

League of Women Voters of Appleton-Fox Cities

Local Support Positions

Preamble (2024)

Our local League chapter was founded in 1939. Over many decades, we focused on Appleton and Outagamie County, conducting studies to develop our local positions. Our League has grown along with the increasingly diverse Fox Cities region, and in 2021, officially became the League of Women Voters of Appleton-Fox Cities. In order to expand our outreach and influence and to maintain current and future relevancy, we hereby adopt this preamble to our positions document.

The League of Women Voters of Appleton-Fox Cities is committed to strengthening our communities by empowering individuals and groups to better engage with their government. Whether explicitly stated or not, the League of Women Voters of Appleton-Fox Cities affirms that our local governments, commissions, and advisory committees must reflect the diversity of our communities and uphold the right of every individual to live a healthy and authentic life with a sense of belonging, respect, and acceptance. We intentionally advocate with, and for all to be treated with dignity, including those who are marginalized, stereotyped, misunderstood, or intentionally ignored.

Note: Throughout these support positions “League” refers to the League of Women Voters Appleton-Fox Cities unless otherwise specified.

LOCAL GOVERNMENT

CITY GOVERNMENT (dates below)

The League of Women Voters of Appleton-Fox Cities supports a strong Mayor elected citywide, council members elected by districts, and experienced professional city staff which reflect the demographics of our community and serve the common good.

CITY GOVERNMENTAL STRUCTURE

We support strengthening the office of the Mayor as chief administrator. We support an odd number of years for the Mayor's term so that the districts up for election with the Mayor on the ballot will not always be the same. We support adequate supporting personnel and equipment for the Mayor. (1980)

We support selection of city clerk by appointment based on a competitive examination. We support city staff and appointed commissions which reflect the demographics of the community as indicated in our preamble. (1965)

COMMON COUNCIL ORGANIZATION

We support a Common Council that has no fewer than 10 members with election of Council members by ward or district. (1980)

We support part-time council members with nominal salaries. We support strengthening the policy-making functions of the Council by reducing assignments to committees and administrative detail. We support adequate supporting personnel and equipment for the Council. (1967)

Vacancies on Boards and Commissions should be filled within a specified period of time, be publicly advertised, seeking to reflect the demographics of our community as stated in our preamble. (1980)

CITY FINANCING PRACTICES

We support judicious use of bonding to protect the borrowing power of the City with continuation of bonding authority vested in Common Council with recourse to citizen petition by referenda. (1969)

We support an Executive Budget process spelled out by ordinance to include:

1. Executive budget message
2. Consultation with department heads
3. Program budgeting
4. A clearly communicated timeline/calendar
5. A complete and accurate budget summary available to the public which includes all revenues received from the Federal government so the impact of federal funds is apparent. (1969)

TOWN GOVERNMENT (1991)

The League of Women Voters of Appleton-Fox Cities supports representative town governments that take steps to manage suburban growth by employing professional administrators, using comprehensive planning, and cooperating with adjacent municipalities. We believe that representative government is more desirable than majority rule in an urban community.

We believe that Town Government can manage suburban growth better by taking the following steps allowed under current law:

- Employ paid full-time professional administrators and professional staff to meet the needs of the town. Representative of the diversity in the community should be part of the hiring process as expressed in our preamble
- Adopt a comprehensive plan that is inclusive of a diverse community
- Adopt and exercise village powers
- Form town boards consisting of 5 elected members
- Create special service districts within the town, with residents within these districts taxed for the service
- Enter into intergovernmental agreements with adjacent municipalities for more efficient and less costly delivery of services and avoid costly border disputes.

COUNTY GOVERNMENT (dates below)

The League of Women Voters of Appleton-Fox Cities supports a strong vibrant County government led by an elected County Executive and governed by elected Supervisors with well-defined policy-making responsibilities. We support County Departments led by professionals and intergovernmental cooperation with component municipalities and adjacent counties.

FINANCIAL PLANNING (1974)

We support a County Budget process which includes:

- Executive budget developed in consultation with department heads which includes an Executive budget message.
- Review of the Executive budget by Finance Committee members with a flexible schedule to allow maximum attendance by committee members and other supervisors; meeting agenda posted in advance, and the availability of department heads and the County Executive for consultation during review sessions.
- Adequate time for consideration by the County Board of Supervisors and the public.
- Budget listed by total revenues and expenditures with all categories comparable.
- Long range planning of expenditures.

COUNTY BOARD AND COMMITTEES (1975)

We support a County Board whose emphasis is on legislating policy, decreasing attention to administrative detail. We support providing adequate time for the County Board, the County Executive and the public to study resolutions prior to action, but limiting the time for study of referred material by committee. We support a small County Board size to improve legislative efficiency. (2004)

We support County Board committees with well-defined responsibilities; grouping related services under single committee jurisdiction, with title denoting responsibilities. We support regularly scheduled posted meetings, with published agenda, and subsequent published minutes; minimizing administrative function for committees, and limiting the number of standing committees with no fewer than five members per committee.

COUNTY MEETINGS

We support clear communications between citizens and their county government. This can be accomplished by the county making all meetings and information available and open to the public unless excluded by statute, by providing time for citizen input at county board and committee meetings, and by educating the public about county government.

COUNTY EXECUTIVE

We support the executive form of government as set forth in the statutes, believing the County Executive performs a valuable function in administering county government and in use of the veto power.

COUNTY DEPARTMENTS AND SERVICES (1988)

We support organization of County departments by grouping related services and establishing a Department of Public Works. We support equitable assessment for County services.

We encourage municipalities to consider using existing County services or arrangements with adjacent municipalities or counties in lieu of creating new municipal service units. If there are services that could be better consolidated at the county level, we encourage municipalities to use these consolidated services.

COUNTY HEALTH AND HUMAN SERVICES DEPARTMENT (Cross reference Public Health) Counties provide a wide variety of health and human services to residents. We support consideration of cost effectiveness, transportation, and language needs of clients when any services are planned. We support HHS programs including a variety of cultural traditions, such as:

- Adult day care, adult foster care and the concept of the Community Options Program
- Respite care
- A system of maintaining and updating information and referral in a professional manner (Information and Referral mandate)
- Early intervention and restitution programs
- Efforts to comply with the Family Planning mandate
- A domestic abuse center
- Publicity given to daycare options with attention to training and standards
- A teen AODA (Alcohol and Other Drug Abuse) aftercare hours (Cross reference Youth Services)

LAND USE PLANNING

CITY PROCESS AND PRIORITIES (2016)

The League of Women Voters of Appleton-Fox Cities supports a comprehensive city land use planning process that includes diverse citizen involvement, cooperation with counties and other municipalities, leadership by staff experts and/or consultants supporting development which meets the goals of our community. Priorities for future city design should take into consideration a wide range of economic, environmental, safety, and quality of life goals.

Planning process

We support citizen involvement throughout the planning process which includes:

- Adequate and timely notification to the public in order to ensure participation
- Utilization of designated neighborhood leaders to increase representation from various areas of the community.
- Balanced representation on planning committees of city employees, government officials, business owners, city residents, nonprofits, diverse communities as expressed in our preamble and other stakeholders.

We support comprehensive planning based on community goals and objectives as outlined in the city's *Comprehensive Plan*. Comprehensive planning at all levels of government regardless of state support.

We support a strong, coordinating role for the City Planning Commission and a strong, centralized City Planning Department.

We support sound planning practices which take into consideration the diverse needs of the community in addition to economic development.

We support communication and cooperation in planning functions between the city, counties, surrounding towns, municipalities and the region. [Cross reference: Fox Cities Regionalization](#)

We support ensuring that the infrastructure required to support any proposed development is adequate to meet the goals of the people for whom it is designed and the wider community. Government should communicate any estimated impact of specific developments to the neighborhoods affected and the community at large.

We support the role of City staff in using their expertise to provide context to the planning process, lead ongoing communication, and ensure the understanding of goals between/among all consultants engaged in the *Comprehensive Plan*. Final accountability for the planning process should rest with elected officials.

