



2022-2023

McFarland Strategic Implementation Plan

August 23, 2022

Village Board Review and Acceptance

Village of McFarland

Updated July 26, 2018

VISION STATEMENT

The vision of the Village of McFarland is to create an inviting, dynamic, diverse community that offers a high quality of life and a supportive environment in which all citizens may practice their individual value choices. The community actively seeks to preserve its proud heritage, protect its abundant natural resources, plan for responsible and balanced residential and commercial growth, promote a viable economic base, support educational excellence, provide diverse leisure options, and foster a healthy social fabric.

MISSION STATEMENT

With direction encouraged from an engaged citizenry, Village elected officials and employees will maintain and enhance the quality of life of the community by delivering quality services in an efficient and accountable manner and by providing an orderly, unbiased system of government that is transparent and accessible. To create and sustain a high level of confidence in Village government, we pledge to function with: professional integrity; fiscal responsibility; open communications; environmental sustainability; sensitivity to the values of each individual; full cooperation in achieving the priority goals determined by the community.

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Village Board Goals, Objectives, and Action Plan

All goals should be consistent with the Village Mission statement and vision statement.

Highlight notes items where new funding is required within the budget and not previously approved.

A. McFarland Municipal Center Campus			
<i>Develop a multi-generational community center in conjunction with expansion of the library, connecting Village plaza, and adjoining outdoor public spaces (i.e. - McFarland Municipal Campus) including the development of programs to serve seniors, youth, and families.</i>			
Objectives			
(1)	Determine future space needs and design features for the development of indoor and outdoor public spaces to support programming to be determined.		
(2)	Identify and engage a broad spectrum of residents, including seniors, youth, adults, and community partners in all aspects of the planning process and operations/utilization.		
(3)	Identify operational issues, challenges, and fiscal impacts associated with the development McFarland Municipal Campus Master Plan and the construction of desired improvements thereof.		
Action Steps:	Cost	Timeline	Assignment
i. Complete the McFarland Municipal Center Campus Master Plan that will outline facility improvements at the Municipal Center, Library, and Plaza. Analysis will recommend facility improvements as well as programs to utilize new spaces.	\$150,000	March 2023	Administrator Village Board
ii. Collaborate with the Library Board on reviewing their needs for facility expansion association with the above referenced Master Plan.	N/A	On Going Project Duration	Administrator Library Village Board
iii. Use solicited public input and continue Community and Stakeholder engagement throughout the project. Engage Community and all Stakeholders	N/A	On Going Project Duration	Administrator Village Board
(4)	Build accepted and recommended improvements for public infrastructure in accordance with the McFarland Municipal Center Campus Master Plan.		
Action Steps:	Cost	Timeline	Assignment
i. Design, bid, and award recommended/approved improvements from Master Plan.	\$500,000	March 2024	Administrator Village Board
ii. Construct recommended/approved improvements from Master Plan.	\$13,000,000	March 2025	Administrator Village Board

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B. Public Infrastructure
Plan for and align physical facilities and open space to support future service delivery, quality of life and infrastructure needs.

Objectives

(1) Complete construction and transition affected Departments to a standalone public safety facility for fire, EMS, police, and court services.

Action Steps:	Cost	Timeline	Assignment
i. Complete construction of new facility already underway.	\$22,500,000	May 2023	Administrator Architect Contractor Fire & Rescue Municipal Court Owner's Rep Police Village Board
ii. Transition impacted Departments to new Facility.	Included Above	June 2023	Fire & Rescue Municipal Court Police

(2) Improve current Village facilities, including maintenance enhancements, and identify new systems to promote sustainability.

(3) Develop capital improvement plans to support infrastructure needs aligned with future growth to forecast cost implications and implementation schedule.

