

LEAGUE OF WOMEN VOTERS of APPLETON
LOCAL SUPPORT POSITIONS

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LOCAL GOVERNMENT

CITY GOVERNMENTAL STRUCTURE

- A. Short Ballot: selection of city clerk, by appointment; based on a competitive examination. (1965)
- B. Organization of the Common Council:
 - 1. Smaller Council (but no fewer than 10 members). (1980)
 - 2. Election of Council members by wards.
 - 3. Nominal salaries.
 - 4. Part-time council members. (1967)
 - 5. Strengthen the office of the Mayor as chief administrator. (1980)
 - 6. Strengthen the policy-making functions of the Council by reducing committees and administrative detail. (1967)
 - 7. Vacancies on boards and commissions should be filled within a specified period of time and should be publicly advertised. (1980)
 - 8. Adequate supporting personnel and equipment for the Mayor and Council. (1967)
- C. Financing Practices:
 - 1. Judicious use of bonding to protect the borrowing power of the city.
 - 2. Continuation of bonding authority vested in the elected body with recourse to citizen petition for referenda.
 - 3. Executive budget – procedures spelled out by ordinance to include:
 - a) Executive budget message.
 - b) Consultation with department heads.
 - c) Concept of program budgeting.
 - d) Timing calendar.
 - e) A complete and accurate budget summary.
 - f) Local governmental unit should include all revenues received from the federal government in the budget, so the impact of federal funds is apparent.
 - g) Availability of the budget to the public. (1969)
- D. The city should adopt the following form of government, listed in order of preference:
 - 1. Administrator – Mayor – Council
 - 2. Mayor – Council
 - 3. City Manager – Council (1961)
- E. The Mayor's term should be an odd number so that the wards up for election with the Mayor on the ballot will not always be the same. (1991)

TOWN GOVERNMENT (1991)

- A. Representative government is more desirable than majority rule in an urban community.
- B. Town government can manage suburban growth better by taking the following steps allowed under current law: (Correct wording 2001)
 - 1. Employ paid full-time professional administrators.
 - 2. Adopt a comprehensive plan.
 - 3. Adopt and exercise village powers.
 - 4. Form town boards consisting of 5 members.
 - 5. Create special service districts within the town, with residents within these districts taxed for the service.

6. Enter into intergovernmental agreements with adjacent municipalities for more efficient and less costly delivery of services and avoid costly border disputes.

OUTAGAMIE COUNTY FINANCIAL PLANNING (1974)

- A. Budget procedures which include:
 1. Executive budget.
 - a) Consultation with department heads.
 - b) Executive budget message.
 - c) Review of Executive budget by Finance Committee members.
 - 1) Flexible schedule to all for maximum attendance by committee members and other supervisors.
 - 2) Meeting agenda posted in advance.
 - 3) Availability of department heads and the County Executive for consultation during review sessions.
 2. Adequate time for consideration by the County Board of Supervisors and the public.
 3. Budget listed by total revenues and expenditures with all categories comparable.
- B. Long range planning of expenditures.

OUTAGAMIE COUNTY GOVERNMENT: ORGANIZATION AND FUNCTION (1975)

- A. County Board.
 1. Emphasis on legislating policy, decreasing attention to administrative detail.
 2. Allowing time for County Board, Executive and public to study resolutions prior to action.
 3. Limiting time for study of referred material by committee.
 4. Encourage small County Board size to improve legislative efficiency. (2004)
- B. County Board committees.
 1. Structuring county committees with well-defined responsibilities; grouping related services under single committee jurisdiction, with title denoting responsibilities.
 2. Holding regularly scheduled posted meetings, with published agenda, and subsequent published minutes.
 3. Minimizing administrative function.
 4. Encourage a limited number of standing committees with no fewer than five members per committee. (2004)
- C. County Executive.
 1. 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.
- D. County Services.
 1. Organize County departments by grouping related services and establishing a Department of Public Works.
 2. Encourage equitable assessment for services provided by the County. (1988)
 3. Encourage municipalities to consider using existing County services or consider arrangements with adjacent municipalities or counties in lieu of creating new municipal service units. (1988)

4. If there are services that could be better consolidated at the county level, League should encourage municipalities to use these consolidated services. (1988)
- E. Improved communications between citizens and their county government.
 1. Making all meetings and information available and open to the public unless excluded by statute.
 2. Providing limited time for citizen input at county board and committee meetings.
 3. Educating the public about county government.

LOCAL POLICE PROTECTION (1973)

- A. 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.
- B. A flexible recruitment policy, reflecting the composition of the community.
- C. Required specialized in-service training for police officers.
- D. Promotion 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)

- A. Criteria to judge good consolidation or cooperative law enforcement efforts should be:
 1. Fair cost sharing; tax equity.
 2. Good response time and consistent investigative follow-through.
 3. “Neighborhood” policing (because it increases officers’ morale and knowledge of their part of the community and better aids in crime prevention).
 4. Consistency across jurisdictional boundaries.
 5. Accountability.
 6. Cost effectiveness.
 7. Keeping crime under control.
 8. Level of service should be equal to the best unit – bringing other service levels up without bringing anyone’s service down.
- B. These law enforcement services, shared under any system:
 1. Anything that benefits an entire region but is not used regularly by every department (i.e. equipment, specialized personnel).
 2. E911, SWAT, Investigations, Recordkeeping, Emergency Response Teams.
 3. Communication and control (a communication system that can be used consistently throughout the region, that is functionally accessible and user-friendly).
 4. MEG: Drug Investigation and Enforcement.
 5. Mutual Aid Pacts.
 6. Community Outreach and Prevention.
- C. The ideal law enforcement system for the Fox Cities should include:
 1. Regional consolidation of law enforcement jurisdictions which share similar communities of interest, with strong emphasis on consolidation of major services
 2. Rural areas policed by sheriff’s departments.
 3. Boundaries that are not rigid. As rural units become more urban, they should be encouraged to join urban police forces.
 4. Any further consolidation measures should be influenced by our experience with regional and major service consolidation. If regional and major service consolidation is successful, a full Fox Cities metropolitan law enforcement system should be considered.

- D. In order to move toward this preferred system, communities should:
 - 1. Encourage current consolidation efforts between/among local police forces.
 - 2. Monitor the efforts of public officials in this area.
 - 3. Keep 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.
 - 4. Make it an election issue.

PARKS AND RECREATION (1982)

- A. Park and Recreation Hierarchy.
 - 1. The Park and Recreation Department should be responsible to a Park and Recreation Commission.
 - 2. The Commission should be responsible to the Common Council.
- B. Structure of the Park and Recreation Commission.
 - 1. Reduce the size of the commission to five (5) members – one (1) alderman, one (1) school board member, and three (3) citizen members.
 - 2. The Commission should report to the Common Council and function like a council committee.
 - 3. The Commission should show leadership by concentrating on formation of policy and long-range planning.
- C. Structure of the Park and Recreation Department.
 - 1. One Park and Recreation Department under one director.
 - 2. A recreation specialist with overall responsibility for the supervision of recreation programs to report to the director.
 - 3. A park specialist with the overall responsibility for the supervision of parks to report to the director.
 - 4. Evaluate the line of authority and job responsibility to eliminate duplication of duties.
- D. Financial Responsibility.
 - 1. Program expense and revenue should be separate from the administrative portion of the budget.
 - 2. A detailed budget to reflect actual costs of individual programs.
 - 3. Develop guidelines to report data in annual reports that will ensure accuracy and consistency.
 - 4. Prepare quarterly financial statements and bill lists to be approved by the Commission.
 - 5. Commissioned by the Park and Recreation Commission, an independent audit should be done annually.
- E. User Fees.
 - 1. Strive to have user fees cover 50% of the operating costs of Recreation programs; the remainder should be covered by taxes.
 - 2. Adult programs should cover 100% of the operating costs.
 - 3. Fees for children should be low enough to insure maximum participation.
 - 4. Non-taxpaying, non-resident participants should pay a substantially higher user fee.
- F. Programs and Parks.
 - 1. Programs.
 - a) Increase publicity.
 - b) Increase the number of non-competitive programs so persons of all ages and abilities can participate.
 - c) Increase co-ed participation in competitive and non-competitive programs.
 - d) Publicize programs in advance to determine interest.
 - e) Each year new programs should be introduced on a trial basis.
 - f) Evaluate the summer playground program.
 - g) Develop quality orientation and training for playground leaders.

- h) Increase supervision of playground leaders.
- i) The supervisor of the playground should have a recreation background.
- 2. Parks.
 - a) An effort should be made to develop natural areas, as well as manicured areas, in our parks. The goal should be to have variety.
 - b) Duplication of facilities should be avoided near school areas.
 - c) Encourage continued development of mini-parks and green areas in and near the downtown.
 - d) Parks should be evenly spaced throughout the city.
- G. Job Descriptions.
 - 1. Job descriptions to facilitate efficient management of the department.
 - 2. Educational requirements, specific duties, and experience should be included in the job descriptions.
 - 3. The Personnel Department should screen applicants based on standards developed by the Park and Recreation Commission; the Park and Recreation Department should do the actual hiring.

APPLETON PUBLIC LIBRARY (2014)

(Note: This support position was written by the 2012-2014 APL Study Committee based on membership consensus reached on February 27, 2014 and approved by the Appleton LWV Board of Directors on March 5, 2014. It replaces the position based on 1975 and 1992 studies.)