Priorities for Future City Design

We support including these priorities for future city design:

- A balance of economic development and quality of life which creates a viable and diverse economic base.
- A healthy, safe and viable central business district ([Cross reference: Downtown Development positions](#))
- Availability of choices including mixed-use buildings, repurposing of existing buildings and other current and/or future urban planning practices.
- A wide range of housing options. ([Cross reference: Resilient infrastructure and Vulnerable Population positions](#))
- Accessibility for people of varying abilities and needs.
- Consideration of unique features and aesthetics when planning for development.
- Anticipate the impacts of proposed programs and projects to prevent irretrievable damage to natural, human-made resources or damage to the community itself.
- Conservation of energy. [Cross reference: Sustainability and Resilience](#)
- Support of economic, recreation, social, and environmental goals. Strive for long-range government economic policies which lead to the fulfillment of the goals of the community including neighborhoods which are safe and welcoming for everyone in our community.
- Ample parks, recreation sites and trails, particularly in unique areas like ravines and the riverfront where all residents should feel welcome and safe. [Cross reference Parks and Recreation position.](#)
- A balance of public and private uses for the riverfront area. ([Cross reference: Fox River Corridor position](#)).
- Support ample green space throughout the city.
- Support of transportation measures, a mass transit system and energy efficient vehicles for government use ([Cross reference: Local Transportation position](#))
- Safe and convenient routes and conditions for bicyclists, walkers and people of varying abilities and needs.

FOX CITIES REGIONALIZATION

We support regional intergovernmental services when they improve services and/or contain costs. (2004)
We believe there is a community of interest in the Fox Cities region that goes beyond the value of the designation and offers a potential for orderly development and improved quality of life. (1974)

Regional Agency (1971)

We support a regional planning agency with priorities set by its policy body. Community needs should be the primary criterion rather than the availability of state and federal governmental aid. Decisions should represent rural, urban, and suburban interests and take into consideration the diversity of our community's populations.

Governmental organizations concerned with regional problems must meet the following minimum criteria:

- Representation based on population and reflecting the diversity of our communities of interest
- Direct accountability to the people
- Equitable funding
- Political feasibility

Cooperation by existing government units (1974)

We support that these areas should be handled by existing local government units cooperatively:

- Environmental concerns – i.e., land use planning, solid waste management, and air and water pollution. (Cross reference: Solid Waste, Climate Resilience, Clean Water)
- Area-wide recreation
- Public communication and mass transit (cross reference: local transportation)

CRITERIA TO BE APPLIED IN ANNEXATION DECISIONS (mostly 1989)

We support annexation decisions which value the overall good for the area. This includes improving the long-range good over shorter-range issues of costs and benefits, with attention to environmental quality, fairness, efficiency of services, and unique regional challenges in the tri-county Fox Cities.

Managing growth while strengthening the regional community

We believe that growth should be viewed not as a good in itself, but as an inevitable pressure on the area, with annexation a method for managing growth. The ability of a city to support diverse community resources that enhance the quality of life should be strengthened by maintaining a strong tax base with parks, museums, cultural activities, public libraries, etc. Public education on long-range issues is vital.

We support the following actions to prevent future problems:

- Area-wide planning, particularly for sewers, drainage, and transportation
- Comprehensive City planning and strengthened extraterritorial zoning powers
- Cooperative planning among governmental entities, including municipalities and special districts such as schools and sanitary districts Cross reference: Fox Cities Regionalization

Environmental quality (2003)

We support preserving and protecting the environment. The human-made boundaries of municipal or county lines should not be barriers to addressing environmental or public health problems. Comprehensive land use planning is needed to protect health and safety. Adequate services should be provided to maintain and/or improve the quality of air and water. Sanitation and zoning laws should be strengthened to discourage dispersed development and promote efficient land use. **Cross reference: Climate Resiliency, Land Use.**

Fairness

We support prioritizing fairness in paying for services. Those who benefit from services should be expected to share the cost, perhaps through user fees or applying the cost to a wider tax base. Services should be seen as a whole package, and it is unfair to select parts of the package without supporting the whole. Services should generally not be provided without annexation.

Costs of services should be equitably shared by users, fully allocating all costs, operating, administrative and capital. Options include:

- User fees can be a fair way of distributing costs
- Exploration of tax-exempt organizations paying for services (2001)
- Distribute costs over a wider tax base
- Strengthening county government services, as a means of sharing costs
- Requiring minimum service levels in urbanized areas (adequate drainage, sewer, and street and sidewalk standards).

Efficiency of urban services

We support area-wide and comprehensive city planning to prevent costly duplication and proliferation of urban services. Strengthening extraterritorial zoning powers might prevent future expenses. Urban services should be provided economically and efficiently, with planning for possible future annexations. Duplication of urban services should be avoided. Service levels of existing residents are not to be weakened because of annexation. Annexation is desirable when development will result in intensive uses or densities requiring urban services. **Cross reference: City Planning, Town Government**

Unique regional challenges

We recognize the difficulties caused by Appleton being in three counties, and would support exploring county boundary revisions. We would like to see changes in state legislation relating to annexation, but we would not favor legislation that weakens open meeting requirements or citizen rights, or which strengthens town powers.

DOWNTOWN DEVELOPMENT (2016)

The League of Women Voters of Appleton-Fox Cities supports a safe and thriving downtown with a wide range of housing, business, and quality of life offerings for all residents and visitors.

We support downtown development which strives to create a vibrant and dynamic city center by:

- Encouraging the gathering of people
- Fully embracing and leveraging the diverse arts, cultural and educational assets of the community
- Supporting an environment which encourages employers to locate downtown and businesses (like grocery stores) that serve downtown neighborhoods

- Providing more housing options downtown
- Increasing connectivity between downtown, the river and the region.
- Promoting quality development along the Fox River by embracing the region's natural heritage
- Supporting public, private and non-profit partnerships which make downtown more attractive for residents and visitors
- Promoting a welcoming downtown that is walkable, aesthetically pleasing, and safe for pedestrians and bicyclists
- Embracing diversity while fostering inclusiveness and accessibility for all
- In Appleton, going beyond the concept of linear College Avenue and expanding it to the side streets and areas north and south of College Avenue.

LAW ENFORCEMENT

The League of Women Voters of Appleton-Fox Cities supports law enforcement policies developed by professionals approved by elected and appointed community representatives. We support Fox Cities law enforcement agencies cooperating to share resources when appropriate.

LOCAL POLICE PROTECTION (1973)

We support written enforcement policies proposed by the police department and approved by the local elected officials, such as the Public Safety Committee of the Common Council. We support flexible recruitment policy, reflecting the composition of the community. We support required specialized in-service training for police officers. We support employment policies to be based on merit, ability, and qualifications, with effort being made to fill positions from within the police department.

REGIONAL LAW ENFORCEMENT (1994)

We support the following criteria to judge how beneficial consolidation or cooperative law enforcement efforts might be:

- Fair cost sharing; tax equity.
- Good response time and consistent investigative follow-through.
- "Neighborhood" policing which increases officers' knowledge of their part of the community, their morale, and aids in crime prevention.
- Consistency across jurisdictional boundaries.
- Accountability.
- Cost effectiveness.
- Keeping crime under control.
- Level of service should be equal to the best unit – bringing other service levels up without bringing anyone's service down.

We support that these law enforcement services be shared under any system:

- Anything that benefits an entire region but is not used regularly by every department (i.e. equipment, specialized personnel)
- E911, SWAT, Investigations, Recordkeeping, Emergency Response Teams
- Communication and control (a communication system that can be used consistently throughout the region, that is functionally accessible and user-friendly)
- MEG: Drug Investigation and Enforcement
- Mutual Aid Pacts

- Community Outreach and Prevention

We support that the ideal law enforcement system for the Fox Cities should include:

- Regional consolidation of law enforcement jurisdictions that share similar communities of interest, with strong emphasis on consolidation of major services
- Rural areas policed by sheriff's departments
- Boundaries that are not rigid. As rural units become more urban, they should be encouraged to join urban police forces
- Any further consolidation measures should be influenced by our experience with regional and major service consolidation. If regional service consolidation is successful, a full Fox Cities metropolitan law enforcement system should be considered.

In order to move toward this preferred system, we support our local communities:

- Encouraging other consolidation efforts between/among local police forces
- Monitoring the efforts of public officials in this area who favor consolidation
- Keeping these issues in the public eye. Educate the community on the long-term benefits: avoids duplication, increases cost effectiveness, eliminates gaps in service. Emphasize how lifestyles in the Fox Cities constantly cross boundaries to home, work, recreation, shopping
- If appropriate, make it an election issue.

PARKS AND RECREATION (1982)

The League of Women Voters of Appleton-Fox Cities supports a Parks and Recreation Department run by a director, and led by professionals with policy-making duties overseen by a commission and the Common Council.

Department

We support a Parks and Recreation Department responsible to the Parks and Recreation Commission with the Commission responsible to the Common Council.