Action Steps:	Cost	Timeline	Assignment
i. Annual preparation of 5 year CIP to inventory and outline public improvements leading into budget process.	None	Annually August 2023	Administrator Departments
ii. Complete property acquisition to allow for the development of solar array.	\$300,000	January 2023	Community Development
iii. Develop plan and begin implementation of digital archiving project.	\$100,000	December 2023	Administration Comm and Tech
iv. Completion of a Village wide energy audit and planning to implement energy efficiencies within operations.	\$75,000	March 2024	Community Development
v. Proceed with OEI Grant to install battery storage at Public Safety Center for excess power created in solar array.	\$450,000	December 2024	Community Development
vi. Continue planning with partners as applicable to develop solar array to offset municipal energy consumption.	TBD	Duration	Community Development

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C. Housing & Economic Development				
<i>Promote responsible growth, affordable housing, increase economic development, and grow/retain existing businesses.</i>				
Objectives				
(1)	Enhance new and existing commercial, retail, mixed-use, and civic uses in the downtown area.			
(2)	Improve the mix of commercial and mixed use development along Highway 51 and Farwell Street.			
(3)	Develop incentives for business growth, such as incubator programs and tax increment financing districts (TIF) districts.			
(4)	Identify areas for expanding commercial and industrial development.			
(5)	Improve business retention to support existing businesses and advance recruitment efforts to bring in new businesses.			
<u>Action Steps:</u>	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>	
i.	Complete planning project to address Economic Development Plan and update East Side Neighborhood Growth Plan as update to Comprehensive Plan.	\$100,000	March 2023	Community Development
ii.	Develop RFP, bid, hire, and complete Terminal & Triangle District Plan/Redevelop. Plan 1, including new Overlay TIF District.	\$75,000	October 2023	Community Development
iii.	Begin process (i.e. - RFP, Award, Plan Devel) to Establish new Downtown redevelopment plan.	\$75,000	December 2023	Community Development
iv.	Pursue Recodification of Subdivision and Zoning Codes as they impact planning decisions, zoning, diversity, and commercial uses.	\$100,000	2024	Community Development
v.	Consider property acquisition where appropriate.	Case by Case	Duration	Community Development
(6)	Improve mix of housing within the Village, including consideration for affordable housing units within new development.			
<u>Action Steps:</u>	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>	
i.	Draft and approve policies and programs regarding the use of the Affordable Housing Fund.	None	December 2022	Administrator Community Development
ii.	Evaluate opportunities to build Affordable Housing Fund through General Fund and TIF extensions.	TBD	Duration	Administrator Community Development
iii.	Evaluate opportunities to implement recommendations from the housing studies to encourage new affordable housing development.	Case by Case	Duration	Community Development

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D. Village Government

Creation of a dynamic work place that is inclusive and diverse in our ability to demonstrate our commitment to employee growth and development for the betterment of the Community.

Objectives

- (1) Evaluate staffing models and organization structure to meet future service delivery needs.

Action Steps:	Cost	Timeline	Assignment
i. Develop staffing plan for all Depts in line with recommendations from 2021 Comp and Class Study.	None	September 2022	Administrator Administration Departments
ii. Forecast cost and tax levy impacts of staffing plan. Present forecasting annually through budget process.	None	November 2022	Administrator
iii. Study and report on recommendations to implement curbside yard waste/leaf collection program.	TBD	September 2023	Administrator Public Works

- (2) Prioritize community-based policing practices and identify areas for diversity initiatives, outreach, education, and program development.

Action Steps:	Cost	Timeline	Assignment
i. Restore assignment of Community Service Officer and develop Community Engagement Plan for position.	TBD	June 2023	Police
ii. Pursue and complete policy updates for WILEAG Accreditation.	TBD	December 2023	Police
iii. Prioritize and enhance opportunities for community outreach and education within the Police Department.	\$5,000	Duration	Police
iv. Utilization of Community Restorative Court (CRC).	None	Duration	Police

- (3) Enhance public engagement and presence within the Community through the use of a broad range of media.

Action Steps:	Cost	Timeline	Assignment
i. Add Closed Captioning system to enhance broadcast diversity.	\$55,000	March 2023	Comm and Tech
ii. Develop new Communications Plan outlining prioritization of resources in line with opportunities for engagement.	TBD	June 2023	Administrator Comm and Tech Village Board

- (4) Continue discussions with School District on partnerships with the Village to share and expand services for the benefit of the Community.