- A. The League of Women Voters of Appleton supports the Appleton Public Library as a basic community service that provides the following essential components:
 - 1. Be a center of life-long learning providing access to the world of information.
 - 2. Offer digital resources to people of all incomes.
 - 3. Be a safe and welcoming place in a central location that provides access to all members of the community and is accessible by public transportation.
 - 4. Serve as a collective purchasing agent for information resources.
 - 5. Provide access to the important history of the community.
- B. The Appleton Public Library should provide programs and services, using its own resources and through collaboration with others, that meet the needs of the community in the following areas (some examples are listed in each area):
 - 1. Technology
 - a) Remain up to date with cutting-edge technology.
 - b) Have proficient staff capable of using high level technology and assisting and advising the public in its use.
 - 2. Arts
 - a) Provide space for exhibits of works by local artists and for drama and musical performances.
 - b) Collaborate with others to provide activities and classes in the art.
 - 3. Literacy
 - a) Help the public search and evaluate information.
 - b) Build early literacy for babies, toddlers and preschoolers.
 - c) Collaborate with others to provide instruction in English and other languages.
 - d) Offer programs and services in multiple languages.
 - e) Provide opportunities for engaged learning and civil discourse in the humanities, social science and physical science.

4. Career
 - a) Provide 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.
 - b) Provide help in accessing job databases and online employment services.
 - c) Provide support for small businesses and entrepreneurs.
5. Leisure and Diversion
 - a) Provide stimulating and engaging resources in a wide array of formats for enrichment and enjoyment.
- C. The League believes that the physical space of the Appleton Public Library should provide:
 1. Flexibility to adapt to future needs and changes.
 2. Space for:
 - a) all phases of life – preschool, elementary, teens, adults and retired adults.
 - b) special user groups.
 - c) large and small groups to gather, some of which is accessible when the library is closed.
 - d) the use of new technology.
 - e) creativity and innovation.
 3. Separate spaces for both quiet and noisy activities.
 4. An abundance of natural lighting.
 5. Sustainable design concepts in any remodeling and/or new construction.
- D. The Appleton Public Library should be financed through a combination of sources:
 1. Operational funding for the library should be primarily public money, with private donations serving as the "extra edge" for special programs, activities, etc.
 2. Capital expenses for remodeling, expansion or new construction of the library should be primarily public money, with private donations providing augmentation to public funds.
- E. The League believes that these criteria for the Appleton Public Library's mission, programs and services and physical space will:
 1. Provide economic stimulus to the community.
 2. Reflect our dreams and aspirations and be a symbol of community aspirations.
 3. Help to create a nation of informed and active citizens and serve as a cradle of democracy.

LAND USE PLANNING IN APPLETON Updated 2016

- A. Planning process
 1. Citizen involvement throughout the planning process including:
 - a) Adequate and timely notification to the public in order to ensure participation.
 - b) Utilization of designated neighborhood leaders to increase representation from various areas of the community.
 - c) Balanced representation on planning committees of city employees, government officials, business owners, city residents, nonprofits, and other stakeholders.
 2. 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.
 3. A strong, coordinating role for the City Planning Commission.
 4. A strong, centralized City Planning Department.
 5. Sound planning practices which take into consideration the needs of the community must be given due consideration in economic development.
 6. Communication and cooperation in planning functions between the city, counties, surrounding towns, municipalities and the region.

7. Ensure 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. Communicate any estimated impact of specific developments to the neighborhoods affected and the community at large.
8. City staff should use 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*.
9. Final accountability for the planning process to rest with elected officials.

B. Priorities for the City's Future Design

1. A balance of economic development and quality of life.
2. A viable and diverse economic base.
3. The central business district as a viable center (Refer to Downtown section in the Appleton LWV Archives for more details).
4. Availability of choices including mixed-use buildings, repurposing of existing buildings and other current and/or future urban planning practices.
5. Encourage a wide range of housing options.
6. Accessibility for people of varying abilities and needs.
7. Consideration of unique features and aesthetics when planning for development.
8. Anticipate the impacts of proposed programs and projects to prevent irretrievable damage to natural, human-made resources or damage to the community itself.
9. Conservation of energy.
10. 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.
11. Ample parks, recreation sites and trails, particularly in unique areas like ravines and the riverfront.
12. A balance of public and private uses for the riverfront area. (Refer to the Fox River Corridor position in the Appleton LWV Archives for more details).
13. Support ample green space throughout the city.
14. Support of transportation measures: (Refer to the Local Transportation study in the Appleton LWV Archives for details)
 - a) Transit system.
 - b) Energy efficient vehicles for government use.
 - c) Safe and convenient routes and conditions for bicyclists, walkers and people of varying abilities and needs.

C. Downtown Development: Downtown development should strive to create a vibrant and dynamic city center by:

1. Encouraging the gathering of people.
2. Fully embracing and leveraging the diverse arts, cultural and educational assets of the community.
3. Supporting an environment which encourages employers to locate downtown.
4. Supporting businesses that serve downtown neighborhoods.
5. Providing more housing options downtown.
6. Increasing connectivity between downtown, the river and the region.
7. Going beyond the concept of downtown Appleton as linear College Avenue and expanding it to the side streets and areas north and south of College Avenue.
8. Promoting quality development along the Fox River by embracing the region's natural heritage.
9. Supporting public, private and non-profit partnerships which make downtown more attractive for residents and visitors.
10. Promoting a welcoming downtown that is safe for pedestrians and bicyclists.
11. Embracing diversity while fostering inclusiveness and accessibility for all.

D. Fox Cities Performing Arts Center (2000)

1. A Performing Arts Center (PAC) in the Fox Cities improves the quality of life in the community and stimulate economic development.
2. PAC programmers should consider whatever programming that would make the PAC viable.
3. A PAC should be financed by a combination of private and public dollars including such suggestions as T.I.F., hotel/motel taxes, and an entertainment district to tax food, beverage, and rental cars per Wisconsin Act 263.
4. An endowment should be created to finance operating shortfalls.
5. A non-profit board of directors should manage a PAC.
6. A PAC should have 2,000-plus seating capacity theatre with a smaller theatre “tucked in” for the local arts.

CRITERIA TO BE APPLIED IN ANNEXATION DECISIONS (1989)

- A. Overall good of the area: Improving the long range good of the area was emphasized over shorter-range issues of current costs and benefits. Growth was viewed not as a good in itself, but as an inevitable pressure on the area, with annexation a method for managing growth.
 1. Actions should be taken to prevent future problems, including:
 - a) Area-wide planning, particularly for sewers, drainage, and transportation.
 - b) Comprehensive City planning and strengthened extra-territorial zoning powers.
 - c) Cooperative planning among governmental entities, including municipalities and special districts such as schools and sanitary districts. (Correct wording 2001)
 2. The ability of a city to support diverse community resources that enhance the quality of life of the area should be strengthened by maintaining a strong city tax base (parks, library, museums, cultural activities).
 3. Education of the public on long-range issues is vital.
- B. Environmental quality: Preserving and protecting the environment was emphasized. The human-made boundaries of municipal or county lines were seen as barriers to addressing environmental or public health problems.
 1. Comprehensive land use planning is needed to protect health and safety.
 2. Adequate services should be provided to maintain and/or improve the quality of air and water.
 3. Sanitation and zoning laws should be strengthened to discourage dispersed development. (Updated 2003)
- C. Fairness: Fairness in paying for services is crucial. 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. The services were seen as a package, and it is unfair to select parts of the package without supporting the whole.
 1. Costs of services should be equitably shared by users to include:
 - a) User fees, a fair way of distributing costs.
 - b) Fully allocate costs, including capital and administrative expenses, as well as operating expenses.
 - c) Exploration of tax-exempts paying for services, or distribute costs over a wider tax base. (Correction 2001)
 - d) Strengthening county government services, as a means of sharing costs fairly.
 - e) Requiring minimum service levels in urbanized areas (adequate drainage, sewer, and street standards).
 2. Services should generally not be provided without annexation.

- D. Efficiency of urban services: Area-wide and comprehensive city planning were supported to prevent costly duplication and proliferation of urban services. Strengthened extra-territorial zoning powers might prevent future expenses.
 - 1. Urban services should be provided economically and efficiently, with planning for possible future annexations.
 - 2. Duplication of urban services should be avoided.
 - 3. Service levels of existing residents are not to be weakened because of annexation.
 - 4. Annexation is desirable when development will result in intensive uses or densities requiring urban services.
- E. Action at the state level: The Appleton League supports the Wisconsin League of Women Voters position of strengthening county government rather than adding new powers to town government.
 - 1. Appleton League members recognize the difficulties caused by the city being in three counties, and would support exploring county boundary revisions.
 - 2. Members would like to see changes in state legislation relating to annexation, but would not favor legislation that weakens open meeting requirements or citizen rights, or which strengthens town powers.
 - 3. Fairness should be addressed through state legislation.
 - a) Requiring minimum levels of urban services.
 - b) Exploring the possibility of tax-exempt institutions paying for services, or being supported on a wider tax base.
 - c) Reviewing the effects of the state's revenue sharing policies.

STANDARD METROPOLITAN STATISTICAL AREA (SMSA) (1974)

The League of Women Voters of Appleton, Neenah – Menasha, and Oshkosh believe there is a community of interest in the Appleton – Oshkosh SMSA that goes beyond the statistical value of the designation and offers a potential for orderly development and improved quality of life.