We support the Parks and Recreation Department under one director. In addition, we support the following professional administrators: a recreation specialist with responsibility for the supervision of recreation programs; a park specialist with the responsibility for the supervision of parks with both positions reporting to the director.

We support a line of authority and job descriptions that eliminate duplication of duties and facilitate efficient management of the department. Educational requirements, specific duties, and experience should be included in the job descriptions. The City's Human Resource Department should screen applicants based on standards developed by the Park and Recreation Commission; the Parks and Recreation Department should do the actual hiring of staff.

Commission

We support the following structure and function for the Parks and Recreation Commission:

- Size of the commission five members – one alderman, one school board member, and three citizen members.
- The Commission should report to the Common Council and function like a council committee

- The Commission should show leadership by concentrating on formation of policy and long-range planning.

Finances & User Fees

We support that Parks and Recreation program expenses and revenues should be separate from the administrative portion of the budget. A detailed budget should reflect actual costs of individual programs. We support reporting data in annual reports that will ensure accuracy and consistency. Quarterly financial statements and bill lists should be approved by the Commission with an independent audit done annually.

We support striving to have user fees cover 50% of the operating costs of Recreation programs; the remainder should be covered by taxes. Adult programs should cover 100% of the operating costs. Fees for children should be low enough to ensure maximum participation. Non-taxpaying, non-resident participants should pay a substantially higher user fee.

Recreation Programs

We support a wide range of marketing and a variety of non-competitive programs to ensure persons of all ages and abilities can participate. We support equity in co-ed participation and in competitive and non-competitive programs. We support new programs that can be introduced on a trial basis and regular evaluation of the summer playground program. The supervisor of the playground should have a recreation background. We support quality orientation and training for playground leaders and adequate supervision of playground leaders.

Parks

We support efforts to develop natural areas, as well as manicured areas, in our parks. The goal should be to have variety. Duplication of facilities should be avoided near school areas. We support continued development of mini-parks and green areas in and near downtown. Parks should be evenly spaced throughout the city welcoming and safe to all residents as expressed in our preamble.

PUBLIC LIBRARY (2014)

The League of Women Voters of Appleton-Fox Cities supports our public library, a community center which provides essential services and a wide array of specific programs for community residents and visitors.

A Basic Community Service

We support that our public library is an essential community service which provides the following essential components:

- A center for lifelong learning and access to the world of information
- Digital resources to people of all incomes and skill sets
- A safe and welcome place in a central location providing access to all members of the community and accessible by public transportation
- A collective purchasing agent for community resources
- Access to our community's history

Specific Programs and Services

We support the following library services (through resources and collaborations) that meet the needs of our community:

- Technology (cutting edge technology with proficient staff who assist and advise the public in its use)
- Arts (space for art exhibits and creativity, room for music and drama performances)
- Literacy (Help the public search and evaluate information; Build early literacy for babies, toddlers and preschoolers; Collaborate to provide instruction in English and other languages; Offer programs in multiple languages; Provide opportunities for engaged learning and civil discourse in the humanities, social services, and physical science)
- Career (tools for adults to access appropriate technology to apply for jobs, do homework, get information about health care, learn about government benefits, and manage finances; Provide help for accessing job databases and online employment services; Provide support for small businesses and entrepreneurs)
- Leisure and diversion (stimulating and engaging resources in a wide array of formats for enrichment and enjoyment)

Physical Spaces

We support our public library providing physical spaces including for:

- All phases of life — preschool, elementary, teens, adults, and retired adults
- Special user groups
- Large and small groups to gather
- The use of new technology
- Creativity and innovation

We believe the library's physical space features should include:

- Flexibility to adapt to future needs and changes
- Separate spaces for quiet and noisy activities
- An abundance of natural light
- Meeting space when the library building is closed
- Sustainable design concepts in new and remodeled spaces

Financing

We support our public library being financed through a combination of sources. Operational funding for the library should be primarily public money with private donations serving as the "extra edge" for special programs and activities. Capital expenses for remodeling, expansion or new construction should be primarily public money with private donations augmenting public funds.

Outcomes

Collectively our public library's mission, programs, services and physical space reflect the dreams and aspirations for our community. Libraries provide economic stimulus. Libraries help create a nation of informed and active citizens serving as a cradle of democracy.

NATURAL RESOURCES

ENERGY CONSERVATION (1981)

The League supports local governments taking an active role in practicing energy conservation and promoting energy conservation measures in the wider community. We support policies that preserve access for solar energy generation.

Local government should

- Review and revise local codes, policies, and ordinances to encourage energy conservation.
- Meet energy standards in its own buildings.
- Consider the energy implications of its actions.
- Support transportation measures:
 - Transit system.
 - Energy-efficient vehicles for government use.
 - Bicycle use through safe and convenient routes and conditions.
- Support solid waste disposal.
 - Recycle whenever possible.
 - Promote recycling in a positive way.
- Provide public education on energy
 - Technical assistance.
 - Energy information.
- Make information on energy available at the time of sale of buildings.

Solar Access

Legislation supported at state and local level.

- Existing areas need flexible standards.
 - No building or vegetation should be required to be removed for solar equipment to be made usable.
 - General support to protect solar equipment from subsequent building or vegetation.
- New development should have strict solar access standards.
 - Street and building siting. (Correction 2001)
 - Selection and planting of street trees.
 - Solar access guaranteed for the building itself.

CRITERIA TO BE APPLIED IN RECYCLING POSITIONS (1990)

The League supports local governments taking an active role in utilizing and promoting recycling to maximize usage of extracted/harvested resources, reduce the volume of waste generated, and extend the life of the regional landfills. The League also supports local governments encouraging residents to adopt practices to reduce waste and reuse materials.

Environmental Quality: The League believes protecting the environment from damage or degradation is of primary importance.

We support reduction in the amount of waste entering the waste stream and additional reduction actions such as:

- Reduction of throw-away purchases and uses through substitution of less environmentally damaging goods.
 - and state or national bans on materials such as certain plastics or consumer items (more desirable than local bans.)
- Reuse of materials
 - Hot lunch and meal site programs should consider reusable materials.
 - Reusable cloth diapers should be encouraged
- Diversion from landfills of yard wastes, white goods, waste oil, tires, and batteries.
- Alternatives for safe disposal should be provided if material is banned from landfill disposal or incineration.

- o Clean Sweep programs to provide safe disposal of toxic materials that should not enter the general waste stream.
- o Fees when purchasing or discarding these items could be used to pay for their handling.
- o Collection mechanisms should be provided to prevent dumping.

Flexibility - The League recognizes that the volatile recycling markets make rigid policies inadequate.

- Government should not undercut private recycling businesses since they may be more responsive to fluctuations in prices and demand for materials.
- Recycling should be encouraged along a continuum of action by voluntary or mandatory means, at central sites or curbside, with recyclables collected separately or commingled. The preferred solution for greatest volume and accessibility would be mandatory curbside collection.

Economics

- Charges should reflect real costs:
 - o Tipping fees should include current costs of landfill operations, as well as preparing for long-range costs of closing, maintenance, and new construction.
 - o Items requiring special handling should have a fee assessed in keeping with this real cost.
- Incentives and Disincentives
 - o Tax, transportation, and other incentives should encourage recycling.
 - o Modest monetary and publicity incentives could be used to encourage recycling.
 - o Fees per bag of solid waste for disposal might be appropriate.
- Regional cooperation and equipment sharing to minimize costs.

Education

- Promotion of recycling and waste reduction should be encouraged.
- Information of local government waste management policies should be broadly communicated in the media, as well as targeted to more specialized groups (i.e. recycling brochures in newcomers' packets).
- Regular Clean Sweep programs should be publicized.

FOX RIVER CORRIDOR (1992 & 2002)

The League supports a cooperative, regional approach for protection and restoration of the Fox River and its water quality, riverbanks, and unique historical features. The League recognizes that the Lower Fox River remains a working river, and requires water level management by the U.S. Army Corps of Engineers to assist in multiple uses.

We support:

Environmental Goals

Water Quality

- Continue improvement of water quality.
- Ensure that the U.S. Army Corps of Engineers remains in charge of water level regulation through maintenance and operation of dam system.(Revised 2002)

Natural Areas Protection

- Protect unique places like Thousand Islands Conservancy Area.(Revised 2002)
- Promote wetland and shoreland restoration.
- Encourage native vegetation and wildlife; discourage harmful non-native vegetation and wildlife.

Riverbank Protection

- Adopt a shoreland zoning ordinance.

