focused on accomplishing objectives within the risk assessment. Areas of focus, such as journal entries, cash disbursements, inventory, and accounts receivable are common.

### 2. Expectations

We consider the risks facing our client and design analytics to address these risks. Through preliminary discussions with management and governance, we develop and document expectations of financial transactions and results for the year. These expectations will assist in identifying anomalies and significant audit areas in order to assess risk.

### 3. Data acquisition

Sufficient planning, a strong initial risk assessment, and an adequate understanding of your systems will serve as the foundation necessary to prepare our draft data request list. We will initially request information in written format and conduct follow-up conversations helping CLA practitioners share a mutual understanding of the type of data requested and the format required. If there are going to be any challenges/obstacles related to obtaining data, or obtaining data in the preferred format, they will generally be discovered at this point.

### 4. Technical data analysis

Technical analysis of the data requires the skillful blend of knowledge and technical capability. Meaningful technical analysis provides the engagement team with a better understanding of the organization. The additional clarity assists the engagement team to better assess what is “normal” and, in turn, be better suited to spot anomalies, red flags, and other indications of risk. Analytics generally fall into five categories, each looking into the data set in a different way and deployed with a different purpose.



### 5. Interpret results and subsequent risk assessment

Trends and anomalies will be identified through the performance of the above referenced analytics. Comments regarding the interpretation of those trends and anomalies will be captured. When trends are identified, they are reconciled against expectations. For anomalies identified, the approach to further audit procedures will be considered.

### 6. Response and document

The last process is to capture responses and determine that our procedures are properly documented. Abstracts, charts, or summaries of both trends and anomalies are retained in audit documentation to support our identification of risks. Our analysis can be tailored and customized to help analyze an array of information, including client-specific and proprietary data. Key benefits of data analytics include:

- Built-in audit functionality including powerful, audit specific commands and a self-documenting audit trail
- 100% data coverage, which means that certain audit procedures can be performed on entire populations, and not just samples
- Unlimited data access allows us to access and analyze data from virtually any computing environment
- Eliminates the need to extrapolate information from errors (a common effort when manually auditing data) and allows for more precise conclusions





## Consulting and outsourcing

An organization that is strong across functional areas can turn business challenges into opportunity. As human resources compliance issues become increasingly complex, organizations need flexibility to expand and contract to meet rapidly changing business needs.

CLA can help you manage your day-to-day operations so you can focus on what you do best. Whether you need a team to become an extension of yours or simply want resources to lean on, we have the experience to offer relevant guidance and services customized and scaled to your needs — even as those needs change.



# Engagement Timeline

Count on clear communication and regular updates.

## Proposed work plan

Based on past services provided, discussions we have designed a plan that meets your needs and key deadlines. In our planning meeting, we will discuss this timeline with you in greater detail and adjust as appropriate. Please note that this timeline is flexible and we will work with the Commission on mutually agreed upon fieldwork and delivery dates.

Annual Audit Task	Jan	Feb	Mar	Apr	May
Entrance Conference	X				
Interim Audit Work	X				
Audit Fieldwork Begins (late February or early March is expected)			X		
Draft Reports (within 10 business days of due date)				X	
Presentation to Board/Committee, as requested, and no later than end of May					X

**Reliable:** Look for us to respond in hours, not days. We strive to deliver service that exceeds your expectations.



# Proposed All Inclusive Fees

Our fees are based on the timely delivery of services provided, the experience of personnel assigned to the engagement, and our commitment to meeting your deadlines.

CLA understands the importance of providing our clients with value-added strategies. As part of our fee, we propose to hold routine, proactive meetings to review and discuss the impact of new accounting issues and other business issues you are facing. We'll help you decide how to handle challenges as they come up — and take advantage of every potential opportunity.

The charts below outlines our all-inclusive fees and expenses to conduct each service for the Commission over a three-year period. The fees include all estimated out-of-pocket expenses, as well as overhead charges.

## December 31, 2024

Professional Services	Hours	Standard Billing Rates	Fees
Principal	20	\$340	\$6,800
Seniors	50	\$160	\$8,000
Associates and Support Staff	50	\$135	\$6,750
Less: Standard Billing Rate Discount			\$(4,645)
<b>Total:</b>	<b>120</b>		<b>\$16,905</b>
Financial statement audit			\$9,350
Compliance audit (single audit)			\$6,750
Technology and client support fee (5%)			\$805
<b>Total 2024 Fee</b>			<b>\$16,905</b>



December 31, 2025

Professional Services	Hours	Standard Billing Rates	Fees
Principal	20	\$350	\$7,000
Seniors	50	\$165	\$8,250
Associates and Support Staff	50	\$140	\$7,000
Less: Standard Billing Rate Discount			\$(5,240)
<b>Total:</b>	<b>120</b>		<b>\$17,010</b>
Financial statement audit			\$9,400
Compliance audit (single audit)			\$6,800
Technology and client support fee (5%)			\$810
<b>Total 2025 Fee</b>			<b>\$17,010</b>



December 31, 2026

Professional Services	Hours	Standard Billing Rates	Fees
Principal	20	\$355	\$7,100
Seniors	50	\$170	\$8,500
Associates and Support Staff	50	\$145	\$7,250
Less: Standard Billing Rate Discount			\$(5,682)
<b>Total:</b>	<b>120</b>		<b>\$17,168</b>
Financial statement audit			\$9,500
Compliance audit (single audit)			\$6,850
Technology and client support fee (5%)			\$818
<b>Total 2026 Fee</b>			<b>\$17,168</b>

Our fixed-fee quote is designed with an understanding that:

- the Commission personnel will provide documents and information requested in a timely fashion.
- The operations of your organization do not change significantly and do not include any future acquisitions or significant changes in your business operations.
- There are not significant changes to the scope, including no significant changes in auditing, accounting, or reporting requirements.

The 5% technology and client support fee supports our continuous investment in technology and innovation to enhance your experience and protect your data.

### No surprises

Our clients don't like fee surprises. Neither do we. If changes occur, we will discuss a revised fee proposal with you before beginning any work. For any "out-of-scope" work, we will provide an estimate for your approval.

We're invested in our relationships and strongly encourage intentional and frequent communication. Contact us year-round as changes or questions arise — we do not bill for routine inquiries or advice.

***We are committed to creating a long-standing relationship. If you have concerns about the fee structure, give us a call and let's discuss.***

***Transparent: Clear, authentic communication and market-based fees.***



# Appendix

## A. Your service team biographies





## Leah Lasecki, CPA

### CLA (CliftonLarsonAllen LLP)

Principal  
Green Bay, Wisconsin

920-455-4201  
leah.lasecki@CLAconnect.com



### Profile

Leah has over 20 years of experience providing accounting and auditing services to Wisconsin governments and nonprofits, specializing in organizations that receive federal and state financial assistance. Leah is skilled in providing management advisory and traditional accounting services, as well as performing agreed-upon-procedures and other consulting engagements focusing on control deficiencies and identifying areas of inefficiencies.

### Technical experience

- Audit and management consulting for governments and nonprofits
- Financial reporting and analysis
- Budgeting and forecasting
- Process improvement

### Continuing professional education

Leah attends a minimum of 20 credits annually of continuing professional education classes, including a minimum of eight credits of audit and accounting classes, resulting in 120 credits for three-year requirement. Every two years, a minimum of 24 credits of CPE specifically related to Yellow Book requirements is completed.

### Civic organizations

- Women's Fund of the Greater Green Bay Community Foundation, Vice President, Power of the Purse Event Co-chair, and Former Registration Committee Chair
- Greater Green Bay Chamber, Leadership Green Bay Graduate, Class of 2017

[CLAconnect.com](http://CLAconnect.com)

CPAS | CONSULTANTS | WEALTH ADVISORS

CLA (CliftonLarsonAllen LLP) is an independent network member of CLA Global. See [CLAGlobal.com/disclaimer](http://CLAGlobal.com/disclaimer).  
Investment advisory services are offered through CliftonLarsonAllen Wealth Advisors, LLC, an SEC-registered investment advisor.





# Nicole Gierczak, CPA

## CLA (CliftonLarsonAllen LLP)



Senior  
Green Bay, WI

920-455-4176  
Nicole.gierczak@claconnect.com

### Profile

Nicole joined the CLA family in 2020. Since starting, she is committed to serving a wide variety of local municipalities, including small local governments up to the largest Counties, as well as public school districts in Wisconsin.

Nicole has significant experience overseeing and performing the fieldwork of audits for Wisconsin municipalities and school districts. She has experience preparing government financial statements, Wisconsin Department of Public Instruction reports, Public Service Commission Reports, State Financial Report Forms, and the Schedule of Federal and State Awards. She works with her clients on complex accounting issues and consults on ongoing governmental issues.

### Technical experience

- Government accounting
- Government auditing
- Government consulting

### Education and professional involvement

- Bachelor of science in accounting and economics from University of Wisconsin – La Crosse

[CLAconnect.com](https://www.claconnect.com)

CPAS | CONSULTANTS | WEALTH ADVISORS

CLA (CliftonLarsonAllen LLP) is an independent network member of CLA Global. See [CLAglobal.com/disclaimer](https://www.claglobal.com/disclaimer).  
Investment advisory services are offered through CliftonLarsonAllen Wealth Advisors, LLC, an SEC-registered investment advisor.





## B. Quality control procedures and peer review report



In the most recent peer review report, dated November 2022, we received a rating of pass, which is the most positive report a firm can receive. We are proud of this accomplishment and its strong evidence of our commitment to technical excellence and quality service. The full report is provided on the following page. ***This quality review included a review of specific government engagements.***

The Public Company Accounting Oversight Board (PCAOB) conducts inspections of CLA's quality control procedures relating to audits of public companies, while the remainder of our assurance practice is peer reviewed under American Institute of Certified Public Accountants (AICPA) standards. PCAOB inspection reports are available on the PCAOB website.

In addition to an external peer review, we have implemented an intensive internal quality control system to provide reasonable assurance that the firm and our personnel comply with professional standards and applicable legal and regulatory requirements. Our quality control system includes the following:

- A quality control document that dictates the quality control policies of our firm. In many cases, these policies exceed the requirements of standard setters and regulatory bodies. Firm leadership promotes and demonstrates a culture of quality that is pervasive throughout the firm's operations. To monitor our adherence to our policies and procedures, and to foster quality and accuracy in our services, internal inspections are performed annually.
- Quality control standards as prescribed by the AICPA. The engagement principal is involved in the planning, fieldwork, and post-fieldwork review. In addition, an appropriately experienced professional performs a risk-based second review of the engagement prior to issuance of the reports.
- Hiring decisions and professional development programs designed so personnel possess the competence, capabilities, and commitment to ethical principles, including independence, integrity, and objectivity, to perform our services with due professional care.
- An annual internal inspection program to monitor compliance with CLA's quality control policies. Workpapers from a representative sample of engagements are reviewed and improvements to our practices and processes are made, if necessary, based on the results of the internal inspection.
- Strict adherence to the AICPA's rules of professional conduct, which specifically require maintaining the confidentiality of client records and information. Privacy and trust are implicit in the accounting profession, and CLA strives to act in a way that will honor the public trust.
- A requirement that all single audit engagements be reviewed by a designated single audit reviewer, thereby confirming we are in compliance with the standards set forth in the *Uniform Guidance*.



## Report on the Firm's System of Quality Control

To the Principals of CliftonLarsonAllen LLP  
and the National Peer Review Committee

We have reviewed the system of quality control for the accounting and auditing practice of CliftonLarsonAllen LLP (the "Firm") applicable to engagements not subject to PCAOB permanent inspection in effect for the year ended May 31, 2022. Our peer review was conducted in accordance with the Standards for Performing and Reporting on Peer Reviews established by the Peer Review Board of the American Institute of Certified Public Accountants ("Standards").

A summary of the nature, objectives, scope, limitations of, and the procedures performed in a System Review as described in the Standards, may be found at [www.aicpa.org/prsummary](http://www.aicpa.org/prsummary). The summary also includes an explanation of how engagements identified as not performed or reported on in conformity with applicable professional standards, if any, are evaluated by a peer reviewer to determine a peer review rating.

### Firm's Responsibility

The Firm is responsible for designing and complying with a system of quality control to provide the Firm with reasonable assurance of performing and reporting in conformity with the requirements of applicable professional standards in all material respects. The Firm is also responsible for evaluating actions to promptly remediate engagements deemed as not performed or reported on in conformity with the requirements of applicable professional standards, when appropriate, and for remediating weaknesses in its system of quality control, if any.

### Peer Reviewer's Responsibility

Our responsibility is to express an opinion on the design of and compliance with the Firm's system of quality control based on our review.

### Required Selections and Considerations

Engagements selected for review included engagements performed under *Government Auditing Standards*, including compliance audits under the Single Audit Act; audits of employee benefit plans; audits performed under FDICIA; and examinations of service organizations (SOC 1<sup>®</sup> and SOC 2<sup>®</sup> engagements).