- A. The following areas could be dealt with cooperatively:
 - 1. Environmental concerns – i.e., land use planning, solid waste management, and air and water pollution.
 - 2. Area-wide recreation.
 - 3. Public communication and mass transit.
- B. Existing governmental structures concerned with SMSA problems must meet the following minimum criteria:
 - 1. Representation based on population.
 - 2. Direct accountability to the people.
 - 3. Equitable funding.
 - 4. Political feasibility.

REGIONAL PLANNING AGENCY (1971)

- A. Policy Body: Maximum of 20 members; rural and urban interests.
- B. Implementation: Responsibility of policy body.
- C. Priorities and direction: Set by policy body; priorities based on community needs as the primary criterion and without regard to the availability of state and federal governmental aids.

REGIONALIZATION (2004)

The Appleton League of Women Voters supports regional intergovernmental services when it improves services and/or contains costs.

SMART GROWTH (2003) See Addendum on Smart Growth for how our local and state LWV positions relate to community growth.

NATURAL RESOURCES

ENERGY CONSERVATION (1981)

- A. Local government's role in energy conservation:
 - 1. Review and revise local codes, policies, and ordinances to encourage energy conservation.
 - 2. Meet energy standards in its own buildings.
 - 3. Consider energy implications of its actions.
 - 4. Support transportation measures:
 - a) Transit system.
 - b) Energy-efficient vehicles for government use.
 - c) Bicycle use through safe and convenient routes and conditions.
 - 5. Support solid waste disposal.
 - a) Recycle whenever possible.
 - b) Promote recycling in a positive way.
 - c) Public education on energy.
 - d) Provide technical assistance.
 - e) Provide energy information.
 - 6. Make information on energy available at the time of sale of buildings.
- B. Solar Access:
 - 1. Legislation supported at state and local level.
 - 2. Existing areas need flexible standards.
 - a) No building or vegetation should be required to be removed in order for solar equipment to be made usable.
 - b) General support to protect solar equipment from subsequent building or vegetation.
 - 3. New development should have strict solar access standards.
 - a) Street and building siting. (Correction 2001)
 - b) Selection and planting of street trees.
 - c) Solar access guaranteed for the building itself.

SOLID WASTE DISPOSAL (1969)

- A. Regional cooperation should be considered to solve solid waste disposal problems.
- B. Support minimum standards as proposed by the Wisconsin Department of Natural Resources for solid waste disposal sites.

CRITERIA TO BE APPLIED IN RECYCLING POSITIONS (1990)

- A. Environmental Quality: Reduce, Re-use, Recycle.
 - 1. Support reduction in the amount of waste entering the waste stream.
 - 2. Support additional reduction actions such as:
 - a) Reduction of throw-away purchases and uses.
 - b) Substitution of less environmentally damaging goods.

- c) State or national bans on materials such as certain plastics or consumer items (more desirable than local bans.)
- 3. Reuse of materials should be encouraged.
 - a) Hot lunch and meal site programs should consider reusable materials.
 - b) Reusable cloth diapers should be encouraged.
- 4. Yard waste should continue to be diverted from landfills.
- 5. Items that should be diverted from landfills include white goods, waste oil, tires, and batteries.
- 6. Financing of programs:
 - a) Fees when purchasing or discarding these items could be used to pay for their handling.
 - b) Collection mechanisms should be provided to prevent dumping.
 - c) Alternatives for safe disposal should be provided if material is banned from landfill disposal or incineration.
- 7. Support Clean Sweep programs to provide safe disposal of toxic materials that should not enter the general waste stream.
- B. Flexibility
 - 1. The volatile recycling markets make rigid policies inadequate.
 - 2. Government should not undercut private recycling businesses since they may be more responsive to fluctuations in prices and demand for materials.
 - 3. 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.
 - 4. The preferred solution for greatest volume and accessibility would be mandatory curbside collection.
- C. Economics
 - 1. Charges should reflect real costs:
 - a) Tipping fees should include current costs of landfill operations, as well as preparing for long range costs of closing, maintenance, and new construction.
 - b) Items requiring special handling should have a fee assessed, which goes toward that cost.
 - 2. Incentives
 - a) Tax, transportation, and other incentives should encourage recycling.
 - b) Modest monetary and publicity incentives could be used to encourage recycling.
 - c) Fees per bag of solid waste for disposal might be appropriate.
 - 3. Regional cooperation could minimize costs.
 - a) If an incinerator is needed, it should be regional, environmentally safe, and carefully sized. Recyclables should be diverted first.
 - b) Equipment for special processing of waste could be shared.
- D. Education
 - 1. Promotion of recycling and waste reduction should be encouraged.
 - 2. 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).
 - 3. Regular Clean Sweep programs should be publicized.
- E. Action on Recycling at the State and National Level:
 - 1. The Appleton League supports the strong state and national positions on solid waste management.

2. Additionally, Appleton League members support transportation, taxation, and value-added policies that encourage the donation and use, rather than the destruction of goods.

BILLBOARD CONTROL (Concurrence based on LWV-Oshkosh study, 1995)

To protect the area's scenic environment, the League of Women Voters of Appleton supports measures that:

- A. Ban construction of any new billboards (off-premise signs).
- B. Phase out existing billboards over a reasonable period of time.
- C. Replace billboards with standardized logo and tourist-oriented directional signs (TODS).

FOX RIVER CORRIDOR (1992)

A. Environmental Goals.

1. Water Quality.
 - a) Continue improvement of water quality.
 - b) 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)
2. Natural Areas Protection.
 - a) Protect unique places like Thousand Islands Conservancy Area.(Revised 2002)
 - b) Promote wetland and shoreland restoration.
 - c) Encourage native vegetation and wildlife; discourage harmful non-native vegetation and wildlife.
3. Riverbank Protection.
 - a) Adopt a shoreland zoning ordinance.
 - b) Prevent erosion.
 - c) Regulate harmful boating activities.
 - d) Protect scenic qualities.
 - e) Use natural landscaping principles to guide selection of trees to be cut. (Revised 2002)
4. Public Access.
 - a) Expand hiking and biking trails near the river. (Revised 2002)
 - b) Provide public boat access, while protecting important natural areas.
 - c) Promote city parks along the river.
 - d) Promote alternatives to automobile traffic along the riverfront area. (2002)

B. Economic Goals.

1. The Lower Fox River remains a working river, and requires water level management by the
2. U.S. Army Corps of Engineers to assist in multiple uses.
3. Restore 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.
4. Provide soil testing analyses to enable appropriate economic development. (2002)
5. Encourage private and public development in the river corridor.
 - a) Promote historic buildings, museums, the locks, and excursion boats.
 - b) Avoid the "Dells" effect.
 - c) Discourage gambling.

7. Coordinate emergency rescue preparedness.
8. Plan safe and cost effective public access. (2002)

C. Historic Goals.

1. Promote the Fox River Corridor. (Revised 2002)
2. Repair and continue operation of the historic locks navigation system.
3. Support historic preservation along the Fox River Corridor. (Revised 2002)
4. Preserve the visual fabric of the river through adaptive reuse of historic structures.

D. Implementation Goals (2002)

1. Establish a Waterfront Advisory Committee in order to ensure continuous citizen input.
2. Encourage establishment of a master plan with specified goals to be implemented by the City Planning Department with input from the City Plan Commission and the Waterfront Advisory Committee.
3. Create a comprehensive zoning district that allows for a variety of uses as well as continuity among building design and site layout.
4. Encourage a cooperative regional effort.
5. Require public access to the water as part of new developments.
6. Encourage coordination among public/private funding sources.

PCB STUDY (Four-LWV regional study, 2001)

- A. Support the effort to decrease the concentration of PCB's in the Fox River using site appropriate methods and site specific, on-going monitoring of the river's quality with periodic review of the implemented clean-up option for effectiveness.
- B. Clean up should be conducted by the state and the paper companies in a collaborative venture based on a mutually accepted long-term plan.
 1. We believe that the most economical way to dispose of sediments containing PCB's is in segregated appropriately engineered landfills close to the Fox River.
 2. We believe that local governments along the Fox River should allow the development of such landfills for the sole purpose of disposal of PCB contaminated soil.
 3. We support the state's on-going assumption of liability for government owned landfills designated for this purpose.
- C. Clean-up costs should be borne by the responsible parties and all available state and federal grant dollars.
 1. Pending statewide LWV study and concurrence, we support a state water quality tax, similar to the forestry tax, to improve the state's water resources and to provide a predictable, dependable, and equitable funding source.
 2. Restitution funds for damages to the Fox River's environment be used for the primary purpose of wetland restoration, shoreline improvements, and public riverfront acquisition.

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 1) seamless regional coordination and communication of emergency management systems and 2) robust funding to proactively build resilient infrastructure, buildings and housing, and community networks. The League of Women Voters believes 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 region.

- A. Incorporate climate resilience in all policies emphasizing inclusion in all regional decision-making.
- B. Create a Regional Climate Resilience Team 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.) This team could be new or reside within an already-existing regional body.
 - 1. This will address two important problems: 1) how to increase synergy, communication and interaction across complex systems (e.g., government and private and non-profits entities) and 2) 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.
 - 2. The role of the CRO is to 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. The CRO will establish an effective governance structure (e.g., “Collective Impact” framework), organizational policies and procedures and will allocate necessary resources to ensure long term success. The CRO will work with all groups to facilitate, communicate, and promote collaboration and synergy across projects and plans. The CRO will 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.
 - 3. The dedicated Regional Resilience Team will have three key roles: project management, data management and facilitation. It will coordinate participating organizations and agencies. It will plan, manage and provide on-going facilitation technology, communication support, data collection and reporting. It will 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. It will 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 the latest science-based climate forecasts.
- C. Build trust among people in the region about the importance of proactive climate resilience using communication, education and transparency.
 - 1. Climate change impacts a multitude of layers within society: businesses, homes, agriculture, schools, health, food supply chain, air and water quality, waste management, energy sources, roads, bridges, etc. There is a great need for silo-breakers, translators and communicators to use more common language that can reach all people within our region.
 - 2. Building social resilience and strong neighborhoods with safe public spaces to promote social connectedness are vital factors that save lives during extreme weather events.
- D. A blend of innovative private and public funding approaches will be used to ensure long term implementation of the resilience vision.
- E. Annual government budgets will include both contributions to the operational budget for the Climate Resilience Team’s ongoing work and contributions to a restricted fund to be used for climate preparedness and resilience.

