

Minutes of the Fourth Meeting of the  
**ENVIRONMENTAL JUSTICE TASK FORCE**

DATE: May 27, 2008  
TIME: 4:00 p.m.  
PLACE: Kenosha County Job Center  
Conference Room North 2  
8600 Sheridan Road (STH 32)  
Kenosha, Wisconsin

Members Present

Adelene Greene..... Director, Division of Workforce Development,  
Chair Kenosha County  
Joette Heckenbach .....Cope Services, Ozaukee County  
Nancy Holmlund.....President, Racine Interfaith Coalition  
Brian Peters.....Housing Policy Advocate, Independence First  
Guadalupe Rendon.....Member Education/Outreach Representative, Racine Educator's  
Credit Union; former Racine Police Officer  
Yolanda Santos Adams .....Director, League of United Latin American Citizens  
Theresa Schuerman..... Employment Specialist/Migrant Worker Outreach,  
Walworth County Job Center  
Willie Wade ..... Alderman, City of Milwaukee

Guests and Staff Present

Jennifer Epps..... Organizer, Good Jobs and Livable Neighborhoods Coalition  
Philip C. Evenson..... Executive Director, SEWRPC  
Dayvin M.A. Hallmon ..... Member, Kenosha County Board of Supervisors  
James Kennedy .....Assistant to the Director, Kenosha County  
Department of Human Services  
Gary K. Korb ..... Regional Planning Educator, UW-Extension/SEWRPC  
Bethany Kross.....Citizen  
Peter McAvoy .....16<sup>th</sup> Street Community Health Center  
Benjamin R. McKay .....Senior Planner, SEWRPC  
John Milisauskas.....Manager, Kenosha County Jobs Center  
Karyn Rotker..... Attorney, ACLU of Wisconsin  
Jim Rowen .....Citizen  
Todd Sprewer..... Intern, Good Jobs and Livable Neighborhoods Coalition

**WELCOME AND INTRODUCTIONS**

Chairperson Greene called the meeting of the Environmental Justice Task Force to order at 4:10 p.m., welcoming those in attendance. She asked the other Task Force members, staff, and guests present to briefly introduce themselves.

**APPROVAL OF MINUTES OF NOVEMBER 27, 2007, AND MARCH 18, 2008, MEETINGS**

Ms. Greene noted that not enough Task Force members were present to constitute a quorum. Therefore, the minutes of the last two meetings could not be approved or changed; however, she asked if there were

any questions or comments on the minutes of the Task Force meetings held on November 27, 2007, and March 18, 2008. Ms. Holmlund complimented the minutes of the last two meetings, indicating that they provided helpful summaries. The minutes from the November 27, 2007, meeting allowed her to recall what happened at the meeting quickly and clearly. She also stated that the March 18, 2008, meeting minutes provided her with a good understanding of what transpired at a meeting she could not attend. Mr. Peters requested that his title be changed to "Housing Policy Advocate, Independence First" under the members present section of the minutes.

## **REPORT BY CHAIR ON SELECTION OF NEW SEWRPC EXECUTIVE DIRECTOR**

Ms. Green spoke about the selection of a new Executive Director for SEWRPC. Ms. Green explained that she was in attendance at the SEWRPC Executive Committee meeting at which the hiring process of the new Executive Director was discussed. She indicated that she had reported to the Executive Committee the desire of the Task Force to be involved in the process of selecting a new Executive Director. She noted that the Executive Committee then engaged in a lengthy, nearly two hour, discussion regarding the process of selecting a candidate for the position. At the end of that discussion she said, current SEWRPC Deputy Director Ken Yunker was selected by the Committee to be the next SEWRPC Executive Director given his qualifications, experience, and preparation for the job.

Mr. Evenson commented that he strongly supported Mr. Yunker's appointment as SEWRPC Executive Director. Mr. Evenson stated that Mr. Yunker's long experience at SEWRPC, knowledge of the local government structure and culture, academic credentials, and respect throughout the Southeastern Wisconsin Region made him the logical choice as the next Executive Director.

