



2023-2024

McFarland Strategic Implementation Plan

August 22, 2023

Village Board Review and Acceptance

2023/2024 - McFarland Strategic Implementation Plan

Village Board Goals, Objectives, and Action Plan

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

A. McFarland Municipal Center Campus

Develop of the Master Plan to include implementation of a multi-generational community center, planned 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.

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.

Action Steps:

Cost

Timeline

Assignment

Objectives Completed.

McFarland Municipal Center Master Plan Accepted by Village Board on May 23, 2023.

- (3) Identify operational issues, challenges, and fiscal impacts associated with the design of recommendations from the McFarland Municipal Campus Master Plan and the construction of desired improvements thereof.
- (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. Accept long term financial plan as appendix to 5 year CIP that depicts implementation of all improvements for Municipal Center, Library, and surrounding public spaces.

None

August 2023

Administrator

Library

Village Board

- ii. Make decision(s) regarding options for facility and adjoining site plan presented within the Master Plan for the Municipal Center Project and adjoining public spaces.

None

August 2023

Administrator

Village Board

- iii. Issue RFP to hire Project Manager/Owner's Representative to assist in Design through Construction.

\$300,000

September 2023

Administrator

- iv. Issue RFP to hire Architect to conduct design, bidding, and construction administration services.

\$1,500,000

October 2023

Administrator

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A. McFarland Municipal Center Campus (CONTINUED) <i>Develop of the Master Plan to include implementation of a multi-generational community center, planned 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:			
(4) Build accepted and recommended improvements for public infrastructure in accordance with the McFarland Municipal Center Campus Master Plan (CONTINUED) .			
v.	Develop temporary operating plan for impacted Municipal Center Departments.	TBD	January 2024 Administrator Departments
vi.	Complete design and award contract for Municipal Center Project.	None	December 2024 Administrator Consultants Departments Village Board
vii.	Begin construction of Municipal Center Project. Implement temporary operating plan for impacted Municipal Center Departments.	TBD	January 2025 Administrator Consultants Contractors Departments
viii.	Collaborate with the Library Board on reviewing their needs for facility expansion in association with the above referenced Master Plan. See Library Board Strategic Plan in Appendix A.	N/A	On Going Project Duration Administrator Library Village Board

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B. Public Infrastructure			
<i>Plan for and align physical facilities and open space to support future service delivery, quality of life and infrastructure needs.</i>			
Objectives			
(1) Complete construction and transition affected Departments to a standalone public safety facility for fire, EMS, police, and court services.			
<u>Action Steps:</u>	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
Objective Completed.			
Public Safety Center on schedule to take occupancy by August 31, 2023.			
(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.			
<u>Action Steps:</u>	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
i. Completion of a Village wide energy audit and planning to implement energy efficiencies within operations.	\$75,000	March 2024	Community Development
ii. Create policy for utilization of uniform design concepts within facilities.	None	June 2024	Senior Outreach
iii. Annual preparation of 5 year CIP to inventory and outline public improvements leading into budget process.	None	Annually August 2024	Administrator Departments
iv. Develop plan for addressing Waubesa lagoon/channel waterways as recommended for inclusion within the CIP.	TBD	August 2024	Administrator Public Works
v. Prepare inventory and develop assessment of public restrooms to identify opportunities for gender neutral facilities.	\$15,000	September 2024	Administrator Public Works
vi. Install battery storage at Public Safety Center through OEI grant award for excess power created in solar array.	\$605,000 (\$255k local)	December 2024	Community Development
vii. Continue planning with partners as applicable to develop solar array to offset municipal energy consumption.	TBD	December 2024	Community Development
viii. Continued planning combined with implementation as appropriate for digital archiving project.	\$25,000	Duration	Administration Comm and Tech