- F. Construction projects, replacement or new, must be designed for future climate resilience. They must be based on sound climate forecasts, risk assessments and aligned with the resilience vision, not just on pre-existing construction standards. Remove government restrictions for only replacement-in-kind.
- G. Building codes, permits and zoning must always consider *where and how* we build, anticipating future climate risks. Consistently require measures that consider ecological balance, green infrastructures and low-regret strategies for long term sustainability.
- H. Protection of vulnerable populations must be the first priority for climate resilience planning. Plans will identify the types of populations and their locations within the region and how climate change impacts them now and in the future. Plans will provide the vital services (transportation, health, etc.) and essential needs (clean water, food, safe shelter, reliable energy, heating/cooling, etc.). Plans will also identify and protect or restore vulnerable ecosystems.

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. The positions have a greater focus on resilience because it is a gap area missing at local and state levels. We studied the various concepts of resilience and focused on the principles developed by the Rockefeller Foundation because it provided the most robust framework based on the experience of hundreds of cities. (See Appendix A for endnotes)

Position statements:

- A. Advocate for Socio-Economic Equity & Justice as a core goal and component of all Climate Mitigation, Adaptation, Resilience and Sustainability plans for our area, so all residents are uplifted, and no one is left behind.
- B. Assert that one of the core roles of a Chief Resilience Officer (CRO) is to engage communities and vulnerable populations impacted by climate disruptions and pollution to build trust, communication flow and implementation of community-driven planning processes. This is a role that is currently undervalued or under-resourced.¹
 - 1. Advocate that the position of CRO should be filled with a qualified professional with credentials in climate change preparedness and resilience including:
 - 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.
 - 2. Advocate to use communication expertise across all stages of resilience planning & decision making to increase trust and participation among the public and vulnerable populations.¹
- C. Assert that the function of each County Emergency Management Director and team is critically important for strategic long-term preparedness planning. Therefore, they need to have unencumbered access to the highest level of decision-maker, such as designation as an independent department. The EM Director position needs to be filled with a qualified professional with years of EM experience and Director level certification from FEMA.
- D. Advocate for the establishment of an enabling policy governance framework that addresses barriers (legal, behavioral, financial and institutional) to the implementation of climate mitigation,

adaptation and resilience interventions. The policy governance shall also provide mechanisms to review existing development plans and policies.²

- E. Advocate for aligning all policies with climate mitigation, adaptation and resilience goals for our region.²
- F. Encourage finding synergies across policy sectors in our region such as those related to water, energy, food, housing security and health.²
- G. Advocate institutionalizing ongoing resilience governance with a process that includes consistent baseline measures, data gathering and progress measurements towards the desired resilience goals.
- H. Collaborate 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.

FINANCING CLIMATE RESILIENCE (2021)

The League of Women Voters of Appleton understands that the urgency of financing climate resilience takes place on the global, national, regional and local level. A paradigm shift is underway that is changing societies' assumptions, values, policies and practices. This is moving forward-thinking communities to higher economic performance and resource efficiency, ultimately creating economically-thriving communities and long-term sustainability. These financial action statements help provide a vital framework for our climate resilient future. (See Appendix B for endnotes)

Position statements:

- A. Advocate for funding of the Regional Climate Resilience Officer and their dedicated team, and continue to support their relevance in developing regional and private/public partnerships, facilitating accurate risk and investment assessments, prioritizing needs and identifying funding through traditional and new resources. Climate risk affects the entire interconnected economy and must be considered in all financial decisions.
- B. Advocate that all decision-makers balance transparent financial climate risks with opportunities and return on investment. We support funding assessment/measurement of:
- C. 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...
- D. 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).
- E. Support and encourage major transitions to net-zero carbon economies and social equity goals. This requires a paradigm shift that has already begun and continues to increase in speed. Corporate profits and losses will be determined by sustainability decisions such as divesting of fossil fuels, investing in renewables, and fostering social justice and inclusion. This work requires a well-founded sense of urgency and a shared vision across all sectors of our economies at every level.
- F. Advocate for financing organizational and individual climate preparedness and resilience, both with traditional investments and financing plans (i.e., PACE and other private/government grants, tax revenue and tax incentives, issuing government, green and catastrophe bonds, and borrowing and buying reinsurance), as well as with creative, new funding resources (e.g. special reserve funds, value-capture, raising revenue through a carbon tax, performance contracts, pooling purchasing power, aligning shared goals with public utilities).
- G. Support dedicated budget funding for both hazard mitigation and resilience, as called for in the Phase One Position Statement.

- H. Advocate for the funding of more resilient designs for damaged/outdated infrastructure rather than simply replacing existing projects, even though they may initially cost more.
- I. Using the Collective Impact model, encourage private/public partnerships to help fund climate preparedness and resilience initiatives for the benefit of all stakeholders (citizens, employees, leaders, investors, etc.). Relationships between public and private organizations, as investors or philanthropists, are key because 80% of the nation's resources are in the private sector¹ and private companies benefit from a resilient community and workforce.
- J. Encourage 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. This is an investment in social and human capital, as in retaining our young people.
- K. Advocate for government policies that overcome market failures, for example putting a price on carbon.² Place accountability on governments, companies, financial institutions, and other organizations for disclosing/reporting accurate risk assessments, real costs and encouraging action to benefit the greater public good. Support corporations/businesses to advocate for needed regulations that will facilitate the transition to sustainability.
- L. Support education of individuals and organizations as consumers and investors. Make them aware of their decision-making power related to where they bank and where they invest their money. Also, encourage financial choices that support their 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). People and organizations vote with their wallets.

VULNERABLE POPULATIONS (2021)

We advocate for 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 working 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. (See Appendix C for endnotes)

Position statements:

- A. Advocate to eliminate systemic social/racial barriers and make EQUITY a central principle in making basic need decisions for all residents in our tri-county area such as housing, health care, emergency services, community planning, land use, communication (including broadband).
 - 1. Support current and promote new legislation at Federal, State and local levels that: enables and guarantees the right to housing for all individuals; strengthens neighborhoods and community resilience; builds public climate resilient housing and invests in private climate resilient affordable housing.
 - 2. Advocate for:
 - a) Reforming systems, laws, policies and regulations that limit or delay the creation of affordable housing.
 - b) Dismantling racial discriminatory practices, zoning impediments (e.g., redlining) and other barriers to ensure equitable access to rental housing and home ownership.
 - c) Strengthening the protection of tenant and landlord rights including new ways of enforcing social/racial equity such as:
 - i. Housing Choice Vouchers (HCV).
 - ii. 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.

- B. Advocate for incorporation of climate resilience and green¹ building principles in all urban and rural land use plans.
 - 1. Press for 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. They must be given the opportunity to communicate their own needs during the planning process.
 - 2. Support legislation such as directives to design, build and operate units using the latest standards of environmental sustainability, stewardship of land and renewable sustainable energy.
 - 3. Advocate for 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.
 - 4. Advocate for the requirement that a climate/environmental risk assessment of primary and secondary hazards be conducted on proposed sites for new housing and rehabilitation projects to better inform location selection. This will ensure a more holistic approach to incorporate latest mitigation/resilient, land use and green infrastructure measures.
 - 5. Encourage 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
- C. Advocate for 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.
 - 1. Advocate for 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.
 - 2. Educate and promote 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
 - 3. Promote and advocate for state and local grants to incentivize new production and retrofit/rehabilitation of green affordable housing.
 - 4. Advocate for the LWV-Wisconsin State Housing position⁶ related to support of the Housing and Rehabilitation and Conservation program, which made deferred payment and low-cost loans available for rehabilitation of deteriorating housing; creation of a Migrant Labor Council to regulate employment and housing; group homes, supported under Administration of Justice and Social Policy positions.
 - 5. Advocate for the urgent need to increase 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.
 - 6. Support awarding grants to homeless and very/extremely low-income people.
 - 7. Advocate for, and support creation of, new state and local partnerships to offer small amount mortgage loans (e.g., below \$75,000) at reasonable interest rate to enable more home ownership.
 - 8. Advocate for a greater number of income supplements (e.g., Housing Choice Vouchers, grants) to improve access to safer resilient rental housing for all.
 - 9. Support Federal and State Low Income Housing Tax Credit (LIHTC)⁸ programs which serve Very Low Income and Extremely Low Income tenants.
 - 10. Encourage state and local governments, planners, and builders to reach out to experts in green and climate resilient building (e.g., The Urban Land Institute, New Ecology, Inc., and Green Home Institute).