Action Steps:	Cost	Timeline	Assignment
i. Continue meetings through the Joint Committee to discuss issues of mutual interest.	None	Duration	Administrator Village Board

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E. Community			
<i>Improve the Community experience for residents, businesses, and visitors through its services, safety, history, and overall desired quality of life.</i>			
Objectives			
(1) Promote Village history using statues, murals, music, special programming, etc.			
(2) Create a public art program that enriches the community and enhances the local quality of life.			
Action Steps:	Cost	Timeline	Assignment
i. Develop public art concept affixed to the structure of Well House #1 adjacent Discovery Garden Park.	\$5,000	June 2023	Community Development Library
ii. Establish a Public Art and Design Program to consider projects and promote history where appropriate.	None	September 2023	Community Development
iii. Implement opportunities for public art within public spaces as authorized by the Village Board.	TBD	Duration	Community Development Village Board
(3) Promote the concept of a safe and healthy community in an integrated way including diversity, equity, and inclusion initiatives; from policy to planning and development.			
Action Steps:	Cost	Timeline	Assignment
i. Develop policies for the distribution of funds through the Community Grant Program.	None.	February 2023	Administrator Village Board
ii. Accept applications into the Community Grant Program and award funds in accordance with approved policies.	\$15,000	Duration	Administrator Village Board
iii. Cross develop community outreach/risk reduction training to develop strategies for medical and wellness risk reduction.	\$10,000	2024	Fire and Rescue Senior Outreach
iv. Support staffing and policy development to ensure successful transition to paramedic level of service.	Varies	Duration	Fire and Rescue Village Board
v. Participate in the Trust Building Campaign by the IACP to ensure positive partnerships and improve general well being.	Varies	Duration	Police

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F. Transportation			
<i>Improve Community connectivity along pedestrian and vehicular corridors.</i>			
Objectives			
(1) Improve, maintain, and enhance bike/walking path connections throughout the Village and in cooperation with neighboring municipalities and government agencies.			
<u>Action Steps:</u>	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
i. Enhance planning regarding trail maintenance and build into Paving and Utility Plan. Include sidewalk improvements as a separate line item.	None	August 2022	Public Works
ii. Study improvements to Siggelkow Road for off-street pedestrian connectivity to new Community Park.	TBD	March 2023	Administrator Comm Devel Public Works
(2) Review opportunities to provide all forms of public transportation within and outside of the Village.			
<u>Action Steps:</u>	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
i. Review opportunities to collaborate with neighboring municipalities to extend public transportation, develop cost sharing and fare models.	TBD	December 2023	Community Development
ii. Review Options with Board, Elected Officials, Public, and Staff.	TBD	December 2023	Community Development
(3) Enhance pedestrian safety for walkers and bicyclists throughout the community, including areas of Highway 51 that go through the Village.			
<u>Action Steps:</u>	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
i. Continued partnership with WisDOT and Dane County on Segment 7 as applicable, emphasis on Siggelkow round-a-bouts, pedestrian connectivity.	TBD	Duration 2024	Administrator Community Development Village Board
ii. Continued partnership with WisDOT and Dane County on Segment 6 as applicable, emphasis on adding sidewalk, safe crossing, speed limit, round-a-bout, and bridge underpass.	TBD	Duration 2026	Administrator Community Development Village Board
iii. Evaluate e-bike development in McDaniel Park and study expansion points within the Village.	TBD	Duration	Community Development
(4) Build a network of Electric Vehicle (EV) Charging Stations at Level 2 and 3 within the Village.			
<u>Action Steps:</u>	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
i. Identify locations for EV Charging Stations and partner with regional, state, and federal agencies to develop.	TBD	Duration	Community Development