- Prevent erosion.
- Regulate harmful boating activities.
- Protect scenic qualities.
- Use natural landscaping principles to guide tree cutting and appropriate replanting of native vegetation. (Revised 2002)

Public Access

- Expand hiking and biking trails near the river.(Revised 2002)
- Provide public boat access, while protecting important natural areas.
- Promote city parks along the river.
- Promote alternatives to automobile traffic along the riverfront area.(2002)

Economic Goals

- Restoration of the navigation system; without the repair and ongoing maintenance of the historic locks, a through navigation system could not be recreated if it were lost.
- Providing soil testing analyses to enable appropriate economic development.(2002)
- Encouraging private and public development in the river corridor.
 - o Promote historic buildings, museums, the locks, and excursion boats.
 - o Avoid a “Dells” effect.(Needs a footnote.)
 - o Discourage gambling. .(Needs a footnote)
- Coordinate emergency rescue preparedness.
- Plan safe and cost effective public access. (2002)

Historic Goals

- Promotion of the Fox River Corridor. (Revised 2002)
- Repair and continue operation of the historic locks navigation system.
- Historic preservation along the Fox River Corridor.(Revised 2002)
- Preservation of the visual fabric of the river through adaptive reuse of historic structures.

Implementation Goals (2002)

- Encouraging a cooperative regional effort
- Forming a Waterfront Advisory Committee in order to ensure continuous citizen input
- Establishing a master plan with specified goals to be implemented by local planning departments with input from planning commissions, and the Waterfront Advisory Committee.
- Creating a comprehensive zoning district that allows for a variety of uses as well as continuity among building design and site layout.
- Requiring public access to the water as part of new developments.
- Encouraging coordination among public/private funding sources

CLIMATE CHANGE PREPAREDNESS AND RESILIENCE (2020)

The League of Women Voters believes that we will have resilient and prosperous communities safeguarded from climate change disaster through preparedness. Funding climate change preparedness is more fiscally responsible than repairing the increasingly frequent damage of severe weird weather. Preparedness plans must encompass both seamless regional coordination and communication of emergency management systems and robust funding to proactively build resilient infrastructure, buildings and housing, and community networks.

Climate change impacts a multitude of layers within society, e.g. businesses, homes, agriculture, schools, health, food supply chain, air and water quality, waste management, energy sources, roads, and bridges, There is a great need for silo-breakers, translators and communicators to use more common language that can reach all people within our region. Building social resilience and strong neighborhoods with safe public spaces to promote social connectedness are vital factors that save lives during extreme weather events.

We support:

- Development of a regional climate resilience plan under the direction of a climate resilience leader is of utmost importance. The Climate Resilience Officer will use the highest level of climate science and risk assessments to protect our residents, farms, businesses and ecosystems. The preparedness plans are to be implemented in all urban and rural communities in the Tri-county region. (See Appendix for endnotes)
- Incorporating climate resilience in all policies emphasizing inclusion in all regional decision-making.
- Creating a **Regional Climate Resilience Team (RCRT)** with a **Climate Resilience Officer (CRO)** empowered and funded to implement a structured process to develop a shared vision for change, goals, shared measurements and the necessary policies to achieve the desired outcomes. (The region is defined as Outagamie, Calumet and Winnebago Counties.)

The RCRT, whether new or within an already-existing regional body, should address how to:

- o Increase synergy, communication and interaction across complex systems (e.g., government and private and non-profits entities)
- o Prevent “reinventing the wheel” by researching other cities and states that are further along the resilience journey to learn and adopt more quickly relevant successful practices.

The roles of the CRO:

- o Lead the resilience vision and strategy process bringing together a wide variety of stakeholders and including input from all local governments (counties, cities, villages, towns, and tribal nations), communities, vulnerable populations and public/private entities.
- o Establish an effective governance structure (e.g., “Collective Impact” framework), organizational policies and procedures and allocate necessary resources to ensure long term success.
- o Work with all groups to facilitate, communicate and promote collaboration and synergy across projects and plans.
- o Act as the “resilience point person” ensuring that a resilience lens is used in all decision-making and will identify government policy gaps that represent barriers to achieving the vision.

The key roles for the RCRT are project management, data management and facilitation:

- o Coordinate participating organizations and agencies.
 - o Plan, manage and provide on-going facilitation technology, communication support, data collection and reporting.
 - o Codify and document the regional resilience initiatives and learning into a set of tools that can be shared or scaled up within and across regions.
 - o Collaborate with county Emergency Management teams to ensure that regional risk assessments of vulnerable infrastructure, sites and populations are updated on a regular basis and include latest science-based climate forecasts.
- Building trust among people in the region about the importance of proactive climate resilience using communication, education and transparency.
 - Using a blend of innovative private and public funding approaches to ensure long term implementation of the resilience vision.
 - Annual government funding contributions to both the operational budget for the Climate Resilience Team’s ongoing work and to a restricted fund to be used for climate preparedness and resilience.
 - Designing construction projects, replacement or new, for future climate resilience; based on sound climate forecasts, risk assessments and aligned with the resilience vision, not just on pre-existing construction standards. We support removing government restrictions for only replacement-in-kind.

- Consistently requiring measures that consider ecological balance, green infrastructures and strategies for long term sustainability. Building codes, permits and zoning should always consider *where and how* we build anticipating future climate risks.
- Setting the protection of vulnerable populations as the first priority for climate resilience planning. Plans should
 - o Identify the types of populations and their locations within the region and how climate change impacts them now and in the future.
 - o Develop strategies for providing vital services (transportation, health, etc.) and essential needs (clean water, food, safe shelter, reliable energy, heating/cooling, etc.).
 - o Inventory vulnerable ecosystems and providing for their protection or restoration.

CLIMATE RESILIENCE PRINCIPLE (2021)

The League of Women Voters of Appleton-Fox Cities recognizes the need to take action across all aspects of climate change preparedness: mitigation, adaptation, resilience and sustainability, informed by the principles developed by the Rockefeller Foundation, which is a robust framework based on the experience of hundreds of cities.

The League supports

- Utilizing socio-economic equity & justice as a core goal and component of all climate mitigation, adaptation, resilience and sustainability plans for our area.
- Expecting that a core role of a Chief Resilience Officer (CRO) is to engage communities and vulnerable populations impacted by climate disruptions and pollution in order to build trust, communication flow and implementation of community-driven planning processes.
- Filling the position of CRO with a qualified professional with credentials in climate change preparedness and resilience (See appendix for recommended qualifications)
- Using communication expertise across all stages of resilience planning & decision-making to increase trust and participation among the public and vulnerable populations.¹
- Recognizing that the function of each County Emergency Management (EM) Director and team is critically important for strategic long-term preparedness planning, and EMs need to have unencumbered access to the highest level of decision-maker, such as designation as an independent department. (See appendix for recommended qualifications)
- Establishing an enabling policy governance framework that addresses barriers (legal, behavioral, financial and institutional) to the implementation of climate mitigation, adaptation and resilience interventions and the review of existing development plans and policies.²
- Aligning all policies with climate mitigation, adaptation and resilience goals for our region.²
- Finding synergies across policy sectors in our region such as those related to water, energy, food, housing security and health.² (Cross reference)
- Institutionalizing ongoing resilience governance with a process that includes consistent baseline measures, data gathering and progress measurements towards the desired resilience goals.
- Collaborating, as a League, with local government task forces and community grassroots groups that are working on climate change mitigation, adaptation, resilience and justice in the effort to educate themselves and the public about fast-moving information, science and technology.