11. Educate communities, organizations, lawmakers and all residents about the many benefits of having mixed-income, mixed-use housing developments and diverse neighborhoods. Message repetition will be needed to dispel the negative concepts created by the old-school public housing income segregation of decades past.
- D. Encourage the use of 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.
 1. Advocate for establishment and use of location databases of vulnerable people and their relocations.
 2. Advocate for and promote systems and emergency plans that:
 - a) Include key factors affecting communication and evacuation plans across different vulnerable populations such as language (Spanish, Hmong, etc.), hearing, sight or mobility impaired needs.
 - b) Provide information, money and other support when and if relocation is needed.
 3. Advocate for frequent community and neighborhood educational and emergency simulation exercises including vulnerable communities. Foster the opportunity of regaling neighborhoods around the common need of improved social connectedness, health, and climate resilience. Among recommended strategies are the following:
 - a) Create partnerships among community-driven groups, local government health programs, emergency response programs and private organizations with common goals (for-profit and non-profit).
 - b) Increase education about poor air quality and what can be done to minimize health impacts from hot weather air pollution days.
 - c) Develop procedures to identify, communicate and provide cooling services to heat-stressed vulnerable populations.
 - d) 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.
 - e) Restrict building and chemical storage on floodplains.
 - f) Identify and test wells that are at risk of contamination from natural runoff and flooding.

WATER QUALITY (2021)

The League of Women Voters of Appleton supports 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 D for endnotes)

Position statements:

- A. Advocate to reduce 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. This will not only prevent high flows and flooding in the lower Fox, but will also enhance beneficial wetlands in lakes Butte des Morts, Winneconne, and Poygan.
- B. Advocate for 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:

1. Safeguard drinking water by reinvigorating water quality protections and the healthy ecosystems that provide it.
 2. 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.
 3. Regulate land-based and surface-water sources of pollution in sensitive aquifers, such as karst regions.
- C. Encourage and support 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.
 - D. Encourage and support funding for training programs for farmers to implement sustainable and eco-agriculture³ farming practices.
 - E. Advocate for training and funding assistance to secondary schools and institutions of higher learning within Wisconsin to integrate sustainable and eco-agricultural principles into curricula.
 - F. Encourage collaboration among municipal, regional, and state planners to promote the protection and improvement of water quality.
 - G. Advocate for public education campaigns on the following:
 1. Sources of our drinking water.
 2. Personal actions that can be taken to protect and improve water quality.
 - H. Advocate for 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
 - I. Support planning and funding for control structure improvements in the Fox-Wolf River watershed, reflecting a wetter climate regime.
 - J. Advocate for improved farming and urban practices that reduce chemical, sediment and nutrient loadings into water resources, as well as:
 1. 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.
 2. Facilitation of cost-sharing and equipment loan programs to expand the number of farms utilizing conservation tillage and regenerative cropping practices.
 - K. Advocate for 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 airborne nutrient inputs.
 - L. Develop legislative support for regional community policies that promote better land use planning and zoning processes that protect and improve water quality.

RESILIENT INFRASTRUCTURE (2021)

The League of Women Voters Appleton supports efforts by communities and individuals to make conservation and resource protection changes in infrastructure projects in order to support climate resilience. (See Appendix E for endnotes)

Position statements:

- A. Support efforts by communities and all units of local and state government to plan and implement changes to community infrastructure that will move municipalities toward climate resilience.
- B. Encourage and ask all communities and units of government to complete 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.
- C. Encourage all communities and units of government to utilize a public health and climate resilience lens when developing all policies.
- D. Support plans and efforts to make the following examples of community infrastructure systems more resilient and sustainable:
 - 1. Transportation, including support for public transportation, alternative modes of transportation and limits to expanding highways.
 - 2. Water treatment systems, water conservation efforts and storm water control systems.
 - 3. Energy generation and transport systems and energy conservation efforts.
 - a) Including the development and implementation of a coordinated energy delivery system.
 - b) including promotion of creating sustainable energy systems in individual homes and businesses.
 - 4. Housing and industrial development, land use and wetland planning and zoning processes.
 - 5. Communication systems, including broadband, that are accessible and affordable to all.
- E. Advocate for 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:
 - 1. Improvement of data collection, modeling, and analysis to support resilience planning.²
 - 2. Private and public-private partnerships supporting coordinated action.²
 - 3. Both development and deployment of new, innovative energy technologies for adapting energy assets to extreme weather hazards.²
 - 4. 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).
- F. Advocate for a broader overhaul 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 Build flexibility in three areas:
 - 1. 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.
 - 2. Power Distribution – develop an open system capable of distributing and receiving energy within and outside our area.
 - 3. 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
- G. Support sustainable use of community resources.
- H. Encourage conservation and sustainability by individuals, families and industries, as well as by the community as a whole.

SOCIAL POLICY

JUVENILE LAW ENFORCEMENT AND CORRECTION SYSTEM (1973)

Expanding and strengthening city and county law enforcement agencies and facilities.

- A. Upgrading the Appleton Police Department juvenile section.
- B. The availability of juvenile specialists around the clock.

YOUTH ADVOCACY AND SERVICES (1996 and 1997, revised 2019)

League of Women Voters of Wisconsin's (LWV WI) position statement on Juvenile Justice (1991) is used by the League of Women Voters of Appleton-Fox Cities as foundation for the local league's position on Youth Advocacy and Services (formerly titled Juveniles at Risk). The state's position is incorporated and notated throughout the following statement.

- A. Goals (LWV WI): The goal of the juvenile justice system should be to protect society through deterrence, incapacitation, and reform, as well as to protect the child whose development and welfare are in jeopardy. Punishment applied to the juvenile, like the adult, should be humane, seek to avoid criminalization, promote the juvenile's potential for responsible behavior in relation to family and community and be applied equally regardless of race, religion, sex, economic or social status. However, the age and level of responsibility of the child should be taken into consideration. [For specifics referring to "humane", "criminalization", etc., refer to the position on the adult offender.]
- B. Goals (LWV Appleton-Fox Cities)
 - 1. Programs for youth and families should 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. (2019)
 - 2. 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.) (2019)
 - 3. We support educating the general public of the positive effects of utilizing current research in developing policy. (2019)
- C. Prevention (LWV WI)
 - 1. Priority should be given to measures which may prevent delinquency, including programs to strengthen the positive influence of the family, school and neighborhood on children's development. Prevention should include greater provision for the adolescent to act as a responsible and contributing member of society. Programs aimed at prevention should avoid labeling children as pre-delinquent.
 - 2. The League strongly encourages innovative methods of parent education, including emphasis on courses and programs for young people before they become parents. Other preventive measures which should be encouraged are providing assistance through family crisis counseling, street workers, and "hot lines"; parent participation in school and community; school alternatives to meet the needs of all children, with adequate provision for vocational preparation; neighborhood organizations and drop-in centers. Membership on school boards and other policy-forming groups is desirable. Opportunities for work and work-training programs should be available.
- D. Prevention (LWV Appleton-Fox Cities)
 - 1. Support 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.
 - 2. Support youth work programs that:
 - a) Involve a mentoring relationship.
 - b) Provide money for employment of students.

- c) Emphasize efforts to provide funding of preventive services.
 - d) Get adults involved in one-on-one relationships with youth.
 - e) Emphasize healthy, non-traditional extra-curricular school activities that encourage youth to be busy and join.
- 3. Support age-appropriate sex education.
- 4. Encourage use of school facilities before and after school by local agencies for children and other pre and post school activities.
- 5. Advocate a child's right to a safe and stable family situation.
 - a) Consider foster care a temporary solution.
 - b) Terminate parental rights in appropriate situations.
 - c) Consider community resources for mentoring programs.
 - d) Promote home visits for new parents.
- 6. Support strength-based programs for youth. "Strength based" are those activities that allow youth to explore their interests and expose them to new things. (2019)
- E. Detention (LWV Appleton-Fox Cities)
 - 1. Support programs that keep youth at home or home-like environments rather than in institutions whenever feasible using "check-in" times and places to monitor activities.
 - 2. 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. (2019)
 - 3. Regional detention centers should have programs that assess youth and then develop individualized plans of treatment based on current, evidenced-based brain research and mental health needs. (2019)
- F. Court Jurisdiction & Procedures (LWV WI)
 - 1. Jurisdiction over the juvenile should clearly separate children who have committed criminal offenses from those who have not. Protection of the child rather than punishment should be the sole purpose of intervention when there has been no criminal offense. A court adjudication should relate to specific offenses rather than the general behavior of the child. Court jurisdiction over certain kinds of behavior that apply only to children should be limited with mechanisms for involving other agencies in resolution of the problems prior to court intervention. Included here are running away from home, truancy, curfew violations, promiscuity, and possession of alcohol [status offenses]. The state should assist counties in providing funding for services to help children whose behavior suggests serious problems, regardless of whether there is a court adjudication. Police should retain the authority to take a child into custody for the child's protection.
 - 2. Children should be accorded all due process necessary for fairness in keeping with their best interests. There should be a right to counsel in all proceedings with a system for court appointment of an attorney where families are not able to pay for services. Because of the child's vulnerability, right to counsel should be unwaivable when extreme sanctions may be invoked. Children's records and all proceedings should be confidential. However, the child, parents, and child's attorney should have access to court and police records. Restrictions should be placed on such criminalizing procedures as fingerprinting, photographing, and handcuffing. Guidelines should be established to ensure a speedy trial.
 - 3. With regard to the limitation of jurisdiction over certain status offenses, the League is concerned that any court action be initiated after all alternatives have been exhausted, and that such action clearly functions to protect the child. "Status offenses" should be treated individually with mechanisms for handling varying with the type of behavior involved.
 - 4. The criterion on "specific offense" as grounds for court jurisdiction means that the League would support removal from the statutes of "uncontrollability" and "endangering health or morals of self or others", two vaguely defined categories that now appear in the statutes.
- G. Court Jurisdiction & Procedures (LWV Appleton-Fox Cities)