As a part of our peer review, we considered reviews by regulatory entities as communicated by the Firm, if applicable, in determining the nature and extent of our procedures.

### Opinion

In our opinion, the system of quality control for the accounting and auditing practice of CliftonLarsonAllen LLP applicable to engagements not subject to PCAOB permanent inspection in effect for the year ended May 31, 2022, has been suitably designed and complied with to provide the Firm with reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. Firms can receive a rating of *pass*, *pass with deficiency(ies)* or *fail*. CliftonLarsonAllen LLP has received a peer review rating of *pass*.

*Cherry Bekaert LLP*

Cherry Bekaert LLP  
Charlotte, North Carolina  
November 18, 2022

**TO:** Executive Committee  
**FROM:** Melissa Kraemer Badtke, Executive Director  
**DATE:** June 13, 2024  
**RE:** Discussion regarding Implementation of the SERDI Board Assessment

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## **Background**

In October 2023, the Commission Board approved working with the Southeast Regional Directors Institute (SERDI) to assess East Central's programs, services and operations. SERDI is a voluntary professional development association for regional council executive directors in the southeastern portion of the United States. SERDI has conducted 64 assessments since 1994 and they have been customized to the regional planning commission/regional council of governments. Mr. Jim Youngquist, SERDI Executive Director, conducted this assessment in the first quarter of 2024, which included:

### **Online Surveys (2)**

- 1. Commission Board.** An online survey was available to all Commission Board members electronically. Commissioner's that preferred to complete a hard-copy survey were given that option.
- 2. Key Stakeholders.** An online survey was also distributed to other key stakeholders, including partner organizations and county and municipal staff unable to participate in the Focus Group sessions.

### **Focus Group Sessions (5)**

Five focus groups were conducted the week of March 25<sup>th</sup>. Participants from across the ten-county region included a variety of elected officials, county and municipal staff, stakeholder organizations, and East Central staff.

**One-On-One Interviews.** Ten one-on-one interviews were conducted with a variety of key stakeholders the week of March 25<sup>th</sup>.

### **Commission Board Presentation**

Mr. Youngquist presented the draft recommendations at the May 23<sup>rd</sup> Commission meeting to present the findings and preliminary recommendations for the Board's consideration.

**Complete Record Report.** A complete record report of the strategic assessment process will be provided to the ECWRPC Executive Director for use and distribution as they see fit. The report will be provided within 90 days of the completion of the Commission Work Session. The report will include the online and focus proceedings and responses from all participants along with specific recommendations with action steps, responsible parties, timeframes for implementation, and resources needed, financial and otherwise, to enhance the ECWRPC and maximize its relevancy and assistance to the region's local governments.

## **Final Recommendations**

The following recommendations emerged throughout the assessment process and confirmed by the Commission Board at its work session:

- Annual Orientation Session
- Promotion of East Central Wisconsin Regional Planning Commission
- Annual Local Government Briefing and Work Session
- Increased communication with local governments by routinely being visible at member Board meetings and functions
- ECWRPC as a Convener of the Region
- Develop a work program and services structure that supports the region through regional efforts but also provides program and services support to the urban counties and their municipalities as well as to the rural counties and their municipalities.
- General Planning Services and Assistance

**Staff Recommendation:** Staff would like to discuss the recommendations from the report and would like guidance from the Executive Committee regarding which options the Executive Committee would like to prioritize for implementation.



**East Central Wisconsin Regional  
Planning Commission (ECWRPC)  
Strategic Assessment  
Winter-Spring 2024**

**Facilitated by**



About the East Central Wisconsin Regional Planning Commission (ECWRPC)

*The ECWRPC is organized under 66.0309 (formally 66.945) of the Wisconsin State Statutes. The Commission is the comprehensive, Areawide planning agency for the region of East Central Wisconsin including the counties of Calumet, Fond du Lac, Green Lake, Marquette, Menominee, Outagamie, Shawano, Waupaca, Waushara, and Winnebago. The Commission provides the basic information and planning services necessary to solve problems which transcend the corporate boundaries and fiscal capabilities of individual governmental jurisdictions. The Commission has a statutory duty to prepare and adopt comprehensive plans for the physical development of the region. Such plans include land use, transportation, open space, economic development, and environmental management elements. The Commission also provides technical assistance to participating with issues of concern to that jurisdiction.*

About The Southeast Regional Directors Institute (SERDI)

*The Southeast Regional Directors Institute is a professional development association for regional council executive directors and when applicable their councils and state associations in the states of Alabama, Arkansas, Florida, Georgia, Kentucky, Maryland, Mississippi, North Carolina, South Carolina, Tennessee, Virginia, and West Virginia. SERDI also offers associate membership to regional councils outside the twelve state footprint. ECWRPC is an associate member.*

## **The Assessment - Overview**

At the request of the East Central Wisconsin Regional Planning Commission (ECWRPC), the Southeast Regional Directors Institute (SERDI) conducted a strategic assessment of the commission. The purpose of the assessment is to develop implementable strategies that will enable the ECWRPC to be the most relevant and effective organization it can be for its owners, the region's local governments.

The strategic assessment was designed to glean input from the region's leaders that provide a broad range of opinions and perceptions of the ECWRPC, what they saw as strengths; what concerned them; what issues, challenges; and opportunities face the region and its local governments; what role the council should play in addressing them; and the steps it should take to make the ECWRPC the most relevant and best council possible.

The assessment consisted of the following segments: (1) Online Surveys (a.) ECWRPC Board of Directors (b.) ECWRPC Partners; (2) Focus Group Sessions (a.) Fond du Lac & Calumet (b.) Waupaca, Shawano, & Menominee) (c.) Fox Cities - Outagamie, Winnebago, & Calumet (d.) Non-member counties Waushara, Marquette, & Green Lake; (3) One-One Interviews with regional leaders identified by ECWRPC; (4) Preliminary overview of Process to the ECWRPC Board of Directors; (5) Presentation of Draft Recommendations and Discussion with the ECWRPC Board of Directors; and (6) Complete Record Report of the entire assessment Including the final agreed upon recommendations.

## **Recommendations**

The following recommendations emerged throughout the assessment process and confirmed by the Executive Board at its work session:

- Annual Orientation Session
- Promotion of East Central Wisconsin Regional Planning Commission
- Annual Local Government Briefing and Work Session
- Increased communication with local governments by routinely being visible at member Board meetings and functions
- ECWRPC as a Convener of the Region
- Develop a work program and services structure that supports the region through regional efforts but also provides program and services support to the urban counties and their municipalities as well as to the rural counties and their municipalities.
- General Planning Services and Assistance

## **Annual Orientation Session**

### **Strategy**

A number of Board members that participated in the SERDI Assessment stated that they had not gone through a comprehensive orientation program about ECWRPC or the role of them being a Board member when they began their service to the RPC. They noted that they knew about some of the initiatives/programs but not all and really did not know about all the RPC should/could do to support the local governments in the region and the region as a whole. To strengthen the relevance and importance of the Board and a comprehensive orientation program is needed.

### **Action Steps**

- The program should be developed for ALL Board of Directors that will be held annually. Participants in the focus groups in the SERDI assessment noted that a detailed orientation program was needed for ALL Board members.
- The program should be held in lieu of one of the monthly Board meetings.
- The program should include an overview of the Regional Planning Commissions and their creation through Wisconsin legislation, the history of the East Central Wisconsin Regional Planning Commission, the abilities of the ECWRPC, and the current programs, etc.
- The orientation should be available on-line after presentation so that relevant information is always available to Board Members and interested parties.

### **Responsible Parties**

- Executive Director and Board Chair.

### **Timetable**

- Begin in Fiscal Year 2025 at a regularly scheduled Board of Directors Meeting.

### **ECWRPC Leadership/Staff Implementation Ideas/Thoughts**

- Beginning in 2024 Commission May meeting, a Commissioner Orientation and Handbook will be provided to the Board. This meeting will be held annually to host a Commissioner Orientation.
- In addition, with the new Appleton (Fox Cities) MPO and Oshkosh MPO Policy Boards will host a Policy Board Orientation in August, 2024.
- At each of the standing committee meetings in June and July, there will a special order of business where the staff responsible for each of the standing committees will be provide additional detail on the program area and the responsibilities of that committee.
- At each Commission Board meeting, there will be a special order of business and staff will be presenting on a core program or project to help educate the Board in more detail about the programs at the Commission.



# Promotion of East Central Wisconsin Regional Planning Commission

## Strategy

It is very important that the staff and the Board of Directors on behalf of the region's local governments promote the ECWRPC. Those that criticize are almost always unaware of the services and initiatives that ECWRPC are carrying out on behalf of them and the region as a whole.

## Action Steps

- If possible, it would be great to have a staff member dedicated at least part time along with the Executive Director to increase their promotion activities.
- ECWRPC staff need to attend as many local government commission and council meetings as possible.
- ECWRPC Board need to update their governing bodies on the last deliberations of the RPC and bring back any feedback to the Board.
- A communication strategy needs to be implemented to connect with the region's local governments on a weekly basis. What is going on in the region, new funding opportunities, highlighting current projects, ROI angles, explanations such as levy increases...why necessary, what it covers, the benefit to the region, RPC, and their local government.
- Further develop the ECWRPC brand and corresponding branding materials to be used by all staff to promote the variety of programs and support provided by the ECWRPC. This could possibly include a baseline PowerPoint presentation as well as specific templates as needed to enhance the ability to tell the broader ECWRPC story. This would be developed with the assistance of RPC's website designer and a link to the website should be placed on each of the region's local governments' websites.

## Responsible Parties

- Executive Director, Communication Officer, Executive Board, and the Website Designer

## Timetable

- As soon as possible.

## ECWRPC Leadership/Staff Implementation Ideas/Thoughts

- July – December, 2024 – Utilize approximately \$15,000-\$20,000 in fund balance on the development of the following items.
  - Communications Plan – already in progress (May – July 2024)
  - Commission Educational Document
  - Core Program Educational Documents
  - Brand Refresh (July-September 2024)
  - Marketing materials (July – December 2024)
  - Website update (July – December 2024)
  - Purchase Customer Relations Management software (CRM) – This would need to be evaluated by the Commission staff and the Commission Board regarding the cost of a software.
- Consider communications coordinator position options:
  - Shift responsibilities for communications to Deputy Director

- Hire a communications coordinator for the MPO and the Commission – The Executive Committee and Commission Board would need to evaluate the cost impacts to the budget and the levy.

## **Annual Local Government Briefing and Work Session**

### **Strategy**

Each year, the ECWRPC Chair and Executive Director will invite municipal, and county elected and appropriate appointed officials to participate in a briefing and work session to learn about the ECWRPC, the accomplishments of the past year, and to gather information from the officials on what they see as the opportunities and challenges that they would like to have the ECWRPC address in the coming year. Implementing this effort will enhance the communication and understanding of the ECWRPC especially to municipal and county elected officials that do not serve on the ECWRPC Board of Directors or do not serve as Mayor or County Chair.

### **Action Steps**

- Each of the counties will host an annual ECWRPC Local Government Briefing and Work Session for the county and its municipalities.
- The Briefing and Work Session will contain two parts:
  - a) ECWRPC will provide an orientation overview of the Commission, its overall programs, and specific projects that have been worked on during the past year in the county and its municipalities. Following the presentation time will be given for the participants to ask questions and provide input.
  - b) The ECWRPC will facilitate a session in which the local government officials will identify the opportunities, challenges, and issues facing their communities and would like for the ECWRPC to help address. Some of those identified may be applicable to their jurisdictions, but some may be found in the other counties and can become a regional focus for ECWRPC.

### **Responsible Parties**

- Municipal and County Elected and Non-Elected Officials
- ECWRPC Executive Director, Department Heads, and staff
- ECWRPC Board Chair

### **Timetable**

- In 2024, it would be projected to begin in the late summer or early fall, but beginning in 2025 and subsequent years, the Briefing and Work Session in each county should be held in late winter/early spring before budget and work program are developed for the upcoming fiscal year.

### **ECWRPC Leadership/Staff Implementation Ideas/Thoughts**

- Local Government Meetings – Executive Director and Chair – August 2024
  - East Central staff would like to schedule these meetings in August and then in September develop a work program elements related to the rural/regional work program deliverables for 2024. Staff would work with the Executive Committee and the Commission Board to discuss options for a set aside funding with the 2025 levy to be able to develop General Planning Services Program and/or Rural/Regional Programs.

## **Increase communication with local governments by routinely being visible at member Board meetings and functions.**

### **Strategy**

It is very important for the staff of the RPC to be in communication with its member governments whether it is through website, newsletter, or telecommunications. It is very important however that the communication go beyond those means. Numerous comments were made that they wish the staff would get out to their communities and attend county commission and city council meetings to be visible and bring updates that their government would be interested in. It is important to get out there when the staff is *not* asking for anything.