(APPENDIX OR FOOTNOTE: Recommendations for Climate Resiliency Officer qualifications:

- a) Bachelor's degree from an accredited four-year college or university; Master's degree preferred;*
- b) at least four to eight (4-8) years of work-related experience;*

- c) *credentials in climate change preparedness and resilience, or be willing to obtain the credential while on the job, from organizations such as the Association of Climate Change Officers ACCO, Certified Climate Change Professional® (CC-P®) or the Resilient Cities Network, etc.;*
- d) *strong interpersonal and communication skills to effectively interact and communicate with Emergency Management teams, government departments, public and private entities and communities within the region.*
- *Recommendations Emergency Director qualifications*
 - a) *Qualified professional with years of EM experience*
 - b) *Director level certification from FEMA.)*

FINANCING CLIMATE RESILIENCE (2021)

The League of Women Voters of Appleton-Fox Cities understands that the urgency of financing climate resilience takes place on the global, national, regional and local level. Climate risk affects the entire interconnected economy and must be considered in all financial decisions. Forward-thinking communities are moving to higher economic performance and resource efficiency to create economically-thriving communities and long-term sustainability. This work requires a well-founded sense of urgency and a shared vision across all sectors of our economies at every level. These financial action statements help provide a vital framework for our climate resilient future. (See Appendix for endnotes)

The League supports

- Funding of the Regional Climate Resilience Officer and their dedicated team, as needed for the development of regional and private/public partnerships, accurate risk and investment assessments, prioritizing needs, and identifying funding resources.
- Decision-making which balances transparent financial climate risks with opportunities and return on investment. We support funding assessment/measurement of the financial risks incurred by failure to transition from fossil fuels and continuing to respond to climate change impacts reactively (e.g., with “bailouts”), as compared to the opportunities from proactively investing to fund climate resilience and less expensive renewable energy, as well as important added value/returns on investment (e.g., green building and infrastructure are long-term assets in a city’s portfolio).?
- Transitioning to net-zero carbon economies and social equity goals, such as divesting of fossil fuels, investing in renewables, and fostering social justice and inclusion.
- Financing organizational and individual climate preparedness and resilience, both with traditional investments and financing plans (Appendix or footnote)
- Budgeting funds for both hazard mitigation and resilience (Cross reference to 2020 position)
- Funding of more resilient designs for damaged/outdated infrastructure
- Using a collective impact model, encourage private/public partnerships to help fund climate preparedness and resilience initiatives for the benefit of all stakeholders
- Using financial incentives to support new technology and renewable energy and job creation initiatives for individuals, as well as for local businesses and organizations in the transition to long-term sustainability.
- Adopting policies that overcome market failures, such as putting a price on carbon,² for accountability by governments, companies, financial institutions, and other organizations for disclosing/reporting accurate risk assessments, real costs and encouraging action to benefit the greater public good.
- Encouraging corporations/businesses to advocate for needed regulations that will facilitate the transition to sustainability.
- Educating individuals and organizations regarding their power as consumers in their banking and investment choices, their personal climate resilience (e.g., purchasing flood insurance, using incentives and grants for upgrades to more efficient energy usage, retrofitting for using more clean energy to reduce their carbon footprint).

(Appendix or footnotes: Potential instruments for financing organizational and individual climate preparedness and resilience:

TRADITIONAL

- o *PACE? and other private/government grants*
- o *tax revenue*
- o *tax incentives*
- o *issuing government, green and catastrophe bonds*
- o *borrowing*
- o *buying reinsurance*

NEW funding resources

- o *special reserve funds*
- o *value-capture*
- o *raising revenue through a carbon tax*
- o *performance contracts*
- o *pooling purchasing power*
- o *aligning shared goals with public utilities)*

VULNERABLE POPULATIONS (2021) (Cross reference)

The League supports the rehabilitation and building of a new supply of climate resilient green affordable housing, ensuring equitable access to all and prioritizing the needs of very low-income families and other vulnerable populations. We encourage the use of collective impact partnerships across public, private and non-profits with common goals related to increasing climate resilience among vulnerable populations and fostering stronger socially-connected neighborhoods, such as Asset-based Neighborhood Organizing, the method of the Abundant Community Initiative in Edmonton, Alberta, Canada.

We support (Cross-reference with social policy)

- Eliminating systemic social/racial barriers and making equity central principle in making basic needs decisions for all residents in the tri-county area such as housing, health care, emergency services, community planning, land use, and communication (including broadband) through
 - o Legislative efforts to:
 - Enable and guarantee the right to housing for all individuals
 - Strengthen neighborhoods and community resilience
 - Build public climate resilient housing
 - Invest in private climate resilient affordable housing.
 - o Reforming systems, laws, policies and regulations that limit or delay the creation of affordable housing.
 - o Dismantling racial discriminatory practices, zoning impediments (e.g., redlining) and other barriers to ensure equitable access to rental housing and home ownership.
 - o Strengthening the protection of tenant and landlord rights including new ways of enforcing social/racial equity such as providing:
 - Housing Choice Vouchers (HCV).

- Increase numbers and broad acceptance of HUD Section 8, safe ways for tenants to report complaints related to violation of their rights or any harassment by landlords or neighbors.
- Incorporating of climate resilience and green¹ building principles in all urban and rural land use plans, including:
 - Prioritization of the needs of all vulnerable populations, with special emphasis on rehabilitation and new affordable housing for very low-income (VLI)², extremely low-income (ELI)³ working people, and communities of color. Individuals and groups representing vulnerable populations must be given the opportunity to communicate their own needs during the planning process.
 - Requirements to design, build and operate units using the latest standards of environmental sustainability, stewardship of land and renewable sustainable energy.
 - Updating of State and local Building and Zoning Codes to include principles of climate resilience with higher mandatory standards of energy efficiency and minimum green standards.
 - Requirement for conducting a climate/environmental risk assessment of primary and secondary hazards on proposed sites for new housing and rehabilitation projects to better inform location selection and ensure a more holistic approach to incorporate latest mitigation/resilient, land use and green infrastructure measures.
 - Use and expansion of federal, state tax credits such as the construction of housing developments using the 'Zero Energy Multi-Family' Low Income Housing Tax Credit (LIHTC).⁴
- Provision of a variety of funding sources, incentives, flexible financing, and educational support across the network of lenders, builders, developers, real estate, landlords, and communities. We encourage
 - New funding mechanisms, including collective impact partnerships among local, regional public, private and non-profits groups with common missions and goals related to climate change resilience and the intersections with vulnerable populations, housing, and health.
 - Education on and promotion of the benefits and long-term value of resilient, green affordable housing and infrastructure projects. Promote using Life-cycle Costing in which both capital and operating costs are considered over the expected life to better reflect the full project economics.⁵
 - State and local grants to incentivize new production and retrofit/rehabilitation of green affordable housing. Increasing the state minimum wage to provide income sufficient to afford the Fair Market Rent⁷ in the area without exceeding 30% of median income to avoid being in the cost burdened classification.
 - Awarding grants to homeless and very/extremely low-income people.
 - Creation of new state and local partnerships to offer small amount mortgage loans (e.g., below \$75,000) at reasonable interest rates to enable more home ownership.
 - A greater number of income supplements (e.g., Housing Choice Vouchers, grants) to improve access to safer resilient rental housing for all.
 - Federal and state Low Income Housing Tax Credit (LIHTC)⁸ programs which serve Very Low Income and Extremely Low Income tenants.
 - State and local governments, planners, and builders reaching out to experts in green and climate resilient building (e.g., The Urban Land Institute, New Ecology, Inc., and Green Home Institute).
 - Education of communities, organizations, lawmakers and all residents about the many benefits of having mixed-income, mixed-use housing developments and diverse neighborhoods.
- Using the five-step Building Resilience Against Climate Effects (BRACE) framework to identify likely climate impacts in our communities, potential health effects associated with these impacts, and the most at-risk populations and locations so that the health care department, emergency management systems and regional chief resilience officer can develop mitigation, adaptation and resilience plans to address critical gaps. We support:
 - Establishment and use of location databases of vulnerable people and their relocations.

- o Systems and emergency plans that:
 - Include key factors affecting communication and evacuation plans across different vulnerable populations such as language (Spanish, Hmong, etc.), hearing, sight or mobility impaired needs.
 - Provide information, money and other support when and if relocation is needed.
- Frequent community and neighborhood educational and emergency simulation exercises including vulnerable communities, and re-galvanizing neighborhoods around the common need of improved social connectedness, health and climate resilience. Recommended strategies include the following:
 - o Create partnerships among community-driven groups, local government health programs, emergency response programs, private organizations with common goals (for-profit & nonprofit).
 - o Increase education about poor air quality and what can be done to minimize health impacts from hot weather air pollution days.
 - o Develop procedures to identify, communicate and provide cooling services to heat-stressed vulnerable populations.
 - o Reduce the number of mosquito breeding sites found in urban and rural communities and at individual homes, while also protecting and expanding wetlands. Provide pest and disease education to recreational land users. Monitor tick and mosquito populations.
 - o Restrict building and chemical storage on floodplains.
 - o Identify and test wells that are at risk of contamination from natural runoff and flooding.

RESILIENT INFRASTRUCTURE (2021)

We support efforts by communities and individuals to make conservation and resource protection changes in infrastructure projects in order to support climate resilience.