1. Support programs for less severe crimes that are designed to divert youthful offenders from the formal system.
 2. Support diversionary programs such as in-school suspension, alternative school.
 3. Support programs that provide the most appropriate immediate services.
 4. Support programs that attempt to keep the youth in the home if at all possible. Status offenders should not be placed into shelter care if the shelter is also used to house delinquents or adults. (2019)
 5. Support work to abolish the Appleton City Truancy Ordinance. (2019)
- H. Treatment (LWV WI)
1. Diversion from the system should be encouraged, with clear policy guidelines established between the police, schools, courts and other agencies to which youth may be referred. The "least restrictive means" criterion should be applied to all dispositional judgments, and resources should be available to enable this. Dispositional alternatives available to the juvenile court judge should include restitution to the victim and public service to the community. There should be periodic review of dispositions to insure treatment is being provided, that it is still necessary and that there is continuity between agencies.
 2. A variety of resources should be available to insure least restrictive treatment and may differ according to the size and nature of the community. Extremely important is the provision of an adequate number of group homes and foster homes. Community treatment facilities, walk-in crisis centers and shelter facilities are also important. Other programs that may be encouraged are alternative schools, jobs, use of volunteers in probation—such as big brothers/sisters, as teen companions—and programs for children with special needs.
- I. Treatment (LWV Appleton-Fox Cities)
1. Support government provision of alcohol and drug addiction treatment programs for youth.
 - a) Offer out-patient and in-patient treatment facilities.
 - b) Provide education and involve parents.
 - c) Provide a significant adult in each youth's life.
 - d) Mandated programming necessitates state funding.
 2. Support youth status offense programs that assess the youth, their family, and their environment in order to develop an individualized treatment program. (2019)
- J. Administration (LWV WI) Standards and procedures for the administration of the juvenile justice system should be formulated and enforced by the state to insure that children in all parts of the state receive fair treatment and equal access to services. However, administration should remain with local units of government. Uniform and adequate records should be kept for both planning and evaluation purposes. Specialized training should be encouraged for all personnel who play significant roles in the juvenile justice system. There should be continued evaluation of treatment programs, correctional institutions, private treatment centers, and all types of innovative alternatives. Enforcement of state standards implies that there be penalties for non-compliance. These might take the form of withholding of funds or licensing, or the possibility of reverting to state control. Evaluation of programs is interpreted to mean evaluation by someone other than the provider of the service.
- K. Administration (LWV Appleton-Fox Cities) Support strong coordination of services for youth at risk.
1. Work toward interagency coordination across all Fox Cities area communities.
 2. Encourage leaders to break down barriers to serving youth.

HUMAN TRAFFICKING (2015)

Whereas the LWV-US opposes all forms of domestic and international human trafficking of adults and children, including sex trafficking and labor trafficking; and

Whereas the LWV-US believes that legislation and changes in public policy should be taken to prevent human trafficking; and

Whereas the LWV-US urges that prosecution and penalization of traffickers and abusers should be established and existing laws should be strictly enforced; and

Whereas the LWV-US recommends extensive essential services be applied where needed and education and awareness programs be established in our communities and in our schools; and Whereas police records indicate a significant presence of sex trafficking in Outagamie County:

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

- A. Prevention: through raising awareness and educating 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.
- B. 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.
- C. 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.
- D. Prosecution: through updated laws and public policies, applying appropriately severe penalties including rehabilitation services to perpetrators (pimps, johns and other exploiters of the victims), and seeking to protect rather than prosecute victims.

ALTERNATIVES TO INCARCERATION (2002)

The LWVWI position on Alternatives to Incarceration reads:

"There is a strong need for further development and primary reliance on alternatives to incarceration except for the most dangerous offenders. Citizen education and participation should play an important role in the reintegration of the offender into the community. Use of community based treatment centers and halfway houses should include professional staff, each with a reasonable number of cases, use of trained volunteer aides, paraprofessionals, and wider use of community resources through purchases of services by the Department of Corrections. Unnecessary and unenforceable restrictions on behavior should be eliminated. Pre-trial intervention should be used to provide rehabilitation alternatives to a criminal record for adults who commit minor offenses, particularly first-time offenders, and those whose lack of income would ordinarily doom them to jail before trial."

The Appleton-Fox Cities League supports the State position but is specifically advocating the following criteria for our local community. When evaluating alternatives to incarceration the criteria should:

- A. Be fiscally responsible and advocate programs over the building of a new jail facility.
- B. Meet public safety issues.
- C. Satisfy justice for both the perpetrator and the victim.
- D. Focus on models that reduce recidivism.
- E. Enhance the return to the community at release (i.e. job placement, housing, anger management).
- F. Support new innovative models and /or existing models which would include the above criteria.

- G. Support prevention and early intervention programs in the community which have shown a direct correlation to the justice system numbers.

HOUSING (1995)

- A. Advocate feasible programs for low income and special needs housing, to relieve the housing shortage.
- B. Support feasible transitional housing and related programs which encourage economic independence.
- C. Support regional coordination/collaboration of agencies addressing issues related to affordable, adequate housing.
- D. Encourage local and regional governments to actively pursue the development of adequate and affordable housing through regulation and comprehensive planning.
- E. Educate the community regarding the need for adequate, affordable housing.
- F. Support 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.

COUNTY DEPARTMENT OF HEALTH AND HUMAN SERVICES (1984)

- A. Support:
 - 1. Adult day care, adult foster care and the concept of the Community Options Program.
 - 2. Respite care.
 - 3. A system of maintaining and updating information and referral in a professional manner. (Information and Referral mandate.)
 - 3. Early intervention and restitution programs.
 - 4. Efforts to comply with the Family Planning mandate.
 - 5. A domestic abuse center.
 - 6. Publicity given to daycare options with attention to training and standards.
 - 7. A teen AODA (Alcohol and Other Drug Abuse) aftercare house.
- B. Effectively publicize opportunities for the public participation in the planning process in the Department of Social Services.
- C. Consider cost effectiveness, transportation, and language needs clients when any services are planned.

PUBLIC HEALTH SERVICES (1986)

- A. Support Public Health Services which include:
 - 1. Collection and analysis of vital statistics.
 - 2. Communicable disease control.
 - 3. Environmental sanitation.
 - 4. Maternal, infant, and child hygiene.
 - 5. Public health education.
 - 6. Laboratory services.
 - 7. Chronic disease control.
 - 8. Short-term home health care visits.

- B. 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.
- C. Strengthen existing departments through local, state, and federal budgets.
- D. 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:
 - 1. A one-year notice by the city that it intends to eliminate the public health services.
 - 2. An agreement with the counties that specifies the level of service it will provide.
 - 3. Contract arrangement with Outagamie County by Calumet and Winnebago Counties to provide services to Appleton residents.
 - 4. Study: Diversity, Equity, and Inclusion (DEI) in Local Health Care Draft Position Statements

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

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

Recommendations to all health care stakeholders:

- A. Affordability: how the provider's charges relate to the client's ability and willingness to pay for services
 - 1. Ensure that healthcare fees are clear, understandable, and transparent to the consumer.
 - 2. 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.
- B. 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.
 - 1. Identify shortages in healthcare personnel and facilities including steps to address these shortages.
 - 2. Include actual and optimum provider / patient ratios in public health reports.
 - 3. Identify oral health facilities and include this in overall health care community-wide assessments.
 - 4. 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.
- C. Accessibility: geographic accessibility, which is determined by how easily the client can physically reach the provider's location.
 - 1. Provide access to affordable, efficient transportation to publicly funded clinics.
 - 2. Expand telehealth services and assistance including to underserved areas.
 - 3. Offer physical space for confidential telehealth consultations or appointments in public facilities such as libraries.
 - 4. Expand broadband internet services to accommodate telehealth. e. Provide telehealth access in public schools.
- D. Accommodation: the extent to which the provider's operation is organized in ways that meet the constraints and preferences of the client.
 - 1. 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.
 - 2. Report the outcomes of health care services based on this demographic data to identify underserved communities.
 - 3. Develop strategic planning with clear metrics to chart progress to mitigate disparities in the delivery of health care to underserved communities.
 - 4. Provide public funding and support to increase certified and culturally competent translators.
 - 5. Provide health care navigators as needed.

- E. Acceptability: the extent to which the client is comfortable with the more immutable characteristics of the provider, and vice versa.
 - 1. Use current evidence-based best practices for specific populations to guide health care decisions and to serve all diverse communities.
 - 2. Ensure culturally and linguistically competent health care providers are available and empowered to be advocates, changemakers, and influencers within the scope of their organization.
 - 3. Encourage public health departments to strengthen a collaborative health care environment throughout the community.

MENTAL HEALTH CARE (2008)

LWV Appleton-Fox Cities supports:

- A. A mental health care system which is community based and includes financial and geographic accessibility for residents of all ages.
 - 1. This system should include same day service availability and immediate care options for all.
 - 2. This system should be adequately staffed in both the in-patient and out-patient care arenas, insuring that no person in need of services would be turned away or made to wait.
 - 3. Appropriate on-going, affordable treatment options for all persons should be available regardless of one's ability to pay.
- B. A mental health system where care is coordinated between the providers of services to persons who are publicly insured, privately insured and uninsured.
 - 1. Coordination should exist between primary health providers, mental health providers, pharmaceutical providers and public and private insurers.
 - 2. Providers should share all treatment options with each individual and assure that each person understands his or her options for care.
- C. 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.
- D. A mental health system in which referrals between private, non-profit and for-profit providers are utilized to ensure the best overall patient care and least duplication within the mental health delivery system.
- E. A mental health crisis care system that is responsive, well-staffed and adequately supported.