### **Action Steps**

- At least once a year, a staff member should attend at least one meeting of each member jurisdiction in the region.
- A staff member should be assigned to each member jurisdiction. That staff member should routinely through telecommunications and phone call to check in with the mayor/county commissioner and key staff people at the jurisdiction.
- It should be the responsibility of the staff member to make sure their jurisdiction is aware of upcoming events, grant and other funding opportunities, and other important issues.
- Additionally, the Executive Director should make sure that they visit with each member jurisdiction at least once annually whether it be a meeting or dropping in to visit with the Mayor or County Commissioner.
- If not being done at the present time, the Executive Director should coordinate periodic group meetings with the County/Municipal Administrators in order to brainstorm ways in which jurisdictions may work more regionally together; additionally, for the Executive Director to participate in the regional local government administrators' meetings.

### **Responsible Parties**

- Executive Director, Department Heads
- Staff members

### **Timetable**

- Ongoing beginning as soon as possible.

### **ECWRPC Leadership/Staff Implementation Ideas/Thoughts**

- The East Central leadership team will develop a communication strategy which will include a schedule to attend Board meetings – (July – December). This will include but not limited to:
  - Attending small urban and large urban communities
  - Attending the County Towns Association Chapter meetings (meet quarterly)
  - Attending County Board Meetings
- The East Central leadership team will work with staff to assist in educational materials and process for when staff are able to communicate information about the Commission during meetings with partner organizations.  
board meetings.

## **ECWRPC as the Convener of the Region**

### **Strategy**

In 2024, the most relevant regional planning commissions across the country have as one of, if not the first priority of their commission, taking on the Convener of the Region role. Taking on and being recognized in that role does not mean that ECWRPC is or has to control or lead in every instance. What it does mean that it should take on the role of bringing together the key players and organizations to address an issue, opportunity, or challenge facing the region, community, or entity. ECWRPC is owned by the local governments within the geographic footprint. It should be neutral to the agenda, a facilitator, and an information resource.

### **Action Steps**

- Responding to an interest voiced by professional staff in the focus group sessions during the strategic assessment process, the ECWRPC staff is able to facilitate a schedule roundtable meeting with a formal or informal agenda of common interests *such as*
  - a. Local Government Human Resource leaders
  - b. Finance Directors
  - c. Economic Development Directors
  - d. Planning Directors
  - e. MPO/transportation leaders
  - f. Specialized transportation leaders
  - g. Chief local government administrators (clerks, managers, etc.)
- At the request of a roundtable group, ECWRPC will work with a group to conduct best practice or other research that would be beneficial to have at the session if a known specific subject would be a focus of the session.
- ECWRPC will offer to host the roundtable sessions at the offices of the commission.

### **Responsible Parties**

- ECWRPC Executive Director, Deputy Directors and/or applicable ECWRPC stand

### **Timetable**

- As soon as possible.

### **ECWRPC Leadership/Staff Implementation Ideas/Thoughts**

- In May, 2024, East Central staff convened the County staff that are responsible for the Specialized Transportation Coordination Program. This was incredibly helpful for the staff that oversee this program. The group will be meeting quarterly and will be rotating locations
- Regional Comprehensive Plan – East Central staff will be meeting with planning directors in the near future to be discussing the Regional Comprehensive Plan update.
- Economic Development Program – As part of the Comprehensive Economic Development Strategy, East Central staff hosted County focus groups to discuss challenges and opportunities within each of the member counties regarding economic development.

**Develop a work program and services structure that supports the region through regional efforts but also provides program and services support to the urban counties and their municipalities as well as to the rural counties and their municipalities.**

**Strategy**

A reoccurring theme throughout the SERDI Assessment Process was the divide that exists in the ECWRPC footprint between the urban counties and the rural counties. Many thought that the major focus of the work of the ECWRPC was on the urban counties and that the rural counties were an afterthought. With ECWRPC staffing three Metropolitan Planning Organizations for transportation planning of for Appleton, Oshkosh, and Fond du Lac there is a major focus on the urban areas in region. Currently three of the counties in the ECWRPC footprint that are rural are not members (Green Lake, Marquette, and Waushara) because they do not think there is any benefit to belonging, but from the discussion in the focus group, they would like to have a reason to be members. There are other rural counties that do belong and feel that they benefit to some degree but would like to benefit more. With such a distinct divide, it appears that a work program of urban, rural, and regional should be created.

**Action Steps**

- Based on the information and feedback received from the local governments in their annual local government briefing and work session, the staff should identify a work program and services support direction for the region, urban, and rural counties.
- The Board of Directors in consultation with the Executive Director will identify how the work programs and service support will best be staffed, and as a result, what additional staff may be needed to implement the proposed structuring.

**Responsible Parties**

- Executive Director and Board of Directors plus professional staff leaders from the region's jurisdictions.

**Timetable**

- Begin developing as soon as feasible but implement FY 2025.

**ECWRPC Leadership/Staff Implementation Ideas/Thoughts**

- Develop a regional and rural work program after the local government officials have met and discussed challenges and opportunities and needs they may have.
- Utilize information from the Regional Comprehensive Plan sessions to discuss the programs and planning services that could be provided by the Commission and would provide the local units of government assistance from the Commission.
- Implement for the 2025 work program.

## **General Planning Services and Assistance**

### **Strategy**

It became apparent throughout the assessment that many of the region's leaders have made a recommitment to ECWRPC with the appointment of a new executive director and new staff additions. During the assessment there was frequent discussion for the need to provide more technical assistance and grant writing services as well as to improve overall communications to the local governments throughout the region, making them aware of new funding opportunities and/or programs and decisions that would be applicable to them from Madison and Washington, DC. While there was much discussion on these needed services there was also concern on having to pay more for them. ECWRPC and other Wisconsin regional planning commissions do not receive general technical assistance funds to provide the services provided in other states. ECWRPC maintains a healthy fund balance that could prudently be used to create a General Planning Services and Assistance fund to significantly address this need.

### **Action Steps**

- The Board of Directors should develop a General Planning and Assistance Fund consisting of repurposed and additional levy local government funds as well as fund balance monies for the desired initiatives and projects identified by local governments and multijurisdictional efforts.
- \$100,000 should be set aside through local levy and the fund balance to fund the General Planning and Assistance effort.
- Eligible activities for fund use would include communications, grant writing & administration, website updates, staff/board/local government sessions, general planning assistance, etc.

### **Responsible Parties**

- ECWRPC Board of Directors and Staff.

### **Timetable**

- As soon as possible. Remaining 2024, 2025 and beyond.

### **ECWRPC Leadership/Staff Implementation Ideas/Thoughts**

- General Planning Services and Assistance
- Based on the local government sessions and the meetings with the Counties regarding the Regional Comprehensive Plan update, the East Central leadership team will develop both funding options and deliverables for the Executive Committee and Commission Board to consider for the 2025 Work Program and Budget. This may include adding an additional position as a grants coordinator as was identified in the SERDI Focus Groups as a need.
- In addition, some parameters regarding this program made need to be developed based on the previous technical assistance program.



# APPENDIX





# ONLINE SURVEY RESULTS



## Online Survey for the ECWRPC Board of Directors

**1. Do you represent a municipality or county on the Board of Directors? If not, how are you represented on the Board? Are you an officer of the Board?**

- Yes, County Board.
- Yes.
- Municipality.
- Yes, No.
- Yes.
- Yes I am the Calumet County Board Chairperson.
- I represent a county.
- Town of Neenah Chairman/Winnebago County ECWRPC Appointee.
- County Board.
- I represent the County of Waupaca as a County Supervisor and appointed by the Chair.
- County.
- No, just a supervisor.
- Winnebago County. Not officer of the Board.
- County.

**2. What is going well with the ECWRPC?**

- I think it is all going well.
- They are helpful to everyone involved.
- Staffing changes.
- The reorganization has really focused East Central on the core program areas that we should be focused on. The employees and leadership of East Central are doing a fantastic job in making it easy to be a Board member.
- East Central has well-regarded expertise in subject planning areas. The organization has stabilized, and the staff have great potential. The organization is more focused and efficient than it has been in the past. The GIS team has done a really nice job in recent years with graphics,

applications, and visualizations. In addition, economic development, SSA, and transportation have all improved as well.

- A Fresh New Look to standing committee.
- It appears all Counties feel represented.
- A fresh new look to standing committees.
- Economic Development assistance to counties and municipalities.
- Making more awareness of specific individual county needs – rural vs major cities
- ECWRPC has been streamlined with management over the past 2 years. This has resulted in a lot of new employees.
- Coordination with State and Federal programs.
- The road planning and grants, overseeing the quarries, hired qualified staff.
- Really like the expertise and preparation of the staff and director – excellent team.

**3. What, if any, areas for improvement do you see with the ECWRPC?**

- Employee retention. There has been a lot of turnover in the past 5 years. Things are going in the right direction here though.
- Outsourcing. I would like to see a little more of the work done in house if possible.
- None.
- Information needs to be sent earlier for review.
- Stabilization in transportation planning. There have been a number of staff changes and table of organization changes which have impacted transportation the most. Continuing to build economic development and SSA too, especially in light of staff changes there as well.
- I believe more information needs to be given that affects counties and on to towns of these respective counties.
- Given the ever changing economic and sociological dynamics, I would highly recommend a greater inclusion of elected town officials in ECWRPC.
- Would like to see more activity with smaller communities! i.e., towns, villages.
- I would like ECWRPC develop an educational piece that can reflect on what is available for local townships within a county.
- Minimize role in local planning projects. Should focus more on County/Regional level of planning.
- Retaining employees.
- I would like to know the staff's perspective on what it thinks is important for now and for the future and I also believe that the onboarding process for new board members is less than desirable. There appears to be an assumption that anyone appointed to the commission has a working knowledge of its role – that's not the case for many new commissioners.

**4. From a Board member's perspective, what do you see as the major roles that ECWRPC plays on behalf of the region's local governments?**

- Connector of resources, communicators, help with data and analysis innovators.
- Helping planning efforts for sewer service areas, economic development, and transportation. Environmental protection and planning are there too, but not as strong as those core areas.
- Excellent work in the planning process.
- They bring them all together on projects.
- They tend to take on the projects others would not want.
- The ability to assist local government in planning in various areas.
- Interesting question. I believe it varies by area. The large major population areas get most of the attention.
- Fresh new idea planning and consulting go hand in hand at ECWRPC.

- Assisting in development of city, towns, and counties Main Street development projects in terms of economics toward improved business access. Safe walkway projects.
- At this time the major role is coordinating grants both state and federal on roads and transit primarily affecting the Valley area. The safe schools' function is beneficial too.
- Coordination and implementation of Countywide/Regional programs a with the state and federal governments.
- Planning roads, obtain grants, safe routes to school.
- Address regional wide issues.
- You're a resource with expertise in many areas and convener.

**5. What is the perceived level of commitment of the ECWRPC to the work and interests of the local governments and other public organizations in the region, and what form(s) does that commitment take?**

- I think East Central does a good job of communicating with counties and municipalities. They present at the county boards and are engaged with several municipalities per year. There are also a lot of cross-connections in regional or area groups of stakeholders as well. They are perceived to be committed to advancing the region.
- I feel that EC is always committed to helping local governments where it is asked for and applicable.
- Committed to a high level of performance.
- Very committed at a level.
- Very committed to projects and their completion. Very thorough.
- It appears to have oversight qualities of project assistance that is offered by ECWRPC. Contractual agreements.
- With town and county boards at record high turnover ECWRPC will need to spend a lot more time in education.
- Greater attainable levels of tangible economic, industrial, and recreational development are essential to all local governments tax base, and tourist/consumer spending. Aggressive, fresh look planning with sustainable local government commitments is vital to the entirety of ECW planning district.
- It operates on tax levy of each local government. Feel local governments need to increase levy to accommodate EC goals for the communities.
- Strong commitment by East Central to ensuring state and federal programs are coordinated at the local county and regional level.
- High, helping localities plan improvements.
- The commitment is perceived well. Promote services provided and respond to inquiries and requests.
- The RPC has a long track record of successfully delivering on its wide variety of commitments.
- Greater attainable levels of tangible economic, industrial, and recreational development are essential to all local government tax base, and tourist/consumer spending. Aggressive, fresh look planning with sustainable local government commitments vital to the entirety of East Central Wisconsin planning district.

**6. What is the perceived level of commitment of the local governments in the region to the ECWRPC?**

- Likely not as strong as East Central's commitment. There has been a lot of change among municipal and county staff as well as East Central staff. Those relationships need to continue to develop in the future. Some communities aren't interested in regional activity either.
- I cannot speak for other local governments, but it is a mixed bag here. Being in a county with little coordination with EC, those of us that know more about EC see a beneficial level of commitment.

However, some local government officials may not know much about EC or the interactions that may be present with them.