We support

- All communities and units of government
 - o Planning and implementing changes to community infrastructure that will move municipalities toward climate resilience.
 - o Completing baseline performance assessments of energy use, vulnerability assessments and assessments of the risk of energy loss in governmental buildings followed by continual and regular reassessment and implementation of conservation and sustainability plans.
 - o Utilizing a public health and climate resilience lens when developing all policies.
 - o Making community infrastructure systems more resilient and sustainable:
 - Transportation, including support for public transportation, alternative modes of transportation and limits to expanding highways
 - Water treatment systems, water conservation efforts and storm water control systems
 - Energy generation and transport systems and energy conservation efforts, including
 - o development and implementation of a coordinated energy delivery system
 - o promotion of creating sustainable energy systems in individual homes and businesses
 - Housing and industrial development, land use and wetland planning and zoning processes
 - Communication systems, including broadband, that are accessible and affordable to all
- Accelerating the pace of actions that can be taken now to enhance energy security, reliability and resilience using the latest climate science to anticipate future extreme weather in our region and plan for it.² Actions should include:
 - o Improvement of data collection, modeling, and analysis to support resilience planning.²
 - o Private and public-private partnerships supporting coordinated action.²

- o Both development and deployment of new, innovative energy technologies for adapting energy assets to extreme weather hazards.²
- o Ensuring energy security and reliability for all area hospitals and emergency shelters such as renewable energy battery back-up power and the capability/flexibility of receiving power from near-by external source(s).
- Development of a broader overall plan of all components of the energy systems to improve overall climate resilience, security and reliability to withstand a variety of severe hazard events (such as heat waves, droughts, heavy rains, strong winds, and prolong deep freeze/ice)³ and build greater flexibility on both energy supply and demand sides.⁴ Flexibility needs to be built in three areas:\
 - o Power Generation – from a variety of resilient, sustainable sources including micro-grids, renewable technologies such as solar and wind which are now less costly than fossil fuel.
 - o Power Distribution – develop an open system capable of distributing and receiving energy within and outside our area.
 - o Power Demand – e.g., implementing data collection and smart control systems to detect and moderate increasing energy demand, especially of large buildings that represent a large proportion of energy consumption.⁴
- Sustainable use of community resources.
- Conservation and sustainability by individuals, families and industries, as well as by the community as a whole.

WATER QUALITY (2021)

We support actions including education, personal and collective, and budget decisions and legislation that support protection or improvement of water quality now and into the future. These actions will recognize water as an interconnected hydrologic system and common resource essential to life and all facets of wellbeing. (See Appendix for endnotes)

We support:

- Reducing Lake Winnebago levels further in the winter and delay fill by several weeks to account for increased rainfall and runoff, especially on frozen ground in the spring to prevent high flows and flooding in the lower Fox and enhance beneficial wetlands in lakes Butte des Morts, Winneconne, and Poygan.
- Development of a new control plan for the Lake Winnebago system which prioritizes water quality, in addition to addressing flooding and navigation. To address declining water quality, the Linde Plan, which prominently emphasizes the importance of wetlands as nutrient and sediment filters, should be an important component, as well as climate change factors, in developing a replacement for the currently used 1886 Marshall Order. Enhanced wetlands will serve as filters for sediment and nutrients (like nitrogen and phosphorus), which are reducing the lakes' water quality to an unsustainable state.¹ The new plan should include the following:
 - o Safeguard drinking water by reinvigorating water quality protections and the healthy ecosystems that provide it.
 - o Increase testing and treatment of drinking water supplies to detect and treat naturally occurring and human-made pollutants such as nitrates, cyanotoxins, and other harmful pollutants such as Per- and Polyfluoroalkyl Substances (PFAS)² and other endocrine disruptors.
 - o Regulate land-based and surface-water sources of pollution in sensitive aquifers, such as karst regions.

- Adequate funding to monitor recreational bodies of water for cyanotoxins produced by blue-green algae. If safe levels are exceeded, warning signs must be posted at public access points.
- Funding for training programs for farmers to implement sustainable and eco-agriculture³ farming practices.
- Training and funding assistance to secondary schools and institutions of higher learning within Wisconsin to integrate sustainable and eco-agricultural principles into curricula.
- Collaboration among municipal, regional, and state planners to promote the protection and improvement of water quality.
- Public education campaigns on the local sources of drinking water and personal actions that can be taken to protect and improve water quality
- Adequate funding for expedited removal of lead pipes in the water supply infrastructure in support of LWV-WI water position related to eliminating contaminated sources of water for humans and wildlife.⁴
- Planning and funding for control structure improvements in the Fox-Wolf River watershed, reflecting a wetter climate regime.
- Improved farming and urban practices that reduce chemical, sediment and nutrient loadings into water resources, as well as:
 - Provision of increased and adequate funding to enhance advising, participation, and compliance with sustainable agricultural practices that improve conservation and reduce water and sediment runoff.
 - Facilitation of cost-sharing and equipment loan programs to expand the number of farms utilizing conservation tillage and regenerative cropping practices.
- Use of renewable sources to become the dominant resources for both transportation and energy production in order to lower pollutant levels, mitigate climate change acceleration, and lower nutrient inputs.
- Regional community policies that promote better land use planning and zoning processes that protect and improve water quality.

SOCIAL POLICY

PUBLIC HEALTH SERVICES (1986)

The League of Women Voters Appleton-Fox Cities supports Public Health Services that reflect our DEI Healthcare positions and include:

- Collection and analysis of vital statistics
- Communicable disease control
- Environmental sanitation
- Maternal, infant, and child hygiene
- Public health education
- Laboratory services
- Chronic disease control

- Short-term home health care visits

We support public health services provided to city residents by the City Health Department and to Outagamie, Winnebago, and Calumet residents living outside Appleton by the County Health Department except for those services that counties provide to all residents.

We support strengthening existing departments through local, state, and federal budgets.

In the event the city should choose to eliminate its public health department, the transition to the provision of public health services by the counties should be done in an orderly fashion so continuity and the existing level of service is maintained. Such a transition should contain:

- A one-year notice by the city that it intends to eliminate the public health services.
- An agreement with the counties that specifies the level of service it will provide.
- Contract arrangement with Outagamie County by Calumet and Winnebago Counties to provide services to Appleton residents. (Cross Reference County HHS)
- Study: Diversity, Equity, and Inclusion (DEI) in Local Health Care Draft Position Statements (Cross Reference)

DIVERSITY, EQUITY, AND INCLUSION (DEI) IN HEALTH CARE (2023)

(See Appendix F for Introduction, Executive Summary, Methodology, and Resources)

The League of Women Voters Appleton-Fox Cities' five point model (affordability, availability, accessibility, accommodation, acceptability) supports efforts by all healthcare stakeholders to ensure equity and inclusion for all seeking health care in our region.

We recommend the following goals to all health care stakeholders:

Affordability: how the provider's charges relate to the client's ability and willingness to pay for services

- Ensure that healthcare fees are clear, understandable, and transparent to the consumer.
- Support and engage community health workers (medical and non-medical) and healthcare navigators/ facilitators to assist individuals at high risk for poor health outcomes and those whose employers do not offer affordable health insurance coverage or who are self-employed or unemployed.

Availability: the extent to which the provider has the requisite resources, such as personnel and technology, to meet the needs of vulnerable, underserved, and marginalized clients.

- Identify shortages in healthcare personnel and facilities including steps to address these shortages.
- Include actual and optimum provider / patient ratios in public health reports.
- Identify oral health facilities and include this in overall health care community-wide assessments.
- Provide funding sufficient to the needs of healthcare organizations that serve underrepresented populations, including but not limited to, local federally qualified community health (FQCH) centers.

Accessibility: geographic accessibility, which is determined by how easily the client can physically reach the provider's location.

- Provide access to affordable, efficient transportation to publicly funded clinics.
- Expand telehealth services and assistance including to underserved areas.

- Offer physical space for confidential telehealth consultations or appointments in public facilities such as libraries.
- Expand broadband internet services to accommodate telehealth.
- Provide telehealth access in public schools.

Accommodation: the extent to which the provider's operation is organized in ways that meet the constraints and preferences of the client.

- Assure that all public health care reports include accurate demographic data including, but not limited to: race, ethnicity, economic status, abilities, age, gender identity and sexual orientation.
- Report the outcomes of health care services based on this demographic data to identify underserved communities.
- Develop strategic planning with clear metrics to chart progress to mitigate disparities in the delivery of health care to underserved communities.
- Provide public funding and support to increase certified and culturally competent translators.
- Provide health care navigators as needed.

Acceptability: the extent to which the client is comfortable with the more immutable characteristics of the provider, and vice versa.

- Use current evidence-based best practices for specific populations to guide health care decisions and to serve all diverse communities.
- Ensure culturally and linguistically competent health care providers are available and empowered to be advocates, changemakers, and influencers within the scope of their organization.
- Encourage public health departments to strengthen a collaborative health care environment throughout the community.