LOCAL TRANSPORTATION (1998)

Because the size of the Fox Cities urban area requires that people have transportation (a means of getting from place to place) providing facilities to accommodate some modes of transportation (i.e., private automobiles/trucks, transit/ paratransit, and bicycles) and regulating facilities of other modes (i.e., taxis and walking) constitute proper functions of government.

- A. Functions of government
 - 1. With the exception of walking, all these modes of transportation are to some extent subsidized by tax monies.
 - 2. Determining the value of the trip purpose to the person it is not a proper function of government, and insofar as resources will allow, people dependant on public transportation should have the same ability to get around the community as people using private modes
- B. Transportation modes advantages and disadvantages.
 - 1. It is recognized that each of the various modes of transportation has its own advantages and disadvantages to the individual and to the community.
 - a) The private automobile, while probably the most convenient mode, not only requires considerable upfront expenses and parking spaces, but is also a major cause of traffic congestion and air

- pollution. It also requires that the individual be mentally and physically able and licensed to operate a vehicle.
- b) Public transportation, both fixed route buses and paratransit, is pay-as-you-go for the individual and requires neither parking space nor for the user to have special abilities. Further, while less polluting than the private automobile, transit does create some air pollution. It is, however, less convenient because the individual user must accommodate to the bus schedule or to make his paratransit reservation in advance. It also lacks the privacy of the automobile.
 - c) Taxis, while providing both privacy and door-to-door service generally at the time desired by the user, is relatively expensive in this area.
 - d) Bicycles, not consuming fossil fuels and thus being non-polluting, are a healthy mode of transportation for the user and for the community. Their safe operation, however, is weather dependent, and vandalism is a threat to “parked” bicycles.
2. Integration of the various modes so that an individual’s trip can use more than one is highly desirable. Examples of such integration would include:
- a) Park-and-ride lots on the perimeter of transit service areas.
 - b) A transit route or routes serving the terminals of other modes – the airport, inter-city bus station, railroad depot (if the area were to get inter-city rail service).
 - c) Bicycle racks on the buses and enclosed bicycle “lockers” at the Transit Center.
- C. Valley Transit
- 1. Although owned and operated by the City of Appleton, Valley Transit provides an integrated service, the only efficient way to serve the entire urban area.
 - 2. To make the system’s policy-making and funding arrangements reflect the integration of the service, the following is desirable:
 - a) The policy-making Transit Commission should include representatives of other areas of the transit area.
 - b) The term of the service contracts between the City of Appleton and other participating municipalities and the time required for notice of early termination should be long enough to provide stability for the system and to allow for effective long-term planning.
 - 3. It is recognized that Valley Transit is generally trying to serve people who are transit dependent.
 - 4. Making the system more attractive to “choice” riders is also recognized. Consequently, provided adequate resources, the transit system should offer Sunday service and half-hour service throughout the day.
- D. Regional Transit Authority (2012) 1. The League of Women Voters supports a Regional Transit Authority.

EDUCATION (1983 and 1993, revised 2006 and 2019)

- A. Diversity, equity, and inclusion enrich our schools and is 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. The League of Women Voters of Appleton-Fox Cities supports addressing educational equity in the following areas:
- 1. Adequate administrative and support staff to meet specific needs of all students.
 - 2. Ongoing staff development to increase awareness of biases and promote culturally and linguistically sensitive practices.
 - 3. Initiatives to close achievement and opportunity gaps.
 - 4. Continuous examination of curriculum and materials to reduce cultural bias.
 - 5. Outreach to diverse communities to increase school-parent involvement.

6. Ongoing efforts to provide equity in all co-curricular and scholarship opportunities.
 7. Subsidies or fee waivers to provide equal access to all appropriate programs district-wide.
- B. Curriculum: The primary purpose of public schools is to create literate and productive members of a democratic society. The curriculum should foster a positive learning environment for all students that promotes curiosity, initiative, individual responsibility, process thinking, and cooperative learning. It should embrace the whole person to encourage lifelong learning. To further these goals, the LWV of Appleton-Fox Cities supports the following:
1. 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:
 - a) Basic skills: writing, reading, oral communication, computation, and technology.
 - b) Problem-solving skills: research, analysis, and interpretation.
 - c) Liberal arts, humanities, fine arts, social and natural sciences, world languages, financial and life skills, and healthy lifestyles.
 - d) Comprehension of the political process, interpersonal skills, managing social relationships, team building, and leadership.
 - e) 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.
 - f) Human growth and development curriculum with the following parameters:
 - 1) Materials should be available for parental review.
 - 2) The program should be required, but parents should have the option to remove their child from portions of the program (See also Youth Advocacy 2018/19).
 - g) Provide support for all areas of the curriculum with a well-equipped and an adequately staffed library/ media center.
 2. 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.
- C. Class size: The student/ teacher ratio in a classroom changes over time as districts realign their focus to current trends. There is no state law that establishes a student/ teacher ratio, allowing districts to make that determination. Since student populations vary in districts and schools, the LWV Appleton-Fox Cities supports the following criteria to determine student/ teacher ratios.
1. Primary consideration should be in the best interest of the students.
 - a) Socio-economic status of the student population.
 - b) The age of students with priority given to a lower student/ teacher ratio in the primary grades.
 2. Class size should not be increased for fiscal reasons.
- D. 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.
- E. 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. The LWV of Appleton-Fox Cities supports the following:
1. 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

2. 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
 3. Early intervention services for families with children ages 3 to 5 who show delays in development
 4. Good quality, licensed, affordable childcare through a variety of venues, including on-site work facilities.
 - a) Provide continuing education for childcare providers. Teach safety rules and appropriate behavior.
 - b) Provide a clearinghouse for childcare information and education materials, including equipment-loan programs, to encourage better facilities and better-informed childcare providers.
- F. 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. The LWV Appleton-Fox Cities supports the following:
1. Training for all employees in the following areas
 - a) trauma-informed care
 - b) understanding brain development
 - c) detecting early warning signs of mental illness
 - d) how to link with school-based mental health services and specialty therapists as well as community-based services
 - e) bullying detection, prevention, and intervention
 2. Adequate funding for both social workers and specialty therapists in schools
 3. Emotional wellness screening beginning in the elementary years
 4. 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.
- G. 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. The LWV Appleton-Fox Cities supports the following guidelines:
1. Schools need to teach 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.
 2. 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.
 3. 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.
 4. Students are more likely to eat breakfast and snacks when they are hungry. Options to provide food in the morning should be age-appropriate.
 5. Food and beverage items sold by student organizations or co-curricular activities should comply with school nutritional standards.
- H. Teaching and administrative quality: The LWV of Appleton-Fox Cities supports the following to ensure school staff are of the highest quality:
1. 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.

2. Teaching staff certified in the grade levels and subject areas to which they are assigned.
3. An interview process that includes principals, teachers, and when appropriate, representatives of specialized areas.
4. Effective and relevant professional development grounded in a current educator effectiveness model offered at both the school and district level.
5. On-going professional development plans with compensation for teachers.
6. A mentoring program for new teachers during the first three years of their employment with mentor training and compensation.
7. 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.
8. A formal system of assessment and evaluation of administrators grounded in current administrative leadership models.
9. Substitute teachers should have a valid DPI-issued teaching license and be offered staff development opportunities.

I. Instructional space and organization

1. Instructional space: School districts need to provide facilities that enable staff and students to achieve instructional goals. These 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. The LWV of Appleton-Fox Cities supports the following:
 - a) Instructional space and equipment (e.g., science and instructional technology) should be periodically assessed.
 - b) Maintenance schedules for capital improvements should be developed.
 - c) 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.
 - d) To achieve equity, school districts should consider a weighted student funding model that provides greater resources to students with special and exceptional needs.
2. School boundaries: School attendance areas sometimes need to be revised in order to balance enrollment equitably throughout the district. The LWV Appleton-Fox Cities supports the following considerations regarding school boundary changes:
 - a) Traffic and geographic concerns
 - b) Equalizing school demographics
 - c) School safety
 - d) Continuity to allow students to start and finish at the same school

J. 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 and engaging learning environment. The LWV Appleton-Fox Cities supports the following:

1. Maintain collaborative relationships with local police departments.
2. Other than for law enforcement personnel, no other weapons should be allowed on campuses.
3. Reasonable safety precautions should encompass the buildings as well as outer perimeters of the campus.
4. In order to ensure the safety and well-being of all students, the LWV Appleton-Fox Cities supports the recommendations of the National Association of School Nurses.

Appendix A: Climate Resilience Principles Endnotes

- (1) “Community-Driven Climate Resilience Planning: Framework Version 2.0” lead author Rosa Gonzalez, National Association of Climate Resilience Planners, May 2017. Website link: <https://www.nacrp.org/>
- (2) “Integrating Climate Resilience in Policy and Planning of Low Emission Development Strategies,” Sections 3.1.3 and 4.3 by Barbara C.P. Oliveira, et.al., EcoSynergy Working Paper, October, 2015.