- We depend on them.
- I think some may be detached and only utilize ECWRPC if needed. They don't see it as a resource.
- Large municipalities very much so. Smaller municipal government units, by population not territorial, not nearly enough.
- Some areas do fine while others I do not believe they even know ECWRPC exists.
- Very committed for it be successful.
- Mutually agreed upon assistance as per the local governments needs and requests. Cannot speak for all governments.
- Can be weak at times. There are always questions as to the value that East Central offers for local governments.
- Not as much as ECWRPC but still good.
- The commitment is perceived well.
- We believe that the RPC is a good investment - we believe in regionality.
- Large municipalities, very much so. Smaller municipal government units, by population not territorial, not nearly enough.
- Some areas do fine while others I do not believe they even know ECWRPC exists.
- Very committed for it to be successful.
- Likely not a strong as East Central's commitment. There has been a lot of change among municipal and county staff as well as East Central staff. Those relationships need to continue to develop in the future. Some communities aren't interested in regional activity either.
- I cannot speak for other local government, but it is a mixed bag here. Being in a county with little coordination with EC, those of us that know more about EC see a beneficial level of commitment. However, some local government officials may not know much about EC or the interactions that may be present with them.

**7. Are there program areas, projects, or initiatives that you/your local government feel that ECWRPC should not insert itself into, or should not be involved in? What are they? Why?**

- All of East Central's current programs are important to continue. Areas of opportunity include more environmental planning (CORPS), comp plans, and economic development.
- Only things that don't fall within the current areas of focus. Core areas and environmental management.
- None.
- No.
- Any involvement that potentially increase governments costs without their asking for input.
- Since our reorganization we are committed in five general areas. This is much better for us to concentrate on then have too many things.
- I believe I should push harder in the small cities/villages throughout the area so that they can survive and feel noticed.
- Nonpartisan planning that is strictly independent of political affiliation is the best way to conduct business. However, "environmental" issues will continue to be of great significance.
- Should minimize involvement in local level planning projects – should stay more countywide/regional.
- None.
- I think the RPC should be plugged into everything – Sometimes I would like to see the RPC team assert itself by introducing ideas to the commission.
- Nonpartisan planning that is strictly independent of political affiliation is the best way to conduct business. However, "environmental" issues will continue to be of great significance.
- I believe they should push harder in the small cities/villages throughout the area so that they can survive and feel noticed.

- Since our reorganization we are committed in five general areas. This is much better for us to concentrate on then having to many things.
- All of East Central's current programs are important to continue. Areas of opportunity include more environmental planning (CORPS), comp plans, and economic development.
- Only things that don't fall within the current areas of focus. Core areas and environmental management.
- None.

**8. Are there program areas, projects, or initiatives that you/your local government feel that ECWRPC is not involved in currently that they should be involved in? What are they? Why?**

- Potential Economic Development Programs
- No
- No
- Any new programs that benefit the members
- Not sure. Maybe more in-depth study and recognition of our Native American heritage throughout the region, and not just "casinos"!
- Local towns receive little to no knowledge as to what you offer for them.
- None. I think East Central staff is well aware of program areas in the communities. They address them. Transportation.
- Any rural, less populated areas where ECWRPC could identify need, improvements, and suggested direction on type of projects within county economic feasibility. Larger populated cities/counties have greater access to professional developers.
- Affordable/worker housing issues and concerns.
- I am not knowledgeable on that.
- Does the RPC market its services directly to municipalities? It's been my impression that many municipalities don't realize the wide range of capabilities the RPC offers.

**9. What are the key challenges and opportunities facing the region? What role if any, should the ECWRPC play in addressing these?**

- A huge challenge the region will face is climate change and the ramifications it has on things like clean water availability and energy use. Excessive heat and drought are a serious summer concern that can harm the overall economy, especially if farming takes a large hit. ECWRPC could help in proper future planning to help governments adapt to climate change. I'm not exactly sure.
- Transportation, housing which we already address. However, immigration in the communities could become a challenge which we may have to address.
- Right now, the key issue is "mental health" throughout the state and beyond.
- Encouraging new innovative nonpolluting industries.
- As per any projects, money, or adequate money. Grant writers?
- The number "one" priority in society is health care among all young adults to properly function. This is not an easy item, but it needs to be addressed.
- Affordable/working housing issues.
- Preserve farmland. Not building roads that encourage business to build on bare farmland.
- Affordable housing, transportation, childcare, workforce development. Employee shortages and recreation opportunities. These are all economic development issues.
- Housing of all types – slowing population growth.

**10. If you could change one thing about the ECWRPC what would it be?**

- Continuing to build staff connections and expertise.

- Get the counties that are within the region that are not members of EC, back into being members. Maybe that would take a state statutory mandate. Every county in the region set by statute should be a member county in my opinion.
- Nothing.
- A greater inclusion of elected town officials in ECWRPC.
- All meetings held in person.
- Nothing at this point. Since the reorganization we are concentrating on key areas and will do the best job we can to achieve our goals.
- None as of now.
- To have management on each level take time on a given committee to address the Board member's role.
- Limit involvement in local planning projects.
- Don't know
- The actual commission meetings are mostly one way conversations – I wish we could bundle almost everything into a consent agenda instead of multiple votes that are foregone conclusions.
- A greater inclusion of elected town officials in ECWRPC.

**11. If you could design a focus and direction for the ECWRPC to be the most relevant and effective RPC for its local governments and the region as a whole in the future months and years to come, what would ECWRPC look like?**

- I honestly think that's what we have been working toward over the past 5 years or so. I think it is already spelled out in the reorganization plan.
- I think it's great now.
- Perhaps population demographics in previously undeveloped rural areas and the resulting increased need defined sewer service areas.
- Would engage lead committees and boards throughout all counties to give input as to what is available and deliverable.
- The Best RPC in the State of Wisconsin.
- Still assessing. Maybe a better introductory session for first timers.
- Have a half-day workshop to have the complete Board to look at the "Big Picture" and seek out opportunities for the next 5 years.
- Stay focused on county/regional level planning and program implementation/coordination with state and federal programs.
- Promote the positive effects of municipality collaboration.
- Efforts that facilitate workforce growth.
- Perhaps population demographics in previously underdeveloped rural areas and the resulting increased need defined sewer services areas.
- Would engage lead Committee's and Board's throughout all Counties to give input as to what is available and deliverable.

# East Central Wisconsin RPC Partners Online Survey Results

**1. What is your relationship with the ECWRPC? (i.e., county/municipal staff, partner agency staff, local elected official, etc.)**

- County/municipal staff
- Municipal Staff
- County Partner
- County GIS Staff

**2. What is going well with the ECWRPC from your perspective?**

- Main Street Bounceback and the Ayers Partnership Technical Assistance.
- They know transportation well and provide education.
- ECWRPC is a leader in coordinating and facilitating conversations about GIS in the region. No matter if ECWRPC is the entity assisting with the project or helping bring other group together.

**3. What if any, areas for improvement do you see with the ECWRPC?**

- Finding ways to get the non-dues areas involved and possibly having subdivisions of those counties onboarded.
- More involvement in mobility management issues and/or regional mobility manager.
- Communicating the value proposition of ECWRPC membership. This is not always clear to elected officials.

**4. What do see as the major roles that ECWRPC plays on behalf of the region?**

- Safe Routes to Schools and Economic Development of the Valley.
- Expert in mobility.
- Transportation Planning, Sewer Service Areas, GIS Coordination, Recreation Planning, Land Records Council Committee and Nonmetallic Mining

**5. What is the perceived level of commitment of the ECWRPC to the work and interests of the local governments and other public organizations, and what form(s) does that commitment take?**

- Very strong to the more populated and economically prosperous areas. I feel like more could be done to support rural areas and regionwide opportunities.
- I have coordinated with ECWRPC in 4 different local government positions. Past and present GIS staff are always available to talk through challenges. They have helped resolve technical issues like exporting orthophotos in different formats, helping to reduce duplicate effort, and leading the Fox Valley GIS User Group.

**6. Are there program areas, projects, or initiatives that you/your local government or partner agency feel that ECWRPC should not insert itself into, or should not be involved in? What are they? Why?**

- Housing. It is such an obvious and workforce centric need that should be the priority for the entire region to get the capacity back to equilibrium and all the plans to come to fruition. ]
- That is more of a big picture policy question which I can't answer in my current role.

**7. What are the key challenges and opportunities facing the region? What role if any, should the ECWRPC play in addressing these?**

- Challenges – no mobility management therefore no vision.
- Pockets of poverty and disconnection to resources and opportunity are not usual to this region but I believe planning could aspire to tie all talent together efficiently starting with the region and network.
- Some of the major challenges are creating safer transportation ready for future demands, evaluation of outdoor recreation opportunities, lack of housing supply and affordability, and Economic Development. ECWRPC could play a support role related to some or all of these challenges. However, it is not my role to say what role they should play.

**8. If you could change one thing about the ECWRPC what would it be?**

- A feasible dues level for small towns and municipalities and more communication back and forth.
- I would like an easy way to understand the work ECWRPC is doing or planning to do with my organization or in my area. A resource that showed if/how ECWRPC may be involved would be helpful. That would help me determine when to redirect the request to ECWRPC, reach out to collaborate with ECWRPC or figure out other options.

**9. If you could design a focus and a direction for the ECWRPC to be the most relevant and effective RPC for its local governments and the region as a whole in the future months and years to come, what would ECWRPC look like?**

- I do not know enough about the range of services ECWRPC has the authority to help with. What would help is for me to have a clearer understanding of what ECWRPC can help with and what it can't. So, when I am talking with staff or elected officials I can easily say "That sounds like something ECWRPC could help with.". Instead of I don't know if ECWRPC does that.
- Always at the table and asserting the initiatives of the region to the partners. Actively influencing policies of counties and councils to be more efficient and better functioning regionally.





# FOCUS GROUP SESSION RESULTS



# FOND DU LAC, WINNEBAGO (SOUTH), CALUMET (SOUTH) COUNTIES FOCUS GROUP RESULTS

## 1. When you hear the words East Central Wisconsin Regional Planning Commission what comes to mind?

- Regional planning/coordination
- Grant assistance
- TIP
- Census assistance
- Convener of resources
- Centralized planning
- Interface to federal resources
- Comprehensive planning/consulting
- Grant assistance
- High level planning
- Regional coordination
- Regional vision
- Conduit to Wisconsin DOT to Federal government for funding – TIP
- Resource for planning guidance, i.e., bike path plan
- MPO
- Sanitary sewer service agency
- One of our regulatory agencies responsible for sewer reviews
- Assistance with traffic and transportation planning
- MPO agency on behalf of the State of Wisconsin
- GIS Mapping assistance
- Mystery for same planning what?
- Grant assistance
- What's regional planning?
- Who's in the region?
- MPO agency
- High level planning
- Transportation
- Long range planning

## 2. What do you see as the major roles that ECWRPC plays on behalf of the region's local governments as well as its partners?

- Regional coordination
- Grant assistance
- Coordination with Wisconsin DOT and FTA
- TIP preparation
- Census data assistance
- Centralized planning – CEDS coordination
- Connect to federal resources
- Mapping

- Analysis of region's conditions – economic, demographic, etc.
- Awareness of state, federal programs, legislation, etc.
- Coordination of regional vision, supported by technical assistance and access.
- Network connector between municipalities and opportunities
- Advocate for our region in matters of policy
- Provide knowledge of state/federal programs to locals
- Led MPO
- Sewer Service Area Planning
- MPO Agency
- Transportation Planning (STP-Urban)
- Assistance with traffic accounts
- Assistance with transportation planning
- Tracking Fed/State legislation
- MPO coordination
- Support for/to smaller organizations
- Cost effective studies/analysis
- Tracking state and federal legislation, programs, initiatives and sharing back to the MPO
- \_\_\_\_\_Person to DOT/Federal Highway

**3. What is the perceived level of commitment of the local leaders in Fond du Lac and the southern part of Winnebago and Calumet counties to the ECWRPC?**

- I would say fairly high for staff, elected officials not so much
- Uncertain – we have very little interface with ECWRPC today
- Local leaders are generally unaware of ECWRPC
- Look commitment to coordinating and working with ECWRPC
- Communities that may benefit the most from assistance (smaller communities with limited staff and resources) may not be fully aware of ECWRPC and its opportunities and role
- City of Fond du Lac is a strong supporter of the ECWRPC
- With all the staffing challenges that ECWRPC has been dealing with over past several years, it has been very difficult to know who to turn to, or even if there is anyone to turn to. So much knowledge and history has been lost
- I think local government staff are very supportive of ECWRPC because we know the critical role they play in moving the region forward
- Level of commitment is strong...always concerned about cost
- Good

**4. What are the key challenges and opportunities facing your jurisdiction/organization/the region? What role if any should ECWRPC play in addressing these?**