Mental Health Care (2008)

The League of Women Voters Appleton-Fox Cities supports a mental health care system which is community based, reflects our DEI in healthcare positions ([Cross reference](#)) and includes financial and geographic accessibility for residents of all ages.

- This system should include same day service availability and immediate care options for all.
- This system should be adequately staffed in both the in-patient and out-patient care arenas, ensuring that no person in need of services would be turned away or made to wait.
- Appropriate on-going, affordable treatment options for all persons should be available regardless of one's ability to pay.

We support a mental health system where care is coordinated between service providers to persons who are publicly insured, privately insured and uninsured.

- Coordination should exist between primary health providers, mental health providers, pharmaceutical providers and public and private insurers.
- Providers should share all treatment options with each individual and assure that each person understands his or her options for care.
- A mental health system in which all providers have knowledge of the complete delivery system in the community so that all people get adequate treatment or are referred to other providers to receive appropriate care.

- A mental health system in which referrals between private, nonprofit and for-profit providers are utilized to ensure the best overall patient care and least duplication within the mental health delivery system.
- A mental health crisis care system that is responsive, well-staffed, culturally competent and adequately supported.

Human Trafficking (2015)

The LWV-Appleton-Fox Cities supports community-wide collective impact efforts to eliminate human trafficking of adults and children, especially sex trafficking.

Further, we endorse and support the collaborative work of county health & human service departments, law enforcement agencies and multiple nonprofit agencies such as Sexual Assault Crisis Center and REACH Counseling in the following four areas:

- Prevention: through raising awareness and culturally competent education to the community and elected officials, including citizens, elected officials at all levels, law enforcement personnel, prosecutors, judges, medical and mental health professionals, school personnel, adoption agencies and others. Also by reducing community factors that lead to vulnerability of our youth, including poverty, serious family conflict, child abuse and neglect, out-of-home placement, running away from home, etc.
- Protection: through providing safe housing for adult and juvenile victims and their families to protect them from harm from her/his traffickers and provide guardianship/protective custody for trafficked minors.
- Treatment: through providing all needed services for victims from arrest to normalcy, requiring strong collaboration across all relevant agencies: safe housing/safety and security, self-care training, medical services, legal services, trauma counseling and therapy, job training, financial training, addiction services, education, etc.
- Prosecution: through updated laws and public policies, applying appropriately severe penalties including rehabilitation services to perpetrators: procurers (pimps), sex workers' customers (johns) and other exploiters of the victims. Seek to protect rather than prosecute victims.

HOUSING (1995)

The League of Women Voters Appleton-Fox Cities supports the housing positions outlined under Vulnerable Populations (2021 Cross Reference).

In addition, we support:

- Feasible programs for low income and special needs housing, to relieve the housing shortage.
- Feasible transitional housing and related programs which encourage economic independence.
- Regional coordination/collaboration of agencies addressing issues related to affordable, adequate housing.

- Local and regional governments actively pursuing the development of adequate and affordable housing through regulation and comprehensive planning that takes into consideration our Local Transportation positions. (Cross Reference)
- Educating the community regarding the need for adequate, affordable housing.
- A housing ombudsman (independent, unbiased, well-informed and well-regarded member of the community), who would provide information on housing and investigate citizen housing complaints and recommend appropriate action.

Local Transportation (1998)

The League of Women Voters Appleton-Fox Cities supports an integrated public transportation system throughout our region and a Regional Transit Authority.

Government's Function

We believe the proper function of government is to provide, facilitate, and regulate various modes of transportation for all people across the urban geographic area. With the exception of walking, all modes of transportation are to some extent subsidized by tax monies. Determining the value of the trip to the person is not the proper function of government. People dependent on public transportation should have the same ability to get around the community as people using private modes. Government must also support and anticipate rapidly changing modes of transportation (e.g. Ridesharing, electric vehicles, etc.)

Advantages and Disadvantages of Modes

- Automobiles, though seen as most convenient, require considerable upfront expense and parking spaces, and cause traffic congestion and air pollution. It also requires that the driver is mentally and physically able and licensed to operate a vehicle.
- Public transportation, both fixed route and paratransit, is pay-as-you-go for the individual and neither parking space nor for the user to have special abilities. It is less polluting than the private automobile. However it is less convenient because the individual must accommodate to the route schedule or make their paratransit reservation in advance. It also lacks the privacy of the automobile.
- Taxis (and other driving services) provide privacy and door-to-door service and are timely for the user but are relatively expensive in our area.
- Bicycles do not consume fossil fuels and are a healthy mode of transportation for the user and the community. Their safe operation is weather dependent and vandalism is a threat to parked bicycles.

Integration of Modes

We support integration of various transportation modes so that the individual can use more than one mode if needed. Examples of such integration include: Park-and-Ride lots adjacent to transit service areas; Transit routes serving the terminals of other modes (the airport or railroad depot); Bicycle racks and lockers at the Transit Center.

Valley Transit

We support Valley Transit which provides an integrated public transportation system as the most efficient way to serve the entire urban region.

We support ensuring the system's policy-making and funding arrangements are equitable. Though owned and operated by the City of Appleton, the policy-making Transit Commission should include

representatives of all areas in our region. The term of the service contracts and required time for notice of early termination between the City of Appleton and other participating municipalities should be long enough to provide stability for the system and allow for effective long-term planning.

Although Valley Transit serves many people who are transit-dependent, we support making the system more attractive to “choice” riders, by providing adequate resources, and offering Sunday service and half-hour service throughout the day.

Regional Transit Authority (2012)

We support the establishment of a Regional Transit Authority to best serve those dependent on public transportation services.

Alternatives to Incarceration

The League of Women Voters of Appleton-Fox Cities supports seeking alternatives to incarceration when appropriate. Specifically we advocate for the following criteria when evaluating alternatives to incarceration in our local community:

- Be fiscally responsible and advocate programs over the building of a new jail facility.
- Meet public safety issues.
- Satisfy justice for both the perpetrator and the victim.
- Focus on models that reduce recidivism.
- Enhance the return to the community at release (i.e. culturally appropriate job placement, housing, anger management).
- Support new innovative models and /or existing models which would include the above criteria and demonstrate cultural competency.
- Support prevention and early intervention programs in the community which have shown a direct correlation to the justice system numbers.

YOUTH ADVOCACY AND SERVICES (1996 and 1997, revised 2016)

The League of Women Voters of Appleton-Fox Cities supports programs for youth and families that acknowledge, identify and address barriers that prevent full participation on a case by case basis. Barriers may be due to language, cultural differences, transportation, financial, employment, etc.

We support educating those who work with youth or make decisions about them on the effects of childhood trauma and the most current evidenced-based brain development research. The list should include parents, guardians, judges, law enforcement, social workers, etc. We support educating the general public of the positive effects of utilizing current research in developing policy.

We support prevention efforts, including:

- Low or no cost programs offered by schools, city and county governments, law enforcement, the library and community agencies that involve youth in a meaningful way.
- Youth work programs that:
 - Involve a mentoring relationship.

- Provide money for employment of students.
- Emphasize efforts to provide funding of preventive services
- Get adults involved in one-on-one relationships with youth.
- Emphasize healthy, non-traditional extra-curricular school activities that encourage youth to be busy and join.
- Age-appropriate sex education
- Use of school facilities before and after school by local agencies for children and other pre and post school activities.
- A child's right to a safe and stable family situation
- Considering foster care to be a temporary solution
- Terminating parental rights in appropriate situations.
- Considering community resources for mentoring programs.
- Promoting home visits for new parents.
- Supporting strength-based programs for youth. "Strength based" are those activities that allow youth to explore their interests and expose them to new things.

We support youth detention programs only when they keep youth at home or home-like environments rather than in institutions and whenever feasible use "check-in" times and places to monitor activities. We support publicly-funded regional detention centers for serious violent youth offenders. Interest should be paid to the burden of distance on family separation of the offender from their support system. We support regional detention centers which have programs that assess youth and then develop individualized plans of treatment based on current, evidenced-based brain research and mental health needs.

We support the following programs in the area of court jurisdiction procedures:

- Programs for less severe crimes that are designed to divert youthful offenders from the formal system.
- Diversionary programs such as in-school suspension, alternative school.
- Programs that provide the most appropriate immediate services.
- Programs that attempt to keep the youth in the home if at all possible and encourage seeking placement with other relatives and/or within the child's cultural heritage. Status offenders should not be placed into shelter care if the shelter is also used to house delinquents or adults.