Task Force members raised the following discussion point and comments regarding the selection process for the new SEWRPC Executive Director:

1. Mr. Peters asked if a new SEWRPC Deputy Director will be selected after Mr. Yunker vacates the position. Mr. Peters also asked what the selection process would be if a new Deputy Director is appointed. Mr. Evenson responded that Mr. Yunker will have oversight of the selection process if a new Deputy Director is appointed; however, it is SEWRPC's policy to promote qualified candidates from within the organization when possible. Mr. Evenson also stated that the long standing SEWRPC process for selecting candidates for various staff positions is to hire young professionals, directly out of a graduate degree program if possible, and promote these individuals to positions of increased responsibility as they gain experience.
2. Ms. Schuerman expressed concern that the hiring process for the Executive Director position was not more extensive.
3. Ms. Holmlund stated that after her review of past Task Force minutes, Mr. Yunker seems very adept at understanding people's statements and concerns; however, if the hiring process at SEWRPC is to be broadened in the future, outside candidates must be considered for various staff positions as they become available. Mr. Evenson noted that Mr. Yunker is currently instructing an engineering course at Marquette University and has recruited several individuals of minority background to intern at SEWRPC with the hope that they may become candidates for future staff positions with SEWRPC. Mr. Evenson also noted that many SEWRPC interns are minorities and a former such intern who recently graduated from UWM has accepted a staff position with SEWRPC.

Ms. Schuerman stated that SEWRPC should also try to increase awareness among grade school and high school students regarding the kinds of professions that are found within an organization such as SEWRPC. Mr. Korb noted that SEWRPC has been involved in several such educational outreach efforts with middle school and high school students.

4. Mr. Peters asked if SEWRPC's affirmative action plan could be summarized. Mr. Evenson responded that he was not prepared to summarize the plan at this meeting, but could be prepared to summarize the plan at the next Task Force meeting.
5. Ms. Greene stated that the SEWRPC should consider a broader, more open hiring process. Ms. Greene also stated that the Task Force could suggest persons for various staff positions, as well as advisory committee appointments.
6. Mr. Evenson stated that many SEWRPC positions typically require a high level of education and training in very specific areas. Qualifications for these positions, such as the Transportation Systems Modeler position that has been open for some time, are often very specific and there is a great deal of competition for qualified candidates. Mr. Korb stated that in the past SEWRPC has used events such as the Regional Science Fair to increase awareness of the type of positions offered at SEWRPC. Direct contact achieved with teachers may also be helpful for cultivating awareness in the future. Mr. Rendon noted that the Hispanic Business and Professional Association in Racine has at least 400 contacts that can be used for networking regarding open positions at SEWRPC.
7. Ms. Greene suggested that Task Force members contact the Governor and County Executives to suggest candidates for appointment to the Commission as it has openings over time.

#### **CONTINUED REVIEW OF SEWRPC ADVISORY COMMITTEE SELECTION AND APPOINTMENT PROCESS**

Mr. Evenson directed the attention of the Task Force to the minutes of the March 18, 2008, meeting. He noted that the Task Force requested input in the selection of members for the SEWRPC Regional Housing Plan Advisory Committee. Mr. Evenson explained the typical process undertaken by SEWRPC to identify potential members for an advisory committee, noting that the background had been covered in greater detail, with examples, in a handout reviewed with the Task Force during its November 27, 2007, meeting. The selection process typically starts by identifying various groups with an interest in the particular study area that should be represented on the committee. Mr. Evenson then directed the attention of the Task Force to a handout that outlines a conceptual framework for the membership structure of the proposed regional housing plan advisory committee (see attachment). He noted that the left column consists of several "categories of representation" including: 1) Housing Production, 2) Government, 3) Housing Advocacy Organizations, and 4) Research and Policy. Each category includes several potential types of groups for representation on the committee. The right column of the handout consists of an approximate number of representatives from each category. Mr. Evenson also explained that the committee should not exceed 30 total members for facilitation purposes and that this handout is just a starting point for the Task Force to use in considering possible recommendations. Mr. Evenson then asked for Task Force input regarding the groups identified on the handout.

Task Force members raised the following discussion points and comments regarding the regional housing study advisory committee selection and appointment process:

1. Ms. Holmlund noted that in the minutes from March 18, 2008, the issue of urban sprawl was repeated several times. Ms. Holmlund then asked if the regional housing plan would be prepared under the context of the existing land use development pattern in the Region, or if the housing plan would include alternative land use recommendations that may alter development patterns and the spread of residential urban sprawl. Mr. Evenson responded that land use influences all other planning issues, including housing, water supply, and transportation. He then noted that it is envisioned that the housing plan would be developed within the framework of the regional land use plan; however, the scope of the housing plan could be widened to analyze the residential development pattern envisioned by the regional land use plan. He also stated the details of the regional housing plan will be further examined through the Scope of Work and that the Task Force will have an opportunity to review and comment on the Scope of Work. Ms. Holmlund stated that the formation of the Task Force and its role are farsighted, but the housing plan will not be effective if it does not address urban sprawl. She also stated that the advisory committee should take land use development patterns into consideration during preparation of the housing plan.
2. Ms. Santos Adams reiterated that the advisory committee should not exceed 30 members. She also stated that young adults are often underrepresented on groups such as this committee. She suggested that young adults could be included as one of the potential groups for representation, possibly under category four. Ms. Santos Adams then asked if civil rights advocacy groups were included in the Equity and Fairness representation group under the Housing Advocacy Organizations category. Mr. Evenson stated that civil rights organizations are intended to fall under the Equity and Fairness group.
3. Ms. Santos Adams asked if geography should be taken into consideration during formation of the housing advisory committee. Mr. Evenson responded that for regional committees geography is also a consideration; however, because there are so many counties, cities, villages, and towns in the Region, it is difficult to form a committee with an "even" geographical distribution. Ms. Santos Adams stated that it seems like Kenosha County is often underrepresented on such committees and that the Task Force should ensure that there is gender, ethnicity, and age diversity on the housing committee. Mr. Evenson responded that every county in the Region needs to have representation on the committee and that the Task Force will be asked to help ensure there is diversity among members of the committee.
4. Ms. Greene asked how soon the housing advisory committee will be formed. Mr. Evenson responded by noting that the committee should be in place this fall and then asked the Task Force if they would like to submit recommendations individually or if they would like to submit recommendations as a group for the Commission to consider. Mr. Wade suggested that the Task Force do both. Each individual on the Task Force should prepare a list with four to five recommendations to create a pool of potential candidates and the Task Force as a whole should choose the most qualified candidates from the pool for recommendation to the Commission. Mr. Wade also stated that Task Force members need to be familiarized with each of the potential candidates in the pool to ensure the most qualified candidates are recommended to the Commission.

Mr. Evenson requested that individual Task Force members submit enough recommendations to ensure the pool includes a wide range of qualified individuals and helps meet geographical requirements. Mr. Wade asked what the geographical requirements are. Mr. Evenson responded at least one from each county in the Region. Ms. Schuerman suggested that each

recommendation should include a short biography and the information could be shared through the Task Force list serve. Mr. Evenson suggested that the Task Force could review the pool of candidates and discuss recommendations to the Commission at the next meeting. Mr. Rendon expressed support for the procedure as discussed.

5. Mr. Wade stated that the expectations of the housing advisory committee need to be clearly stated to accurately identify potential candidates. Mr. Evenson responded that the Scope of Work may have to be further developed to determine the expectations of the advisory committee.
6. Mr. Schuerman asked Mr. Evenson to clarify what the time commitment of committee members will be. Mr. Evenson stated that a rough estimate would be one meeting per month for about two years.
7. Ms. Santos Adams supported Ms. Shuerman's request that potential candidates for the housing advisory committee should submit brief biographies so all Task Force members can become familiar with their qualifications. She also suggested that potential candidates commit to the schedule requirements prior to appointment by the Commission to the housing advisory committee. Ms. Santos Adams asked Mr. Evenson if a handout outlining the potential goals of the regional housing plan could be prepared and distributed to Task Force members. Mr. Evenson said that a handout will be prepared and distributed to members.
8. Ms. Schuerman stated that from her understanding of the minutes from the March 18, 2008, meeting, the Task Force would like an overview of the SEWRPC committee appointment process. Ms. Schuerman then asked what the typical length of service for a committee member is. Mr. Evenson responded that committee members typically serve through the entire planning process, though sometimes a change in employment or elected office may necessitate a committee appointment change. The length of the planning process varies depending on the plan being prepared.
9. Mr. Peters stated that he likes the format outlined by Mr. Wade. He also stated that maybe the whole pool of candidates should be submitted to the Commission to ensure as many qualified applicants as possible are considered for inclusion on the advisory committee.
10. Ms. Holmlund asked if housing advisory committee members will be reimbursed for travel expenses, considering the current high price of gas. Mr. Evenson responded that reimbursement may be appropriate and a request system similar to the one approved for the Task Force could be implemented. Ms. Holmlund suggested that the Task Force could also meet by teleconference.
11. Ms. Greene summarized the discussion regarding the regional housing plan advisory committee selection and appointment process:
  - a. SEWRPC staff will prepare a one page handout explaining the expectations for housing advisory committee members and the general scope of the housing study.
  - b. Each Task Force member will submit a list of four or five candidates and a brief biography of each for inclusion on the housing advisory committee to be considered by the Commission through the Task Force list serve.