Appendix B: Financing Climate Change Endnotes

- (1) Patrick O’Connor, Director, Bureau of Response & Recovery, Wisconsin Emergency Management (WEM) – *Partnerships video* link: <https://dma.wi.gov/DMA/wem/resources/videos>
- (2) [Resolution #2018-06](#); passed at the 54th LWVUS National Convention in 2018

Appendix C: Vulnerable Populations Endnotes

- (1) Green building practices have been established after several decades of practice around five principles:
 - Sustainable Site—this approach optimizes land use and development to reduce adverse impacts and minimize the building’s ecological footprint.
 - Energy Efficiency—this technique focuses on the establishment of performance targets that account for intended use, occupancy and other energy operations for new construction and renovation projects.
 - Water efficiency— this technique emphasizes the value of decreasing demands for fresh water and reducing the generation of wastewater through optimized landscaping, integrated rainwater catchments, gray water recycling, and wastewater treatment systems.
 - Building Materials—by using sustainable construction materials and resources, green building materials have aided the reduction of volatile gases, extraction, processing, transportation, solid waste, and consumption.
 - Healthy Indoor Environmental Quality—these processes have enhanced the sustainable communities through ventilation and thermal comfort, moisture control, daylighting, environmental tobacco smoke control, and protecting indoor air quality during construction.
- (2) Very Low Income (VLI) is defined by HUD *1998 Public Housing/Section 8 Income Limits* as 50 percent of the median family income for the area, subject to specified adjustments for family size and areas with unusually high or low incomes.
- (3) Extremely Low Income (ELI) definition was modified by HUD in 2014 to cover families whose incomes do not exceed the higher of: Federal Poverty Level or 30 percent of Area Median Income.
- (4) A recent study from Myers-Lawson School of Construction, Virginia Tech, USA, demonstrated the feasibility of Affordable Housing Developments using Zero Energy Multi-Family Low Income Housing Tax Credit (LIHTC).
- (5) 2005 “The Cost & Benefit of Green Affordable Housing” by Bradshaw, et.al., New Ecology, Inc.
- (6) League of Women Voters of Wisconsin – Position Papers Updated 2016, Housing Section under Equal Rights, page 61.
- (7) National Low Income Housing Coalition, Out of Reach (OOR) Wisconsin report which is issued annually.

- (8) Low-Income Housing Tax Credit (LIHTC) program is administered by the Internal Revenue Service (IRS). Pursuant to an IRS revenue ruling, participating properties base their rents on the income limits that HUD is mandated to publish. However, HUD has no control over how LIHTC rents are set and has not required or suggested rent increases.

Appendix D: Water Quality Endnotes

- (1) Winnebago Waterways Recovery Plan, Fox-Wolf Watershed Alliance (fwwa.org)
- (2) Basic information on PFAS, www.epa.gov/pfas/basic-information-pfas
- (3) McNeely, Jeffrey A. *Farming with Nature: The Science and Practice of Ecoagriculture*. United States: Island Press, 2007
- (4) League of Women Voters of Wisconsin – Position Papers Updated 2016, Water Section page 54.

Appendix E: Resilient Infrastructure Endnotes

- (1) New York Times: “A Glimpse of America’s Future: Climate Change Means Trouble for Power Grids” by Brad Plummer Published Feb. 16, 2021 and Updated Feb. 18, 2021.
Link: <https://www.nytimes.com/2021/02/16/climate/texas-power-grid-failures.html?searchResultPosition=1>
- (2) U.S. Global Change Research Program (USGCRP), 2018: *Impacts, Risks, and Adaptation in the United States: Fourth National Climate Assessment, Volume II: Report-in-Brief - Section 4 Energy Supply, Delivery and Demand*, pages 70-72 [Reidmiller, D.R., C.W. Avery, D.R. Easterling, K.E. Kunkel, K.L.M. Lewis, T.K. Maycock and B.C. Stewart (eds.)]. Washington, DC, USA, 186 pp. doi: 10.7930/NCA4.2018.RiB Link: <https://nca2018.globalchange.gov/downloads/>
- (3) Scientific American: “Texas Power Outage Underscores Looming Climate Tests” by Benjamin Storrow, Chelsea Harvey, E&E News Feb 17, 2021.
- (4) Applied Energy Journal Vol. 281. “Using Collective Intelligence to Enhance Demand Flexibility and Climate Resilience in Urban Areas” by Vahid m. Nik, et.al. January, 2021, [116106](https://doi.org/10.1016/j.apenergy.2020.116106).
<https://doi.org/10.1016/j.apenergy.2020.116106>

Appendix F: DEI Health Care Study notes (2023)

Executive Summary:

In response to many factors, this study shifted over the course of work. The initial mandate offered a very broad scope. Healthcare has an interconnected and complex network of factors. The healthcare system and broader population were exasperated and exhausted by COVID. The state requires health departments to conduct needs and improvement plans every five years. Currently diversity, equity, and inclusion (DEI) in our local health data is sparse. We recommend conducting the five-year and/or threeyear studies using a DEI lens including clearly laid out goals and metrics to track tangible action and progress. For clarification purposes, DEI lens means that we believe that all area residents should have their health care needs addressed regardless of their individual characteristics, economic ability, and location with special emphasis on improving the disparities in health care among groups that research has shown to historically have poorer health outcomes.

- We also recommend health providers and departments adopt approaches to meet and serve everyone, especially the unseen, think holistically, and partner broadly to improve and incorporate social determinants of health.

- Recent research conducted by the non-partisan, non-profit organization Vot+Er has found voting, civic engagement, and a sense of belonging are social determinants of health. Vot+Er has been diligently working to educate healthcare professionals as well as their clients on the connections between civic and physical health.
- We encourage all local governmental bodies to adopt something similar to the city of Appleton’s “Health in all Policies” ordinance.
- We support the efforts of the Fox Cities Multicultural Coalition which was developed initially to deal with Covid 19 but has expanded to focus on the overall health care of marginalized communities.
- We support tailoring health care to patients’ norms, beliefs, and values, as well as their language and literacy skills by increasing health care providers’ skills and knowledge to understand and respond to cultural differences and value diversity.
- We support public/private partnerships such as mobile dental services offered by PCHC and vision services offered by the Lions Club partnering with the public school system.
- The study’s resulting body of work will be relevant in advocacy efforts in local healthcare. Our position statements are intended to advocate for government entities to meaningfully serve, measure and track everyone, particularly the unseen. And that this data should be transparent and utilized to direct services equitably, inclusively and to those most in need.

I. Introduction

We acknowledge that health care is a national crisis that touches many parts of our lives. The COVID-19 pandemic exacerbated healthcare system weaknesses leaving many without adequate access to care. None was more devastating than the shortage of behavioral health care providers. We also acknowledge the national crisis of healthcare debt and that about 10% of Wisconsin families carry medical debt and struggle to make ends meet.

While this report does not specify types of healthcare needs, it is clear that we intend for the positions to include, but not limited to: behavioral, oral, maternal, infant, and child health care needs for all genders, ages, and socioeconomic conditions. In 2020, the League of Women Voters of Appleton-Fox Cities voted to study diversity, equity, and inclusion (DEI) issues within the Fox Valley. Once the study committee began, the first decision was how to narrow our focus. Recognizing there would be opportunity for future studies to address DEI, we selected our course by dividing our purview into two categories- systems of government and groups of marginalized populations. We chose to focus on systems and recognized that our bandwidth allowed for a single system of government. We therefore choose to focus on healthcare through a broad DEI lens.

The committee identified five subgroups: Public Health / Preventative, Mental Health Access / Availability, Under / Uninsured, Home / Long Term / Elder Care, Holistic, Hospital / Clinic / Urgent Care, LGBTQ+ Gender Affirming Care, Maternal / Infant / Reproductive Health Care. Recognizing the breadth of work involved and amount of time required, two groups moved forward examining Public Health, Mental Health, and Under and Uninsured.

II. Methodology

The course of this study was severely hampered by the Covid 19 pandemic. The committee was not able to meet in person, and it was decided that in the midst of the severe strain that the pandemic caused to health care providers, it was not appropriate to conduct large scale interviews with them. We were also not able to conduct interviews with individual patients to obtain anecdotal stories about their experiences with the health care system. Instead, we focused on reviewing public health and private system reports. We started with research. First, we framed our approach, focusing on the facets of healthcare rather than marginalized or minority populations. From there, we built on the passion of study members around topics within healthcare to focus on (infant/ maternal, mental health, un/underinsured). Next, we agreed to use the 5 A’s Framework to assess healthcare in our area. The 5 As include:

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

2. Availability - the extent to which the provider has the requisite resources, such as personnel and technology, to meet the needs of the client.
2. Accessibility - geographic accessibility, which is determined by how easily the client can physically reach the provider's location.
3. Accommodation - the extent to which the provider's operation is organized in ways that meet the constraints and preferences of the client.
4. Acceptability - the extent to which the client is comfortable with the more immutable characteristics of the provider, and vice versa.

III. Resources

Through our research, we identified the sources of health and health metric information in our area, as well as demographic and DEI data. Our full sources are listed and referenced in our bibliography. Although we developed a list of priority healthcare organizations and interview questions, we decided to forego pursuing primary research due to the pandemic. We then focused our research on the most recent health reports from local governmental bodies to review. These included:

- Appleton Health Department Report 2021
- Appleton CHIP Report 2016-2021
- City of Appleton Health Department Strategic Plan January 29, 2019
- Outagamie County CHIP Report 2018
- Outagamie County Health Assessment
- Partnership Community Health Center Community Needs Assessment (2022)
- WI Health Equity Report
- Imagine Fox Cities Well Being Data