We support culturally appropriate treatment options for youth:

- Government programs which address alcohol and drug addiction
- Options for out-patient and in-patient treatment facilities
- Education and involvement of the parents
- Providing a significant adult in each youth's life
- Mandated programming necessitates state funding.

We support youth status offense programs that assess the youth, their family, and their environment in order to develop an individualized treatment program.

We support the strong coordination of services for youth at risk and working toward interagency coordination across all Fox Cities area communities. We encourage leaders to break down barriers to serving youth.

The League of Women Voters Appleton-Fox Cities believes diversity, equity, and inclusion enrich our schools and are an invaluable asset in preparing all students to succeed in an increasingly complex and globally interconnected society. With a diverse student population, equitable practices are essential in providing all students the opportunity to achieve their potential regardless of race, nationality, ethnicity, language, sexual orientation, gender identity, socio-economic status, or ability. Educational equity implies that resources may be provided equitably rather than equally in order to adequately meet the needs of all students.

In public education, the League of Women Voters of Appleton-Fox Cities supports:

Addressing educational equity:

- Adequate administrative and support staff to meet specific needs of all students.
- Ongoing staff development to increase awareness of biases and promote culturally and linguistically sensitive practices.
- Initiatives to close achievement and opportunity gaps.
- Continuous examination of curriculum and materials to reduce cultural bias.
- Outreach to diverse communities to increase school-parent involvement.
- Ongoing efforts to provide equity in all co-curricular and scholarship opportunities.
- Subsidies or fee waivers to provide equal access to all appropriate programs district-wide.

Curriculum and Assessment which fosters a positive learning environment for all students that promotes curiosity, initiative, individual responsibility, process thinking, and cooperative learning. Curriculum should embrace the whole person to encourage lifelong learning and include:

- Base curriculum on a set of state and local standards with input from assessments that indicate proficiency levels necessary to achieve a high school diploma to include:
 - Basic skills: writing, reading, oral communication, computation, and technology.
 - Problem-solving skills: research, analysis, and interpretation.
 - Liberal arts, humanities, fine arts, social and natural sciences, world languages, financial and life skills, and healthy lifestyles.
 - Comprehension of the political process, interpersonal skills, managing social relationships, team building, and leadership.
 - K-12 career education planning along with activities and experiences both in and outside the classroom to provide practical, real-life applications of the curriculum.
 - Human growth and development curriculum should be a required program but parents should have the option to remove their child from portions of the program. Materials should be available for parental review. (Cross reference Youth Advocacy 2018/19)
 - Provide support for all areas of the curriculum with a well-equipped and an adequately staffed library/ media center.
- Assessment should be student-centered and purposeful; it should inform and empower teachers and students to understand and improve their performance as well as inform decision-making for appropriate adaptations to curricula for students in need of differentiation, remediation, or acceleration. Assessment should be frequent enough to provide for continuous improvement but not so often that it disrupts the continuity of the instruction.

Student/ teacher ratios determined by districts which reflect changing needs and trends. Criteria for determining these ratios:

- Primary consideration should be in the best interest of the students. It should take into consideration the socio-economic status of the population as well as the age of students with priority given to a lower student/teacher ratio in the primary grades.
- Class size should not be increased for fiscal reasons.

Differentiated programming: Provide programming, including district-affiliated alternatives, to serve the entire spectrum of student needs and aptitudes, from students with disabilities (special education) to

students with exceptional needs (gifted education). (Reference Special Education. and Wisconsin Statute 121.02(1)(t).) Open enrollment should be available to all and comparable educational opportunities should be offered at all schools.

Early childhood learning: The first five years of a child's life is a critical time for cognitive, social, and emotional development, and greatly impacts future success or failure in life. We support the following:

- High quality early childhood education programs that involve child development, physical and mental health, and nutrition, as well as access to other supportive services and parent education
- Developmental screenings for children ages 3 to 5 to evaluate overall development and determine if the child may need additional testing or services before entering kindergarten
- Early intervention services for families with children ages 3 to 5 who show delays in development
- Good quality, licensed, affordable childcare through a variety of venues, including on-site work facilities.
- Provide continuing education for childcare providers. Teach safety rules and appropriate behavior.
- Provide a clearinghouse for childcare information and education materials, including equipment-loan programs, to encourage better facilities and better-informed childcare providers.

Mental and behavioral health: Districts need to provide a comprehensive mental health program including training for staff. School counselors should be available to every student at all levels to help students develop a sense of self-worth and grow academically and socially. Counselors should also provide career education.

Specifically, we support:

- Training, based on up-to-date scientific research, for all employees in the following areas:
 - trauma-informed care
 - understanding brain development
 - detecting early warning signs of mental illness
 - how to link with school-based mental health services and specialty therapists as well as community-based services
 - bullying detection, prevention, and intervention informed by DEI lens
- Adequate funding for both social workers and specialty therapists in schools
- Emotional wellness screening beginning in the elementary years
- Collaborative programs such as NAMI Parents & Teachers as Allies,) NEW Mental Health Connections (help with Sources of Strength or SOS, a high school suicide prevention program, and PATH (Providing Access to Healing), a counseling program sponsored by the United Way.

Nutrition: All students should have access to nutritious food and beverages that ensures that they are ready to learn and stay focused throughout the school day. We support schools teaching nutrition and how it enhances student learning. This instruction should begin early in the elementary grades. Schools should integrate nutritional themes into daily lessons and school-wide activities. Parents can be included through handouts, website postings, and presentations.

- For breakfast, lunch, and snacks, school districts need to offer nutritious food that include a wide variety of fruits and vegetables containing reduced added sugars, sodium, and fats in "right-sized" portions.
- Student access to this food should not be limited by family income; schools in low-income areas that qualify for the Community Eligibility Provision should enroll in this program that enables schools to offer free breakfast and lunch to all students.
- Students are more likely to eat breakfast and snacks when they are hungry. Options to provide food in the morning should be age-appropriate.
- Food and beverage items sold by student organizations or co-curricular activities should comply with school nutritional standards.

Teaching and administrative quality: We support ensuring school staff are of the highest quality and culturally and linguistically competent, with periodic cultural competency training.

- Salaries competitive with other comparable northeast Wisconsin schools with the possibility of bonuses or other incentives for specific areas in which personnel are in short supply.
- Teaching staff certified in the grade levels and subject areas to which they are assigned.
- An interview process that includes principals, teachers, and when appropriate, representatives of specialized areas.
- Effective and relevant professional development grounded in a current educator effectiveness model offered at both the school and district level.
- On-going professional development plans with compensation for teachers.
- A mentoring program for new teachers during the first three years of their employment with mentor training and compensation.
- A formal system of assessment and evaluation of teachers by principals, and when appropriate, representatives of specialized areas, with new teachers evaluated each year during their first three years of employment.
- A formal system of assessment and evaluation of administrators grounded in current administrative leadership models.
- Substitute teachers should have a valid DPI-issued teaching license and be offered staff development opportunities.

Instructional space and organization: School districts need to provide facilities that enable staff and students to achieve instructional goals. Facilities must meet the needs of all students, including those with disabilities. Sites and facilities must be maintained. School districts can meet space needs through a variety of means including remodeling underutilized space, renting space in private facilities, and exploring possible donated space through community partners. We support the following:

- Instructional space and equipment (e.g., science and instructional technology) should be periodically assessed.
- Maintenance schedules for capital improvements should be developed.
- Future student enrollment and program growth should be forecast in order to plan for and meet changing needs. Projecting student program growth enables planning for teacher work and office space in areas like special education, English language learners, etc.
- To achieve equity, school districts should consider a weighted student funding model that provides greater resources to students with special and exceptional needs.
- School boundaries: School attendance areas sometimes need to be revised in order to balance enrollment equitably throughout the district. We support the following considerations regarding school boundary changes:
 - Traffic and geographic concerns
 - Equalizing school demographics
 - School safety
 - Continuity to allow students to start and finish at the same school
- School safety: The primary goal of a school district is to provide a safe and secure environment on all campuses for all students, staff, and visitors while simultaneously maintaining a welcoming, inclusive, and engaging learning environment. In addition, we support:
 - Maintaining collaborative relationships with local police departments.
 - Other than for law enforcement personnel, no other weapons should be allowed on campuses.
 - Reasonable safety precautions should encompass the buildings as well as outer perimeters of the campus.
 - In order to ensure the safety and well-being of all students, we support the recommendations of the National Association of School Nurses.