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G. Park/Conservancy System			
<i>Support the development of active and passive park amenities that appeal to all age groups and abilities.</i>			
Objectives			
(1) Develop new and diverse park system amenities for indoor and outdoor use that are not currently offered in our Community.			
<u>Action Steps:</u>	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
i. Continue planning efforts to bring forward park improvements within 10 year plan.	None	August 2022	Administrator Public Works
ii. Aide fundraising process as applicable to ensure construction of skate park.	\$375,000	October 2023	Administrator
iii. Prepare design of new dual shelter facility at Egner Park to support Water Utility and Park.	\$150,000	November 2023	Public Works
(2) Dedicate resources to enhance and maintain existing parks and green spaces throughout the Village.			
<u>Action Steps:</u>	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
i. Improve access within dog park by installing new limestone path.	\$75,000	May 2023	Public Works
ii. Aide long term maintenance costs and provide improved turf product through in ground irrigation at Community Park.	\$275,000	June 2023	Public Works
iii. Review areas for the inclusion of additional support amenities such as benches, bike racks, drinking fountains, etc.	\$75,000	May 2023	Community Development Public Works
(3) Evaluate the costs and benefits of an outdoor aquatic facility, including construction and operation.			
<u>Action Steps:</u>	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
i. With location determined, finalize conceptual plan to estimate site plan, elevations, and probable cost.	\$10,000	June 2023	Administrator
ii. Discuss future capital/operating financial cost implications, gather additional public input, economic impact, determine fund raising parameters, create community partners.	None	Duration	Administrator Village Board

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Village Board Goals, Objectives, and Action Plan

G. Park/Conservancy System (Continued)			
<i>Support the development of active and passive park amenities that appeal to all age groups and abilities.</i>			
Objectives			
(4) Develop and implement park master plans that prioritize future developments.			
<u>Action Steps:</u>	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
i. Develop long term plan for playground replacement within system.	None	August 2023	Public Works
ii. Develop long term plan for public restroom development within system.	None	August 2023	Public Works
iii. Conduct planning and design process for Inclusive Park in partnership with School District.	\$75,000	September 2023	Administrator Public Works
(5) Expand, enhance, and develop programs to increase access and promote greater use of the lakefront, wetland conservancy, and waterways.			
<u>Action Steps:</u>	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
i. Partner with Dane County to convert beach within McDaniel Park to sand and add water barriers with filtration.	\$250,000	June 2023	Administrator Public Works
ii. Continued promotion of McDaniel Park for commercial partnerships including new priority for water craft rental.	TBD	June 2023	Administrator
iii. Implement plan to create water access at Lewis Park.	\$75,000	August 2023	Public Works
iv. Review opportunities within the system to acquire property to expand lake access.	TBD	Duration	Community Development

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H. Diversity, Equity, and Inclusion			
<i>Create opportunities to advance initiatives that support the growth of diversity, equity, and inclusion within the Community and organization.</i>			
Objectives			
(1) Provide support for the ongoing development and utilization of the Diversity, Equity, and Inclusion Committee.			
<u>Action Steps:</u>	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
i. Meet annually with the Committee to align work plan and discuss goals/objectives for the group.	None	May 2023	Administrator Comm and Tech Village Board
ii. Discuss with Committee the final report and how it influences the groups work going forward.	None	Duration	Comm and Tech
(2) Continued implementation of the Diversity, Equity, and Inclusion (DEI) Report.			
<u>Action Steps:</u>	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
i. Develop and/or support event(s) for Community Space to be facilitated by the Committee regarding DEI.	TBD	December 2022	Comm and Tech
ii. Work with Staff to develop training programs that establish a DEI professional learning plan.	TBD	June 2023	Administration
iii. Evaluate guest speakers for the Community and Organization.	TBD	Duration	Comm and Tech
(3) Work with Community Partners on the creation of a lasting land acknowledgement.			
<u>Action Steps:</u>	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
i. Create community partnership to develop plan and process for land acknowledgement.	TBD	September 2023	Comm and Tech Village Board
ii. Complete plan and implement land acknowledgement.	TBD	October 2023	Comm and Tech Village Board
(4) Continue discussions with School District on partnerships with the Village for the advancement of diversity, equity, and inclusion within the Community.			
<u>Action Steps:</u>	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
i. Review opportunities for partnership and shared services to support DEI in the Community.	TBD	June 2023	Administrator Village Board