- County – public transportation
- ECWRPC should lend on effort with the county and towns/villages and Wisconsin DOT to address countywide mobility. The larger municipalities are well covered out there is no county mobility management
- Infrastructure costs/needs/support of growth
- Housing – affordable and otherwise
- Childcare
- Workforce

- ECWRPC should have a role in planning to build capacity – leverage grants for feds
- Transit – rural
- Healthcare
- Community resilience planning
- Housing (Affordability and Access)...(1) Research policies and programs in other regions  
(2) Bring together regional stakeholders
- Workforce (Recruitment and Retention)...(1) What strategies can be used to attract companies, their workforces, and keep them engaged in our communities
- Community Planning and Resilience for Small/Rural Partners...(1) What services can be marketed towards our smaller rural partners who may be experiencing growth, but aren't prepared for it?
- Housing workforce
- Provide studies, statistics, funding options
- Sewer service agreements with neighboring township sanitary districts – (1) our key districts staff person is exceedingly difficult to work with and thinks they know everything
- Transportation and infrastructure funding is at record levels at the Federal level. It is difficult for local government staff to stay abreast of all the opportunities and still perform our normal duties (1) Assistance navigating funding programs and opportunities and submitting applications, and managing funding requirements
- Housing shortage
- Childcare expense/availability
- Old properties without investments
- Fox River potential
- Pursuit of passenger rail

**5. This part of the region represents a meeting of urban, suburban, and rural interests, how can ECWRPC do an even better job providing support? (Input on possible “menu” of ECWRPC services).**

- All of the above are part of counties
- Counties need to be more engaged. ECWRPC
- Could help get counties to participate
- Presence – increase visibility in rural areas
- Region spills over to Dodge County (No RPC available there)
- Sometimes uncertain whether I can use services
- Coordination with other regions
- Education – what ECWRPC does
- Planning – (1) While ECWRPC offers some planning services, more visibility and education is needed on what these services are (2) Educate partners, especially rural partners on the importance of planning
- Educational Programming – (1) Coordinate with partners on what topics they would like to learn more about, and provide policy or program examples
- Plan Implementation – (1) Creating and educating on planning is great, but what are the steps to implement the plans created?
- East Central is seen as a cost effective source of expertise
- Connecting more with towns within our MPO
- CEDS

**6. This part of the region may be influenced by the proximity to the Milwaukee and Madison metro areas. What, if any, challenges and/or opportunities does this present to this part of the region?**

- For Oshkosh, we don't see this as an issue
- Opportunity – US 151 from Madison could be developed.
- Housing/cost of living more affordable
- Broadband expansion
- Challenge/Opportunity – Transit
- Surging home prices/rental prices – (1) Pushing people who have lived in communities their whole life out because it is no longer affordable to call home (2) Communities resistant to “affordable/workforce” housing without truly understanding its definition or need.
- Offer better housing options not in big city
- Larger areas get (need) more state/federal funding
- I think the bigger challenge we face is being able to keep our own identities. As urban areas grow, there has been a push at state and federal levels to agglomerate the Fox Valley region into a single planning area. That poses difficult challenges as we are all unique in many ways
- Concern about crime imported from Milwaukee
- Cost of housing
- Fond du Lac is often \_\_\_\_\_ for Milwaukee, Madison, and Fox Valley \_\_\_\_\_ to be “seen”
- As they grow, may become more attractive to be in RPC CEDS

**7. If you could change one thing about the ECWRPC what would it be?**

- I would have ECWRPC engage more with the rural county governments to get them to participate in regional planning
- Raise awareness for value of services
- Develop a menu of services that makes it easy to access services
- Tie to overall county economic development plan
- Integrate into planning
- Greater communication and clarification of purpose, mission, and vision to partners
- Consistent staff
- Keeping plans more current (SSA for example)
- Publish a menu of available services
- Planning is academic
- There is a difference between “academic” planning and “boots on the ground” planning. Focus is often more academic which cannot always be implemented in the “real world”
- Appears to check the box for funding organization/viability, but not use by local government for implementation
- Planning is not boots on the ground and hasn't been implemented.
- Vision for passenger rail conversation

# WAUPACA, SHAWANO, MENOMINEE COUNTIES FOCUS GROUP RESULTS

## 1. When you hear the words East Central Wisconsin Regional Planning Commission what comes to mind?

- Potential for regional projects
- Resources for businesses
- Data
- Planning for the area
- Forward Thinking
- Assistance with research (ex. Rural internet)...housing study
- Transportation Planning
- EDA Grant Assistance
- Data analysis and demographics
- EDA
- Development
- Resource Partner
- Planning organization
- Borrow Pit Coordination and Regulation
- Bike Trail Administration
- Higher level politicians looking at a broader view of community goals
- Comprehensive Planning
- Transportation Planning
- Data sets/analysis/GIS
- Resource to fill gaps in my community
- Resources for local governments and staff that local communities don't necessarily have
- Not sure of the services provided. Would be better to understand how to maximize their use...MPO
- I am new to my role and am just learning about what resources are available. I was not familiar with what the ECWRPC was

## 2. What do you see as the major roles that ECWRPC plays on behalf of the region's local governments as well as its partners?

- Largest most direct role is with transportation issues and commercial corridors that extend into multiple counties (41/29 corridors)
- Economic Development
- Grant assistance
- Planning assistance
- Data Analysis
- Collective representation of the region
- Facilitate funding
- Assisting with planning efforts both short and long term centered around development
- Acting as a resource for data and grant information
- Not too sure, I haven't met many of the staff other than introductions at County Board meeting
- Assistance to local governments needing initial direction for a project

- Put more emphasis on rural communities
- Resource for under-resourced governments
- The experts on programs, funding, sources, and government functions
- Not sure
- Again, as new to my position I am wanting to learn more about what the roles are. I believe there are a lot of players that can come together for a common goal
- Data

**3. What is the perceived level of commitment of the local leaders in Waupaca, Shawano, Menominee to the ECWRPC?**

- The level of commitment has risen recently as ECWRPC made themselves more business-like and useful. As they become relevant, the level of commitment rises
- ECWRPC is present
- Perceived as high level of commitment even though new staff
- Available for questions when we have them
- From my perspective, ECWRPC has received full commitment from local and county leadership. Not sure if these leaders reported the use and need of ECWRPC to the local boards and commission members or citizens of their communities
- Sporadic...Challenged by county and tribal jurisdictions
- I'm unsure. I am not sure my city elected officials are aware of their existence
- At highway department for 8 years in Waupaca. I've dealt/worked with ECWRPC folks about 5 times, usually about borrow pits, mines
- Bicycle folks came to a town meeting to encourage wider highways for bikes to travel on
- Local leaders appear supportive, but not sure if they will put their money where their mouth is
- From my point of view, it is a valuable resource available to members. Some take advantage and some don't. You get out what you put into it.
- Not sure. From that I would say low because of the level of understanding of the ECWRPC
- With being new, I'm not sure I can fully answer that, but I think that the commitment of Waupaca's County leaders is very high. I believe we have strong people in strong roles that are looking at the greater good of the area

**4. What are the key challenges and opportunities facing your jurisdiction/organization/the region? What role if any should ECWRPC play in addressing these?**

- One large/major facing us in the future is clean drinking water. ECWRPC could play large role given its regional stature
- EV charging stations will be a big issue very soon. ECWRPC could play pivotal role addressing this on our state highways that weren't included in the Biden Administration's Infrastructure Bill, i.e., Highway 10 needs to be addressed
- We are growing...Everyone interested in moving there...Expense of remodeling old buildings is high. Interest rates high...Everyone looking for funding sources! People heard about funding sources allowing COVID & now those are gone...How do we continue the momentum of growing?
- Challenges include: (a) decreases in population in rural areas of the region (b) lack of new industrial/business parks in rural areas of the region (c) Housing...ECWRPC should help assist getting additional EDA funding to support challenges...Opportunities: Existing major industries throughout the region...ECWRPC should assist local/county leadership to plan and support retaining employees

- Participation in the region...Learn more about the circumstances (jurisdiction) and stay connected for tribe (goes both ways – tribe needs to do their part as well)
- Challenges: Limited resources and eve-increasing demands...Opportunities: More awareness of what they can assist with. The only interactions I've had are knowing they conducted our city comprehensive plan and assisted with a grant...Role: Housing, Broadband, and Child Care
- Integrating a community like Waupaca around the Chain O'Lakes, school district, Towns of Dayton/Farmington to decide which type of roadway corridor should be designed around the Red Mill area...Waupaca County Highway applied for a grant to facilitate this but was not awarded anything. I saw this as an opportunity to use ECWRPC facilitators to be the lead organization to bring discussions of farmers, tourists, and roadway users together. Maybe it should be a service they'd (ECWRPC) provide instead of only if a grant is available
- Major challenges around workforce and prior to COVID, declining population...lacks housing...lacks broadband...ECWRPC has completed housing studies, but limited staff resource...critical partner in the New North broadband work...BEAD mapping in particular...critical data resource...local government need to leverage more
- We are always looking for funding sources and programs to help our agency be successful. Not enough money to do everything that want to do. Appreciate being informed of opportunities for local government
- Would need to better understand capabilities of ECWRPC to maximize use. To help small villages with staff of 1 to better understand
- The key challenges in my position are finding the resources to help small business owners with funding to start their business, staffing issues at local manufacturers and affordable housing. I don't have enough familiarity with the ECWRPC to speak on their role in addressing the issues
- Keep downtown growing
- Broadband
- Day care
- Housing

**5. There has been some concern expressed that there should be more emphasis on the rural portion of the region. How could ECWRPC be more responsive? (feedback on potential "menu" of ECWRPC services)**

- Tricky to identify "rural" issues that would be in their wheelhouse. Transportation is obvious. Maybe look at regional senior care, definite big rural issue
- Most of the region is very rural so would make sense. I think when it comes to rural internet they have been responsive. Others? Not sure
- I agree there needs to be more emphasis on rural areas
- A good part of their transportation planning includes their functions with MPO transportation organizations
- Has been hard to get ECWRPC to assist with rural transportation planning. ECWRPC needs to work closer with county planning and economic development organizations
- Services to be added to the menu need to include being involved in rural organizations
- Be present...understand the issues, concerns, priorities
- (1) Assessments/Studies for housing needs to utilize conversations with developers (2) Possible guidance with funding and applying for grants (3) Continuing help in comprehensive plans and other strategic plans
- I'm not sure of ECWRPC service boundaries. What they can and cannot do for government organizations.
- More of a proactive resource, reach out to the locals



- Rural is ignored at the state level. ECWRPC has been a good partner. Whenever we ask, we receive. ECWRPC may need to be more pro-active in rural outreach. A partner in Bonduel's Thrive Rural Wisconsin application
- To continue to provide staff expertise on rural programs and funding sources. Provide best practices that other rural (local and national) agencies and communities have used to be successful. Reaching out to communities to see what they are having trouble dealing with
- Outreach to small communities. Glad to be a part of this session
- I think that the rural regions could certainly use more support. Sometimes the outer areas i.e., Marion, Bear Creek, Embarrass, etc. feel a bit left out of conversations in regard to development and support. I cannot speak to how the ECWRPC could be more responsive at this time due to a lack of knowledge about it
- Proactive recruiting remote workers for rural areas
- Population based membership on Board level further stresses rural participation

**6. This part of the region may be influenced by the proximity to the Green Bay metro area. What, if any, challenges and/or opportunities does this present to this part of the region?**

- It's a challenge to draw economic development away from that population center. Opportunity to leverage the population influx though. Brings people to the area
- Green Bay has many public transportation avenues. That's one thing our rural community lacks. It is a need as many people don't have their own transportation to even get to a job interview! Yet probably not large enough demand to have a full-time transportation service
- Metro areas take ECWRPC's resources leaving less for rural areas
- Outward migration – the area can be overlooked (forgotten)...Brain drain...opportunities for partnerships
- Housing opportunities to be and complement to Green Bay metro area. Also, new businesses to support the additional residents...Rising cost of housing.
- Rural Waupaca probably doesn't have enough population to compete with the demands of the Green Bay metro area as it's probably not expanding quickly
- Great business expansion...Shawano County still exports 40% of our labor market ...recent large business expansion despite 2% unemployment because of the labor market not needing to drive
- You can't change geography, areas outside of Green Bay need to make their own identity but value the close proximity. Try to take advantage of (Packer home games) by allowing communities to benefit from that. i.e., places that embrace tourism etc.
- Plan to give more allocated time to small urban and rural areas as they are the ones that have limited staff and expertise on issues
- Opportunity to develop small villages to tap into the economic impact that the Green Bay metro provides. Attraction of residents and businesses
- Definitely for small businesses in our community, they feel as though people travel further – Green Bay or Appleton for some of the same things provided in our community. Shopping small and shopping local are heavily pushed here

**7. If you could change one thing about the ECWRPC what would it be?**

- Make their services more cost effective. Rather do things in house to save cost and retain control
- In last couple years they seem to be more present so need to continue that momentum
- More access for local leadership – ECWRPC's Board. Especially from economic development leaders in rural areas.