12. Mr. Wade requested a phone call to his office at the time formal meeting materials are e-mailed, alerting him to their availability. An example would be when the handout explaining the expectations of the housing advisory committee and the general scope of the plan are e-mailed through the Task Force list serve.
13. Ms. Santos Adams asked if there is a cap on the number of candidates that can be recommended for the housing advisory committee by a single Task Force individual. Mr. Evenson responded that there is not cap; however, supplemental information about each recommended candidate would be helpful. Mr. Evenson also cautioned that the advisory committee will have size limitations and additional suggestions for candidates would likely come from other sources as well; therefore, it should be recognized that not all of the candidates nominated by the Task Force will be included on the final committee roster.
14. Ms. Santos Adams asked if the final appointment of members to the housing advisory committee will be made by the Task Force. Mr. Evenson responded that the Commission will make the final appointment. The candidate pool developed through the Task Force list serve will be discussed at the next Task Force meeting.
15. Ms. Santos Adams asked what the diversity goals or criteria are for the housing advisory committee. Mr. Evenson responded that the Task Force could develop a diversity goal based on a percentage of the overall membership of the committee. Ms. Santos Adams moved that 20 percent of the housing advisory committee members be composed of minorities, females, and persons with disabilities. Mr. Wade suggested a friendly amendment to the motion stating that the housing advisory committee members be comprised of a minimum of 20 percent minorities, low-income group representatives, females, and persons with disabilities. Ms. Holmlund seconded the motion. The motion was approved unanimously.
16. Ms. Holmlund stated that the committee should include minority members and members who are familiar with urban issues and how they relate to the regional housing plan.
17. Mr. Peters expressed a concern that urban portions of the Region and rural portions of the Region may have different housing issues and both areas should be represented on the committee. Mr. Evenson asked Mr. Peters to define urban areas versus rural areas. Mr. Peters responded that when he refers to urban areas he is generally thinking of the intensively developed Milwaukee, Racine, and Kenosha areas of the Region. Mr. Evenson noted that some urban housing issues can be found in rural portions of the Region, for example in the City of Elkhorn.
18. Ms. Schuerman asked if a group representing migrant labor housing issues could be added to the list of groups identified for representation on the housing advisory committee. Mr. Evenson responded that a group of this nature could be added to the list.
19. Mr. Peters asked if an individual can serve on more than one SEWRPC committee. Mr. Evenson responded that an individual is allowed to serve on more than one committee.

#### **APPROVAL OF MINUTES OF NOVEMBER 27, 2007, AND MARCH 18, 2008, MEETINGS**

Ms. Greene asked to return to agenda item number two because the Task Force now had enough members present to constitute a quorum. Ms. Holmlund made a motion to approve the minutes from the November

27, 2007, meeting and the March 18, 2008, meeting. Mr. Rendon seconded the motion. The motion was approved unanimously.

**COMMENTS FROM AND DISCUSSION WITH INVITED SPEAKERS RELATIVE TO ENVIRONMENTAL JUSTICE CONSIDERATIONS IN GENERAL AND THE REGIONAL WATER SUPPLY STUDY IN PARTICULAR**

Ms. Greene asked Mr. Evenson to introduce the individual invited to speak about environmental justice considerations regarding the regional water supply study. Mr. Evenson introduced Peter McAvoy from the 16<sup>th</sup> Street Community Health Center. After providing his professional background, Mr. McAvoy proceeded with his presentation, including discussion of: parameters of the water study and how they relate to the regional land use plan, how the water supply study and infrastructure in general are important to land use development patterns, health concerns including asthma and other respiratory illnesses related to various land use development patterns, new data and studies that have become available since the completion of the regional land use plan, and a recommendation to the Task Force regarding how the regional land use plan could be amended to account for new data and studies as they become available. Mr. McAvoy also offered to work with the Task Force in the future to further examine these issues.

Mr. McAvoy then suggested several land use development issues that should be further examined including: reinforcement of urban centers through infrastructure; the effect of low density development patterns on economic development; green development practices; environmental concerns including global warming and stormwater management; and additional social costs of low density development such as health concerns, access to transportation, and access to jobs. Mr. McAvoy then observed that Commission staff are highly qualified professionals, but they are in a difficult position because they must base their current planning efforts on adopted plans. He noted that the water supply plan is based on the land use plan. He stated that the assumptions and recommendations in the land use plan should be reviewed at this time rather than potentially after completion of the water supply plan because certain parameters of the water supply plan are limited and based on out of date information and assumptions contained in the land use plan.