- More formal and informal discussions with local, rural organizations that can be as an asset to ECWRPC
- Closer connections to the community...raise awareness of role...collaboration...Don't just check boxes – really get to know your communities...strengthen relationship with Tribe...key strategic partner...flow of funding
- Better awareness of the value that ECWRPC provides
- Send out contact information, what services they provide, and a person to contact
- When a county doesn't get their way (Outagamie) they threaten to stop funding and leave the organization. How can political threats be eliminated/mitigated?
- Understanding how to use them
- I am unable to answer again due to my lack of knowledge of the group

# FOX CITIES – OUTAGAMIE, CALUMET (NORTH), WINNEBAGO (NORTH) FOCUS GROUP RESULTS

## 1. When you hear the words East Central Wisconsin Regional Planning Commission what comes to mind?

- Transportation
- Planning
- Frustration
- “What do they do?”
- Planning services with greater than individual municipal boundaries
- A unified umbrella approach based on regional needs.
- Hub of planning staff
- Collaboration
- Offer services
- Planning studies
- Sewer Service Areas
- Resources
- Connections
- 3 MPOs within the ECWRPC
- Transportation
- Collaboration
- Regional Leader
- Regional Planner
- Collaboration/Mediator
- Planning organization that acts as a facilitator between federal/state government and locals
- Resource
- Bike and Transportation Planning
- Sanitary Sewer Districts
- GIS Assistance
- Miscellaneous studies
- Comprehensive planning
- Collaboration
- Sewer Service Area Planning
- Transportation and Safe Routes to School
- Regional Plan Commission
- Broad range of expertise
- Assist local communities
- Melissa Kraemer-Badtke
- Planning authorities for our region

## 2. What do you see as the major roles that ECWRPC plays on behalf of the region’s local governments as well as its partners?

- It should function as the intermediary with/between local municipalities and state/federal organizations

- Advocacy in a regional approach that increases strength of the area in funding and support from the state and federal programs
- Assisting with technical support projects that have a regional nature – greater than one municipal entity
- Transportation planning coordination and planning services
- Economic Development Services
- Consistency in planning and design
- Connection to resources and bridging the gap between communities
- Coordinating long-range transportation planning and funding
- Leader, collaboration, mediator, technical data advocacy
- Appleton MPO Manager
- Assists with grant applications/funding
- Assists with multijurisdictional projects
- Provides regional data that is otherwise difficult for small communities to put technical data together (i.e., GIS applications)
- Bike and Trail Planning
- Safe Routes to School
- Assistance w/ comprehensive plan or other updates
- GIS Assistance (BEAD New North)
- Sewer Service Area Planning
- Assistance/Resource for technical data
- Assistance for federal funding
- Assist local communities
- Advisors for local government

**3. What is the perceived level of commitment of the local leaders in the Fox Cities area, (Outagamie, Calumet, and Winnebago Counties) to the ECWRPC?**

- Mixed
- There are concerns regarding the level of service we are receiving vs. cost
- Unknown
- As local staff and recipients of support from ECWRPC it is essential we share stories of support concerning the RPC's services to ensure leaders know the importance and essential nature of the RPC's services
- Medium to High
- Moderate to High
- Good – Much Improved
- Minimal interaction
- The elected officials for the community I work for probably have a neutral viewpoint
- I think urban locations tend to send more value and rural see less
- The periphery communities of metros tend to be the ones that show up at meetings, which may illustrate level of value perceived among the Fox Valley
- I understand there were some issues in the past regarding the role or effectiveness of East Central, but I don't think there are currently any issues
- Low/Moderate: Perspective from individual municipal elected officials from municipality in Outagamie County
- High: Perspective from local municipal staff
- A few years ago, it was mixed, but I think changes in the organization as allow it to be improved

- High level of commitment

**4. What are the key challenges and opportunities facing your jurisdiction/organization/the region?...what role, if any, should ECWRPC play in addressing these?**

- Challenge: Significant funding gaps/challenges with infrastructure improvement projects. Role: Continued advocacy work to garner funding dollars needed to support essential improvements to the region's transportation networks
- Challenge: Growth management in rural areas adjacent to Fox Cities
- Challenge: Housing under production
- Smart Growth
- Sustainable solutions
- Facilitating discussions and planning concepts that allows the region to leverage resources and maximize one's ability to serve the communities with limited resources.
- Funding constraints for capital and operating...Need enabling legislation...Held direct resources on grants...Educate on RTA
- Number of communities...cooperation...regionalism...size of service area and needs...quantity and quality of services
- Doing more with less
- The technical data/resources are very helpful – would like to see more of this kind of work
- Bring awareness directly to communities of the resources (grants) available
- Grant writing and administration for a variety of issues such as housing, childcare, transportation, RLF for job creation or business assistance. ECWRPC could potentially play a role
- Talent attraction – retention
- Public Transportation in rural areas, getting people to and from jobs
- Lack of non-motorized transportation infrastructure and lack of support from elected officials...support could be providing data and input at public meetings
- Affordable Housing... support could be providing data and input at public meetings
- We are a small community with a small staff. While there has been some willingness to assist communities, I wish there could be more without a cost. Grant writing administration, and GIS are a couple of services that come to mind.
- Transportation planning associated with Wisconsin Department of Transportation (WDOT) plans to expand I-41 and Wisconsin State Highway 15 in Outagamie County...ECWRPC should facilitate planning discussions with the State/County/and Local Units of government...ECWRPC should research and advise opportunities for grant writing

**5. This part of the region represents a meeting of urban, suburban, and rural interests, how can ECWRPC do an even better job providing support? (input on potential "menu" of ECWRPC services).**

- One main area would be to discuss with their partners what services they are able to provide. A summary could also be provided to municipalities regarding the work they have done within the jurisdictions every year
- Attending the recent CSAP planning process was eye opening in evaluating rural vs urban needs. Continued navigation between those various needs is challenging but a great service to the region – especially in the rural areas that don't support their own planning services. W/O the RPC's support, rural areas would suffer
- Traffic analysis (CSAP)

- Preliminary design/visioning to be taken back to communities and used within their municipalities
- Provide a-la-cart planning services for a fee to supplement local staff
- Provide a balance between rural and urban
- Provide more documentation online
- Make documents and services more findable online
- Grant writing and administration – position could potentially pay for itself
- Regional bike trail planning and networks
- Rural – provide data on tourism such as placer.ai.
- By serving as facilitators among those competing interests/perspectives within planning efforts at the regional level or smaller local projects
- I think offering services isn't a one size fits all as each type of community has different needs. I realize there are statutory requirements ECWRPC has to comply with but adding additional services that a low to no cost would be helpful
- Meeting individually with each unit of government, learning their concerns, customize support for some and find common areas to support

**6. This part of the region may be influenced by the proximity to the Green Bay metro area. What, if any challenges and/or opportunities do this present to this part of the region?**

- Substantial traffic concerns as the metro area and the Fox Valley grow. This also presents a lot of opportunities for economic growth in the corridor between these regions
- Connectivity is necessary but the "road to get there" may be expensive. Competing with the "Neighbors" for state and federal funds is a challenge
- Mass transit opportunities with Green Bay and also Oshkosh...rail, bus
- Lack of collaboration with Green Bay. Different cultures and philosophies
- Connectivity and regionalism...urban in northeast Wisconsin is still rural to many
- From a tourism standpoint, the Fox Cities is a bit more "under the radar." Both areas have competing airports. This area may be overshadowed for potential projects/developments
- They may already be involved; but could play a role in a possible passenger rail line between Green Bay and Milwaukee
- Opportunity within a relatively short (10, 20, 30 years) development could lead to this being viewed as one metro area, collaboration/planning that includes communities with the Green Bay metro could be beneficial
- Brown County is not a part of the ECWRPC area is the challenge. Collaborating with Brown County is the opportunity

**7. If you could change one thing about the ECWRPC what would it be?**

- Transparency and increased outreach
- It would be so nice if the information they got from the state and federal levels was more timely, accurate, and clear. RPC does their best, but they are beholden to a broken system
- An ECWRPC 101 class in all honesty...better understanding how the MPO/ECWRPC/TAC works with other agencies such as WISDOT, WDNR, FHWA, etc., functions that are required by law vs those that are goals/best practices
- Have a generalist planner who can work on contract projects
- More communication more regularly
- It isn't intuitive what ECWRPC does and what their role is. It is easy to get lost in the alphabet soup and what it all means to a community...so suggestion is to explain services in a simplified/concise manner

- Could they provide access to tourism data, through a subscription service such as [placer.ai](#)? For areas outside of a CUB.
- Changing the high amount of staff turnover, the organization has experienced in recent years. Working to the greatest extent possible to retain talent
- Provide more low cost/no cost services smaller communities need that they don't have the resources for understanding

# NON-MEMBER COUNTIES – GREEN LAKE, MARQUETTE, AND WAUSHARA COUNTY FOCUS GROUP RESULTS

## 1. When you hear the words East Central Wisconsin Regional Planning Commission what comes to mind?

- What does it do?
- How can it be a resource?
- I know they exist. I know some projects they have worked on in the region. However, I don't truly understand their capabilities.
- Planning Committee
- Development, policy, structure – coordinated/regional
- Unclear what the purpose of this group is
- Access – how and why? And who?
- Township/City/County – comprehensive planning
- Facilitate transportation grants/strategies
- Helping the larger counties out. When smaller counties only react to fixing or repairing not Planning
- CEDS
- Technical assistance
- The Valley
- SRTS initiatives
- Coordination
- MSBB – state implementation
- Uncertain

## 2. Green Lake, Marquette, and Waushara are three charter counties of the ECWRPC region that do not currently participate in their RPCs activities. Why do you think that the three have not chosen to participate?

- Is there an actual benefit? If so, what is the possible cooperation that can concur?
- Marquette withdrew before my time, but I have heard that they didn't feel like they were getting their value
- Been denied services/support
- Past experience paid for regional transportation coordination. No notice that we were not eligible for this five year transportation plan
- Lack of communication
- No response to request
- No presence felt in areas
- Have similar needs as larger areas but no support because of smaller size
- Have unique needs that are not addressed because of smaller size
- Funding
- Programs are more intended for larger counties i.e., population, economic worth
- Budgeting – lack thereof
- Perception cost>benefit ...serves other areas more than here



- Do not want outsiders to dictate form or economy
- Recent history of failed tri-county or economic development organizations
- Reached out/no response...Lack of communication...don't feel a presence

**3. What types of support and services might the ECWRPC provide to your county/organization that would make you consider participating with your RPC? (feedback on possible "menu" of ECWRPC services)**

- Housing resources, especially single family homes. Facilitating and coordinating chambers and main streets
- Individual needs with communities
- Regional planning – facilitate local discussion for the DOT Five-Year Plan
- Communication
- Regional trainings or discussions on topics
- Area comprehensive planning
- Housing
- Transportation support
- Completion, fiber optic network, high speed access
- Cohesive planning – comprehensive
- Growing economic capacity and companies in county
- Tourism development
- Farmland preservation – Greenways
- Auditing codes
- Transportation

**4. What are the biggest opportunities, challenges, and/or issues facing your county/organization? Would you consider having ECWRPC assist you address it/them?**

- Housing. Community planning, such as bringing town and gown resources to help the main street...Specifically in Berlin, the planning of downtown with the construction of the new highway/main street in 2027
- Our biggest challenge right now is finances and the challenge of maintaining services without cutting staff
- Financial expectations
- Regional Plan for transportation
- Policy/Education/Discussion
- Planning – Yes
- Transportation – getting local residents to after hour employment – yes
- Completion of high speed internet – yes
- Economic Development – They didn't help nor did a tri-county group help bring on additional employers
- Lack of budget capacity
- Housing – costs
- Failed civic organizations and floundering visitor's bureau and GDC
- Inconsistent tourism promoting assets
- Experts who can advise to help these issues could be a great addition
- Financial expectation of smaller community

**5. This part of the region may be influenced by the proximity to the Milwaukee and Madison metro areas. What, if any, challenges and/or opportunities does this present to this part of the region?**

- I think this area is too far for my Madison/Milwaukee but, close enough to the Fox Valley
- The biggest opportunity I see is continuing to attract tourists, as these areas have traditionally come to Marquette County. What we know is that many people that visit the county (camping or second home) tend to then retire there. What we have seen since 2020 is an influx of remote workers. People spending more time at their seasonal campsite/second home. I am now doing a campaign in tandem between tourism/living in the area to attract more full time residents (we have seen more remote/hybrid workers move into the area too). Last year I did extensive research on our full time and part-time residents regarding remote work in the county
- Unsure
- Not sure that Madison or Milwaukee has an influence on our area
- Quality workers – can drive to Madison for more money
- Challenge – next generation that wants the big city life
- People do not want change for the sake of change
- Crime and/or perception impacting life's savings/investment
- Inflated costs labor/materials and competing with greater wealth and connection
- Bleeding talent of whom wants to work
- Political agendas and the desire to distinguish from cosmopolitan urban is minute city
- Undiscovered benefits to rural life at slower pace

**6. If your county decided to become an active member of Your ECWRPC, and you could design a focus and direction for the RPC to be the most relevant and effective council for your county/organization, what would the ECWRPC look like?**

- Housing, housing, and housing...but this will not happen until we get new county board members
- I think the county would have to have a full understanding of what ECWRPC could offer and then as we change through attrition or reassigning roles ECWRPC may be able to fill in some gaps without refilling a whole position – or it may be different short term focuses from year to year
- Clear Communication
- Written Plan
- Expectations of Each Participant
- All members having a voice/interest in discussion
- A portion of the planning group that would focus primarily on smaller, municipal group needs
- Engaged with the different stakeholders to established leadership
- Offering more technical expertise and connecting within and outside of the network region for problem solving
- Agile enough to address specific/unusual needs
- Within the bounds of what is unrealistically affordable
- Clear expectations needed...full understanding of what they could do for us...