Mr. McAvoy contended that key issues need to be addressed now, even if that means slowing the completion of existing studies. Rethinking plan tenets may be necessary to achieved desired ends as new information becomes available. He referred to the SEWRPC map depicting historic urban development, noting the disconnect in recent decades between urban sprawl development and the goal to centralize development. This disconnect, he continued, has led to the separation of jobs and portions of the workforce and consequences that have significant environmental and health implications. He concluded that dialogue during the last couple of Task Force meetings has been effective in alerting SEWRPC to these problems, but the existing planning framework is too limited. Discussion and comments regarding Mr. McAvoy's presentation included:

1. Ms. Heckenbach asked how Mr. McAvoy's group will be able to provide more information regarding the issues discussed in his presentation. Mr. McAvoy responded that he could provide a list of several topics and the Task Force could review the list and select three or four topics for future presentations.
2. Ms. Holmlund commented that there are many groups that could provide unique perspectives on the connection between urban sprawl and water use issues. She also commented that changing land use development patterns in the future could affect future water supply. Mr. Wade asked if there are global examples of different factors that affect water supply, such as the denser land use

development patterns of European cities. Mr. Wade then asked if there were examples of other regions in the U.S. where governments have worked together regionally on water issues due to influences such as the regional economy. Mr. McAvoy stated that he did not know of many examples in the U.S., but stated that there are several examples of water supply problems in the U.S. that could be positively affected by a regional water supply approach, such as areas in the Southeast and Southwest; however, the connections to regional economic impacts have been addressed in places such as California, Portland, and the Twin Cities.

Mr. McAvoy also noted that recent solutions to water supply issues in the U.S. have been to import water, rather than examining the land use development patterns of the region experiencing water supply problems. He also stated that SEWRPC encourages concentrated development patterns and preservation of prime agricultural lands and to reduce the cost of infrastructure, but many of these recommendations are not followed. Mr. McAvoy then noted that many incentive and disincentive strategies exist to implement this type of land use development pattern.

3. Mr. Wade noted that there is a current trend of households in the U.S. moving back to urban areas; however, this trend has existed in Europe for a long time. Mr. Wade asked if there are any examples outside of the U.S. that may help the Southeastern Wisconsin Region accelerate this trend. Mr. McAvoy responded that information regarding this trend exists, but it must be presented in an educational manner to change common perceptions. Mr. McAvoy continued by listing examples of assets that may attract people back to the higher density urban areas of Milwaukee, including the revitalization of the Menomonee Valley as an employment center and abundant water resources. He also stated that development focus should not be on serving the infrastructure needs of new communities at the fringes of the urban area, but serving the infrastructure needs of existing communities.
4. Ms. Schuerman noted that increasing fuel prices will make living in higher density urban areas more attractive.
5. Ms. Santos Adams asked Mr. McAvoy what procedure could be used to make adjustments to the regional land use plan. Mr. McAvoy responded that he was not sure what the procedure would be, but maybe amendments could be made to key recommendations of the plan rather than re-starting the entire plan. Ms. Heckenbach then noted that many plans, such as the comprehensive plans developed by counties and local governments, are required by law to be updated periodically. Ms. Heckenbach stated that there is often a disconnect between land use development patterns and water supply, leading to unsustainable land use patterns such as development within groundwater recharge areas. Ms. Heckenbach then asked if this mindset could be changed.

Mr. McAvoy responded that all costs must be considered when considering water supply alternatives and land use development patterns including: those who are concerned about additional development in an area but have no appropriate forum to express their concerns, the development of prime agricultural land in the face of rising fuel and food prices, and the addition of pollutants to surface waters through additional urban sprawl. Mr. McAvoy suggested that one development strategy that could be used to mitigate some of these development concerns is to be pro-active and aggressively push for “green building” in housing and other new development. Green building techniques and principles may result in high quality development that addresses a wide range of social, environmental, and economic development costs.