**DATE:** June 13, 2024

**TO:** ECWRPC Executive Committee

**FROM:** Melissa Kraemer Badtke, Executive Director and Sara Otting, Controller

**RE:** Discussion on the 2025 Preliminary Budget and Proposed 2025 Levy Options

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## **BUDGET & WORK PROGRAM OVERVIEW**

The Annual Work Program and Budget prioritizes the East Central Wisconsin Regional Planning Commission's planning programs and deliverables for the calendar year.

### Purpose of The Annual Work Program

Within the statutory provisions of Wisconsin State Statutes § 66.0.309 (previously Wisconsin State Statutes § 66.945), East Central's stated purpose is the "function and duty of the making (preparing) and adopting a master (comprehensive) plan for the physical development of the region." To carry out this responsibility the Commission retains staff and annually programs work activities and budgets. The enabling statute is complemented by the comprehensive planning law (Smart Growth) Wisconsin State Statutes § 66.1001 that specifies the content of the regional comprehensive plan.

### Tax Levy

The establishment of the Commission's levy to its member counties and communities is set forth by state statute, which also limits the levy to an amount no more than 0.003% of the previous year's equalized property valuation. A levy is based on a formula utilizing the previous year's equalized value minus the tax increment valuations as the basis for establishing the levy dues. The equalized values minus the tax increment valuations are provided in mid-August. The 2023 equalized values minus the tax increment value are utilized for the 2025 budget. This method provides a known assessment amount and is not subject to an estimated change in valuation due to only estimates being provided at the time of the Commission's budget adoption.

### Annual Budget

The ECWRPC Budget is based on the federal, state and local funding for planning programs the Commission continues to work on. The tax levy is utilized to match federal and state funding for the Economic Development Program, the Transportation Program and the Water Quality Management Program/Sewer Service Area Program. The funds are allocated among each work element on the basis of the relative benefits to be derived by each funding agency's program, grant program eligibility requirements, and federal and state cost sharing formulas. The NR-135 Non-Metallic Mining Reclamation Program is funded 100% through fees derived from permitted mine sites and their operators. In addition, the Commission also contracts with local governments to develop Comprehensive Plans, Comprehensive Open Space and Recreation Plans and other planning documents.

### Timeline

In June, a preliminary budget and various levy options are developed by staff to present to Executive Committee for review and discussion only. A number of key pieces of information such as finalized program funding levels, health insurance changes, and local contracts for service are unknown at this time, so the best information available is used for this process and any assumptions are noted. Based on feedback from Executive Committee, staff further refine this information to bring forward to Executive Committee in July for additional discussion and action on a levy recommendation for the Board's consideration at the July meeting. Levy letters are then distributed to the counties by August 1<sup>st</sup> for their budget process.

## 2025 PRELIMINARY BUDGET AND LEVY OPTIONS

The 2025 preliminary budget and levy options for review and discussion follows.

The following assumptions were made by the East Central staff in developing the Preliminary Budget and Levy Options:

- **Health Insurance Rates**– While final Health Insurance Premiums will not be available until September, for the purposes of the 2025 preliminary budget, health insurance rates were increased 10% based on preliminary information from the WI Department of Employee Trust Funds.
- **Merit and Salary Adjustments** – The preliminary budget also accounted for salary adjustments and merit increases for the upcoming year using an average of 4%. The Commission utilizes a performance-based merit matrix to determine adjustments.

**Regional Comprehensive Plan Update:** The Regional Comprehensive Plan update was started in 2024 and is scheduled to be completed in mid-2025. Therefore, 50% or \$25,000 of the Regional Comprehensive Plan funding was reallocated to SERDI Implementation items for 2025.

### Assumptions for Transportation Program funding:

**Appleton (Fox Cities)/Oshkosh MPO Program:** The preliminary transportation funding amounts for the Metropolitan Planning Organizations were provided by WISDOT on June 3rd. These are preliminary numbers subject to change, but currently represent a slight decrease in federal program funding for 2025. The local funding included in the table below represents the minimum local match required based on the federal match requirements. In 2024, additional local levy was included in the budget for Safe and Accessible Transportation Options (SATO) work, which is 100% federally funded. This table currently does not include any additional local match for the SATO portion of the total federal funding, thus the significant reduction in local funding.

Appleton (Fox Cities)/Oshkosh MPO Programs				
	Federal Funding	State Funding	Local Funding	Total Funding
<b>2025 UPWP Funding Levels</b>	\$788,797	\$36,266	\$160,933	\$985,996
<b>2024 UPWP Funding Levels</b>	\$789,969	\$36,266	\$161,226	\$987,461
<b>Amount Increased</b>	\$(1,172)	\$0	\$(293)	\$(1,465)

One other significant change to note is that WISDOT will no longer allow extensions of funding availability. The 2024 budget included \$350,319 of extension funding from 2023, resulting in a significant decrease in total federal funding reflected in the 2025 proposed budget.

**Fond du Lac MPO Program:** The Fond du Lac MPO funding will not increase for 2025.

**Regional Transportation Program:** The Regional Transportation Program amount will likely remain the same as this year. Commission staff will receive funding approval letters from the Wisconsin Department of Transportation in August. At this time, Commission staff has assumed that the amount of funding will remain the same for next year.

**Regional Safe Routes to School Program funding:** Funding levels for the Regional Safe Routes to School Program will increase slightly in 2025. The Safe Routes to School team has seen an increase in the number of schools requesting assistance in developing their Unusually Hazardous Transportation Plan and evaluation of crossing guard locations and parent procedures. This has increased the amount

of staff time spent dedicated to Safe Routes to School. The team continues to develop SRTS action plans with communities and schools and has also been growing and expanding the bicycle and pedestrian safety education programming.

**Economic Development Program:**

**3-Year Planning Partnership Grant (70% federal funding, 30% local match):** In 2024, East Central will be in the second year of the 3-year planning partnership grant through the Economic Development Administration (EDA). The budget remains the same in 2025 as in 2024, with \$116,667 available which includes \$16,667 in additional local support. This additional local levy maintains total Economic Development Program funding at a consistent level from the prior grant cycle which was funded at 60% federal funding and 40% local match.

Staff have worked in partnership with the National Association of Development Organizations to submit a grant application of \$130,000 to the U.S. Department of Agriculture (USDA) to fund the continuation of the Small Community Technical Assistance program in 2025. Grant awards will not be made until this fall, so this funding has not been included in the preliminary budget.

**Sewer Service Area/Water Quality Management Program:** For the 2025 preliminary budget, East Central staff assumed no increase in funding from Wisconsin Department of Natural Resources (WIDNR). The local levy needed to support the program would be approximately \$75,000. Staff will be submitting a proposal to WIDNR for additional funding of roughly \$50,000 that would be focused on the development of environmental justice frameworks for urban and rural Sewer Service Area Plan updates to be utilized moving forward. That potential additional revenue has not been included in the preliminary budget at this time.

**Local Contracts:** In 2025, staff will contract with the City of Waupaca for their Comprehensive Outdoor Recreation Plan update and the Village of Greenville for annual mine operations inspections. Roughly \$15,000 in revenue has been included for these two contracts. In addition, four communities are currently evaluating proposals for Comprehensive Outdoor Recreation Plan updates and one community is evaluating a proposal for a Comprehensive Plan Update, including an additional Housing Needs Assessment. These proposals total just over \$77,000 in additional potential revenue, which has not been included in the budget at this time.

Each budget and levy option rely on the following information:

- Table 1 - Equalized Property Values 2021 through 2023
- Table 2 - Levy Amounts 2023 - 2024 and Proposed 2025 Levy Options
- Table 3 - Programs & Grants – These amounts remain the same for all levy options.
- Table 4 - Preliminary 2025 Budget Summary with Levy Options Comparison
- Table 5 - Overhead Budget – These amounts remain the same for all levy options.

Staff have developed the following options to discuss with the Executive Committee, as follows:

- Option 1: 2025 Preliminary Budget and Proposed Levy Amount - \$625,000 (same levy as 2024)
- Option 2: 2025 Preliminary Budget and Proposed Levy Amount - \$675,000 (increase of \$50,000)
- Option 3: 2024 Preliminary Budget and Proposed Levy Amount - \$709,486 (same mil rate as 2024)

**Staff Recommendation:** Staff does not have a recommendation at this time. Discussion and feedback of the Executive Committee will help inform what is brought forward in the preliminary budget and levy in July.

**Table 1: ECWRPC Equalized Property Valuation 2018-2023** (member units only)

PARTICIPATING JURISDICTION	2021 EQUALIZED REAL PROPERTY VALUATION (-TID Inc.)	2022 EQUALIZED REAL PROPERTY VALUATION (-TID Inc.)	2023 EQUALIZED REAL PROPERTY VALUATION (-TID Inc.)	% CHANGE FROM PREVIOUS YEAR
CALUMET CO.	\$ 4,713,654,802	\$ 5,467,633,402	\$ 6,378,709,502	16.66%
FOND DU LAC CO. (County rejoined in full, 2015)	\$ 8,640,813,500	\$ 9,769,155,400	\$ 10,823,684,100	10.79%
GREEN LAKE CO.	n/a	n/a	n/a	n/a
MARQUETTE CO. (withdrew effective 2002)	n/a	n/a	n/a	n/a
MENOMINEE CO.	\$ 395,192,300	\$ 517,430,000	\$ 644,232,500	24.51%
OUTAGAMIE CO.	\$ 18,233,974,500	\$ 20,402,550,900	\$ 23,246,440,000	13.94%
SHAWANO CO.	\$ 3,569,420,900	\$ 4,092,668,800	\$ 4,621,773,200	12.93%
WAUPACA CO.	\$ 4,692,105,500	\$ 5,139,999,600	\$ 5,971,084,200	16.17%
WAUSHARA CO. (withdrew effective 2023)	n/a	n/a	n/a	n/a
WINNEBAGO CO.	\$ 15,082,216,100	\$ 16,793,519,300	\$ 18,902,796,800	12.56%
<b>TOTALS (MEMBERS)</b>	<b>\$ 55,327,377,602</b>	<b>\$ 62,182,957,402</b>	<b>\$70,588,720,302</b>	<b>13.52%</b>

Source: Wisconsin Department of Revenue, Report Used for Apportionment of County Levy, 2012-2018

↑ 2023 levy based on this amt      ↑ 2024 levy based on this amt      ↑ 2025 levy based on this amt

**Table 2: ECWRPC 2020 - 2025 Levies & Proposed Levy**

PARTICIPATING JURISDICTION	2023 TAX LEVY (RATE = 0.000011296)	2024 TAX LEVY (RATE = 0.000010051)	Option 1		Option 2		Option 3	
			2025 TAX LEVY RATE =	\$ INCREASE / DECREASE 2024-2025	2025 TAX LEVY RATE = 0.000009562	\$ INCREASE / DECREASE 2024-2025	2025 TAX LEVY RATE = 0.000010051	\$ INCREASE / DECREASE 2024-2025
CALUMET CO.	\$ 53,247.32	\$ 54,955.10	\$ 54,955.10	\$ -	\$ 60,996.00	\$ 6,040.90	\$ 64,112.32	\$ 9,157.22
FOND DU LAC CO. (rejoined 2015)	\$ 97,610.06	\$ 98,189.64	\$ 98,189.64	\$ -	\$ 103,500.70	\$ 5,311.06	\$ 108,788.69	\$ 10,599.05
GREEN LAKE CO.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
MARQUETTE CO.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
MENOMINEE CO.	\$ 4,464.25	\$ 5,200.68	\$ 5,200.68	\$ -	\$ 6,160.44	\$ 959.76	\$ 6,475.17	\$ 1,274.49
OUTAGAMIE CO.	\$ 205,978.21	\$ 205,065.75	\$ 205,065.75	\$ -	\$ 222,293.00	\$ 17,227.25	\$ 233,649.63	\$ 28,583.88
SHAWANO CO.	\$ 40,321.60	\$ 41,135.35	\$ 41,135.35	\$ -	\$ 44,195.00	\$ 3,059.65	\$ 46,453.38	\$ 5,318.03
WAUPACA CO.	\$ 53,003.86	\$ 51,662.06	\$ 51,662.06	\$ -	\$ 57,098.00	\$ 5,435.94	\$ 60,015.28	\$ 8,353.22
WAUSHARA CO.	\$ -	n/a	n/a	n/a	n/a	n/a	n/a	n/a
WINNEBAGO CO.	\$ 170,374.70	\$ 168,791.42	\$ 168,791.42	\$ -	\$ 180,756.86	\$ 11,965.44	\$ 189,991.74	\$ 21,200.32
<b>TOTALS (MEMBERS)</b>	<b>\$ 625,000.00</b>	<b>\$ 625,000.00</b>	<b>\$ 625,000.00</b>	<b>\$ -</b>	<b>\$ 675,000.00</b>	<b>\$ 50,000.00</b>	<b>\$ 709,486.21</b>	<b>\$ 84,486.21</b>

Table 3: ECWRPC - 2025 Federal and State Program Revenues & Matches

Funding Source	Funding Entity/Program	2025 Total Estimated Award Amount		Required Local Share %	Local Share Amount (ECWRPC Levy)	Total Program Cost
		Federal Amount	State/Local Amount			
PL Funding	FHWA, FTA and State- PL (Appleton MPO)	\$ 411,123	\$ 27,270	16.0%	\$ 75,511	\$ 513,904
PL Funding	Appleton (Fox Cities) MPO - FHWA 2.5% SATO	\$ 11,509				\$ 11,509
PL Funding	Appleton (Fox Cities) MPO - FTA SATO	\$ 169,285				\$ 169,285
PL Funding	Local Additional Appleton MPO				\$ 45,199	\$ 45,199
PL Funding	Oshkosh MPO FHWA, FTA, State - PL Funding	\$ 136,697	\$ 8,996	16.0%	\$ 25,179	\$ 170,871
PL Funding	Oshkosh MPO SATO FHWA 2.5%	\$ 3,797				\$ 3,797
PL Funding	Oshkosh MPO SATO FTA	\$ 56,385				\$ 56,385
PL Funding	Local Additional Oshkosh MPO				\$ 15,045	\$ 15,045
PL Funding	FHWA - PL (Fond du Lac MPO)	\$ 125,712	\$ 6,462	15.0%	\$ 24,966	\$ 157,140
PL Funding	Fond du Lac MPO FHWA 2.5%	\$ 2,727				\$ 2,727
	Fond du Lac MPO FTA	\$ 51,561				\$ 51,561
	Local Additional Fond du Lac MPO				\$ 13,572	\$ 13,572
5304	Regional Transportation Study - Waupaca, Outagamie and Winnebago					
5304	Oshkosh Paratransit Study					
5304	Valley Transit Transit Development Plan					
SPR Funding	FHWA - Regional Program (SPR)	\$ 71,729	\$ 8,966	10.0%	\$ 8,966	\$ 89,661
TAP Funding	Regional Safe Routes to School Program (SRTS)	\$ 420,070		20.0%	\$ 105,018	\$ 525,088
Federal	EDA - Economic Development Program Planning Grant	\$ 70,000		30.0%	\$ 30,000	\$ 100,000
Local Levy	EDA - Economic Development Program Planning Grant				\$ 16,667	\$ 16,667
EPA & DNR funding	#1230 - WDNR - NR-121 Sewer Service Area Planning Grant	\$ 27,000	\$ 11,000	66.4%	\$ 75,000	\$ 113,000
USDA	NADO grant possible					
DNR	new funding possible					\$ -
Local Levy	Regional Comprehensive Plan				\$ 25,000	\$ 25,000
Local Levy	SERDI Implementation				\$ 50,000	
	<b>Totals</b>	<b>\$ 1,557,596</b>	<b>\$ 62,694</b>		<b>\$ 510,122</b>	<b>\$ 2,080,412</b>

Federal Grant Total	\$ 1,557,596	\$	139,878	\$3.18
State Grant Total	\$ 62,694			
Other Grant Total				
<b>Total</b>	<b>\$ 1,620,290</b>			<b>Leveraged for every \$1 matched by EC</b>

**Table 4: East Central Wisconsin RPC 2025 Budget Summary**

**\$625,000 Levy**

**\$675,000 Levy**

**\$709,486 Levy**

		<b>Option 1 2025 Proposed Budget</b>	<b>Option 2 2025 Proposed Budget</b>	<b>Option 3 2025 Proposed Budget</b>	<b>2024 APPROVED &amp; AMENDED BUDGET</b>
<b>Projected Operating Revenues</b>					
	<b>Intergovernmental Grants</b>	\$ 1,620,290	\$ 1,620,290	\$ 1,620,290	\$ 1,929,111
Table 3	Federal Grants	\$ 1,557,596	\$ 1,557,596	\$ 1,557,596	\$ 1,843,826
Table 3	State Grants	\$ 62,694	\$ 62,694	\$ 62,694	\$ 85,285
Table 3	Other Grants	\$ -	\$ -	\$ -	\$ -
	<b>Intergovernmental Charges for Services</b>	\$ 800,750	\$ 850,750	\$ 885,236	\$ 834,482
Table 1	Local districts membership levy	\$ 625,000	\$ 675,000	\$ 709,486	\$ 625,000
Table 4	Local district contracts (secured & estimated)	\$ 15,238	\$ 15,238	\$ 15,238	\$ 51,326
Table 5	NR-135 program (Operator fees)	\$ 139,392	\$ 139,392	\$ 139,392	\$ 137,346
Table 5	NR-135 program (WDNR fees)	\$ 21,120	\$ 21,120	\$ 21,120	\$ 20,810
	<b>Public Charges for Services</b>	\$ 38,000	\$ 38,000	\$ 38,000	\$ 38,000
	<b>Use of Prior Years Fund Balance</b>				\$ -
	<b>Total Operating Revenues</b>	\$ 2,459,040	\$ 2,509,040	\$ 2,543,526	\$ 2,801,593
<b>Projected Operating Expenses</b>					
	<b>Salaries and wages</b>	\$ 1,462,869	\$ 1,462,869	\$ 1,462,869	\$ 1,428,023
Table 7	Staff	\$ 1,442,869	\$ 1,442,869	\$ 1,442,869	\$ 1,411,023
	Commissioners (meeting payments)	\$ 20,000	\$ 20,000	\$ 20,000	\$ 17,000
	<b>Employee fringe benefits</b>	\$ 444,472	\$ 444,472	\$ 444,472	\$ 441,071
Table 6	Health Insurance	\$ 224,945	\$ 224,945	\$ 224,945	\$ 227,757
Table 8	FICA, Wkcm's Comp, Life, WRS, etc.	\$ 219,526	\$ 219,526	\$ 219,526	\$ 213,314
	<b>Direct grant expenses</b>	\$ 326,833	\$ 326,833	\$ 326,833	\$ 582,343
Table 9	<b>Overhead Expenses</b>	\$ 304,848	\$ 304,848	\$ 304,848	\$ 317,577
	6100 Meeting Expenses & Staff Development	\$ 25,840	\$ 25,840	\$ 25,840	\$ 17,990
	6200 Supplies	\$ 8,000	\$ 8,000	\$ 8,000	\$ 7,000
	6300 Office Space & Equipment	\$ 66,358	\$ 66,358	\$ 66,358	\$ 141,802
	6400 Reference materials, subscriptions and dues	\$ 11,035	\$ 11,035	\$ 11,035	\$ 9,085
	6500 Printing and Publishing	\$ 5,000	\$ 5,000	\$ 5,000	\$ 1,000
	6600 Postage	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
	6700 Staff expenses	\$ 12,500	\$ 12,500	\$ 12,500	\$ 11,500
	6800 Insurance, legal, audit	\$ 55,500	\$ 55,500	\$ 55,500	\$ 55,200
	Interest	\$ 25,000	\$ 25,000	\$ 25,000	\$ 5,000
	Depreciation	\$ 94,615	\$ 94,615	\$ 94,615	\$ 68,000
	<b>Total Operating Expenses</b>	\$ 2,539,023	\$ 2,539,023	\$ 2,539,023	\$ 2,769,014
	<b>Projected Surplus / (Deficit)</b>	\$ (79,983)	\$ (29,983)	\$ 4,504	\$ 32,579

**Cash Reserve Policy & Analysis** *A reserve fund equal to between 2 to 3 months of operating expenses, or approximately 15%-17% of the total annual budget expenses, is preferred. A reserve fund that surpasses this benchmark consistently and over the long-term could be used to make principal prepayment on any existing debt or could be used as a basis to entertain a reduction in the annual levy amount IF future revenue amounts are not expected to decline.*

15%	\$ 380,853.38
17%	\$ 431,633.83
Net Position 12/31/23	\$ 1,065,254.00



**Table 5: ECWRPC 6000 Work Program Element -2025 Overhead Budget**

<b>Work Program Element/Item</b>	<b>Overhead Item</b>	<b>PROPOSED 2025 BUDGET</b>	<b>ADOPTED 2024 BUDGET</b>	<b>Difference (2024-2025)</b>
<b>6100</b>	<b>Meeting Expenses &amp; Staff Development</b>	<b>\$ 25,840</b>	<b>\$ 17,990</b>	<b>\$ 7,850</b>
6101	Staff Development*	\$ 18,340	\$ 10,490	\$ 7,850
6102	Commissioner's Meeting Exp. (mileage only)**	\$ 7,500	\$ 7,500	\$ -
<b>6200</b>	<b>Supplies</b>	<b>\$ 8,000</b>	<b>\$ 7,000</b>	<b>\$ 1,000</b>
6201	General Office & Copier Supplies	\$ 6,000	\$ 5,000	\$ 1,000
6205	Miscellaneous Supplies	\$ 2,000	\$ 2,000	\$ -
<b>6300</b>	<b>Office Space and Equipment</b>	<b>\$ 66,358</b>	<b>\$ 141,804</b>	<b>\$ (75,446)</b>
6302	Utilities & Security Monitoring	\$ 16,000	\$ 15,000	\$ 1,000
6310	Telephone/Internet	\$ 6,000	\$ 6,000	\$ -
6320	General Office Furniture/Equipment	\$ 5,000	\$ 83,600	\$ (78,600)
6340	Computer & Software Expense	\$ 8,000	\$ 7,000	\$ 1,000
6350	Copier/Postage Meter Rental	\$ 1,000	\$ 1,000	\$ -
6391	Computer Software Maintenance	\$ 30,358	\$ 29,204	\$ 1,154
<b>6400</b>	<b>Reference Materials, Subscriptions &amp; Dues</b>	<b>\$ 11,035</b>	<b>\$ 9,085</b>	<b>\$ 1,950</b>
6401	Reference Materials & Books	\$ 100	\$ 100	\$ -
6410	Subscriptions	\$ 3,000	\$ 2,000	\$ 1,000
6450	Professional Org. Memberships & Dues	\$ 7,935	\$ 6,985	\$ 950
<b>6500</b>	<b>Printing and Publishing</b>	<b>\$ 5,000</b>	<b>\$ 1,000</b>	<b>\$ 4,000</b>
6503	Marketing	\$ 5,000	\$ 1,000	\$ 4,000
<b>6600</b>	<b>Postage</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>	<b>\$ -</b>
<b>6700</b>	<b>Staff Expenses*</b>	<b>\$ 12,500</b>	<b>\$ 11,500</b>	<b>\$ 1,000</b>
6701	Agency Car Maintenance & Expenses	\$ 4,500	\$ 4,500	\$ -
6702	EE Vehicle Mileage (not job related)	\$ 2,000	\$ 2,000	\$ -
6703	Other EE Expenses (not job related)	\$ 6,000	\$ 5,000	\$ 1,000
<b>6800</b>	<b>Insurance, Legal and Audit</b>	<b>\$ 55,500</b>	<b>\$ 55,200</b>	<b>\$ 300</b>
6803	Insurance	\$ 15,000	\$ 12,000	\$ 3,000
6820	Legal Counsel / HR Services / Prof fees	\$ 20,000	\$ 28,000	\$ (8,000)
6830	Annual Audit	\$ 18,000	\$ 12,700	\$ 5,300
6840	Banking Fees	\$ 2,500	\$ 2,500	\$ -
<b>6900</b>	<b>Capital Purchases</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>	<b>\$ -</b>
6870/assets	Capital Purchases, Computers & Equipment	\$ 25,000	\$ 25,000	\$ -
<b>GRAND TOTAL</b>		<b>\$ 210,233</b>	<b>\$ 269,579</b>	<b>\$ (59,346)</b>