6. Ms. Greene stated that Mr. McAvoy has presented many ideas that should be reviewed by the Task Force in the future and the list serve can be used to focus on specific issues. Mr. Evenson suggested that SEWRPC could provide the meeting minutes for Mr. McAvoy to review to ensure the discussion regarding his presentation is recorded accurately. Mr. Evenson also said that he would respond to Mr. McAvoy's comments at the next Task Force meeting. Ms. Santos Adams stated she would like to have an agenda item dedicated to the issues Mr. McAvoy raised at another meeting. Mr. Evenson then welcomed Mr. McAvoy to attend future meetings to further examine the topics he discussed today.

## **PUBLIC COMMENTS**

Ms. Greene thanked the Task Force for their active participation, and audience members for their patience. She then asked whether those in attendance wished to comment. The following comments were made:

1. Mr. Rowen stated that he attended several regional water supply advisory committee meetings. He stated that early in the planning process there was an effort on the part of two or three members of the committee to expand the scope of the study to address water supply issues such as environmental costs and legal costs; however, the majority of the committee members thought the focus of the plan should be on the analysis of water supply infrastructure development costs.
2. Ms. Rotker stated that there are opportunities that can be pursued in the future to address many of the issues discussed at this meeting. She stated the first opportunity is for SEWRPC to review its hiring practices. She stated that affirmative action goals cannot be met by the current SEWRPC practice of promoting from within the organization, though the internship program is very positive. SEWRPC also needs to address transit issues to make its office more accessible to minority candidates. The second opportunity is for the Task Force to suggest amendments to the regional land use plan and water supply plan based on the environmental costs discussed at this meeting and future Task Force meetings.
3. Ms. Epps made several suggestions regarding groups that should be represented on the housing advisory committee. She suggested that civil engineers replace the architecture group to represent "green expertise," the addition of an affordable housing advocacy group representing areas outside of Milwaukee, and the addition of a resident group. She suggested that the resident group be represented by about 10 members with diverse geographic and economic backgrounds who may have real life experience with the housing issues the committee will be addressing. At least three members should be from low income households and at least one member should be from a rural area of the Region.

Ms. Epps also stated that there should be opportunities to participate in the development of studies such as the regional water supply plan at all times. She continued to say that there should be a method for re-evaluating the water supply plan based on the emergence of new information. This will allow the water supply plan to meet the needs of all residents in the Region. Ms. Epps also offered her assistance in creating a resident panel from the 30<sup>th</sup> Street Corridor area of Milwaukee that can participate in the development of the regional housing plan as well as the water supply plan and other planning efforts undertaken by SEWRPC. In addition, Ms. Epps offered to submit her comments in writing to SEWRPC to ensure they are accurately recorded in the meeting minutes.

**CONSIDERATION OF ADDITIONAL TOPICS AT FORTHCOMING MEETINGS**

Ms. Greene indicated that the Task Force had identified a number of items to be on the next agenda: review of candidates for the housing advisory committee identified by Task Force members, further examination of the issues discussed by Mr. McAvoy, discussion regarding the creation of a resident panel to participate in the development of the regional housing plan and other regional planning studies, and review of SEWRPC's affirmative action plan.

**NEXT MEETING**

There being no further comments, Ms. Greene indicated that the next meeting of the Task Force would be on Tuesday, July 29, at Heartlove Place in Milwaukee, if available.

**ADJOURNMENT**

Ms. Greene again thanked the Task Force and guests for their time and participation. With several Task Force members departing, Ms. Greene declared the meeting adjourned at 6:15 p.m.

Respectfully submitted,

Benjamin R. McKay  
Recording Secretary

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Attachment 1

**SEWRPC Environmental Justice Task Force**

**Conceptual Framework for the Membership Structure of the  
Proposed SEWRPC Regional Housing Study Advisory Committee**

<u>Category of Representation</u>	<u>Number of Representatives</u>
I. <u>Housing Production</u>	± 5
A. Architecture	
B. Land Developer	
C. Building Contractor	
D. Housing Finance	
E. Real Estate	
II. <u>Government</u>	± 13
A. Federal (HUD, FMHA)	
B. State (WHEDA, WDOC)	
C. County (Housing Authority, Other)	
D. Local (Housing Authority, Other)	
E. County/Local Elected Officials	
III. <u>Housing Advocacy Organizations</u>	± 10
A. Equity and Fairness	
B. Faith-based Initiatives	
C. Persons with Disabilities	
D. Aging Concerns	
E. Homeless Concerns	
F. Self-help/Build	
G. Counseling: Legal, Finance, Other	
H. Community Facilitation	
IV. <u>Research and Policy</u>	± 2
A. College/University	
B. Nonprofit Group or Corporation	
<b>Total</b>	<b>30</b>