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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)	Attract and enhance new and existing commercial, restaurants, retail, mixed-use, and civic uses in the downtown area, USH 51/Farwell corridor, East Side Growth Area, and surrounding areas.		
(2)	Develop incentives for business growth such as incubator programs, tax increment financing districts, and recruitment/retention.		
<u>Action Steps:</u>	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
i. Develop RFP, bid, hire, and begin process to recodify the Subdivision and Zoning Codes as they impact planning decisions, density, zoning, diversity, and commercial uses.	\$110,000	July 2024	Administrator Community Development Plan Commission Village Board
ii. Complete Terminal & Triangle District Plan/Redevelop. Plan 1, including new Overlay TIF District.	\$75,000	October 2024	Community Development
iii. Complete updates to the Downtown redevelopment plan.	\$75,000	October 2024	Community Development
iv. Consider property acquisition where appropriate.	Case by Case	Duration	Administrator Comm Level
v. Consider options for funding property acquisition opportunities.	Case by Case	Duration	Administrator Comm Level
vi. Advance East Side Plan, pursue recommendations and consider projects as applicable.	Case by Case	Duration	Community Development
vii. Participate with Chamber and business communities at least annually regarding Village updates.	\$500	TBD	Administrator Community Development
(3)	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. Finalize and implement Affordable Housing Fund Policy.	Case by Case	September 2023	Community Development
ii. Evaluate opportunities to build Affordable Housing Fund through General Fund, TIF extensions, County funding, CDBG programs, etc.	TBD	Duration	Administrator Community Development
iii. Evaluate opportunities to implement recs. from the housing studies to encourage new affordable housing.	Case by Case	Duration	Community Development

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D. Village Government			
<i>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.</i>			
Objectives:			
(1) Evaluate staffing models and organization structure to meet future service delivery needs.			
Action Steps:	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
i. Update staff planning for all Depts for 2024-2033 and build into the annual budgeting process there forward. Emphasize utilization of increases in State Shared Revenue.	None	September 2023	Administrator Administration Departments
ii. Study and report on recommendations to implement curbside yard waste/leaf collection program.	TBD	September 2024	Administrator Public Works
iii. Forecast cost and tax levy impacts of operating costs. Present forecasting annually through budget process.	None	August 2024	Administration Administrator
(2) Prioritize community-based policing practices and identify areas for diversity initiatives, outreach, education, and program development.			
Action Steps:	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
i. Pursue and complete policy updates for WILEAG Accreditation.	None.	December 2023	Police
ii. Consider assignment of Community Service Officer and develop workplan for position.	TBD	June 2024	Police
iii. Address recommendations of the Communications and Engagement Plan related to crisis communications, applicable emergency response, and general resident engagement.	TBD	Duration	Administrator Comm Tech Fire and Rescue Police Village Board
(3) Enhance public engagement and presence within the Community through the use of a broad range of media.			
Action Steps:	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
i. Finish and consider implementation strategies as recommended through the Communications and Engagement Plan.	\$24,750	October 2023	Administrator Comm Tech Departments Village Board
ii. Update the Village's mission, vision, and core value statements.	TBD	April 2024	Village Board
iii. Build out future goals, objectives, action plan, and staffing recommendations based on opportunities for enhanced engagement and communications.	TBD	August 2024	Administration Administrator Communications and Technology Village Board

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Village Board Goals, Objectives, and Action Plan

D. Village Government (CONTINUED)
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:

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

<u>Action Steps:</u>	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
i. Collaborate with the School District regarding overlapping initiatives recommended through the Communications and Engagement Plan.	TBD	December 2023	Administrator Departments Village Board
ii. Formalize partnership addressing operational impacts and financial considerations for live programming of School District events.	TBD	June 2024	Administrator Communications and Technology Village Board
iii. Explore opportunities with the School District to connect with students and faculty for program development, BCC participation, internship, and other forms of outreach as applicable.	Case by Case	Duration	Administrator Departments Village Board

(5) Plan for and implement the inclusion of the operations for the McFarland Youth Center.

<u>Action Steps:</u>	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
i. Study operations of the McFarland Youth Center on how it can transition into the Village.	None.	January 2024	Administrator
ii. Prepare plan/proposal for implementation to address their ongoing operations.	TBD	July 2024	Administrator

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Village Board Goals, Objectives, and Action Plan

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.			
<u>Action Steps:</u>	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
i. Continued funding of signage program implemented by the Landmarks Commission to note locally historic properties.	\$20,000	June 2024	Community Development Landmarks Commission
ii. Pursue locally initiated public art and design opportunities.	Case by Case.	Duration	Community Development
iii. Developing program(s) for when and where to conduct a land acknowledgment and recognize historically indigenous properties.	None	Duration	Communications and Technology
(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.			
<u>Action Steps:</u>	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
i. Finalize planning and conduct recruitment for new position focused around diversity, equity, and inclusion.	\$55,000	December 2023	Administration Comm and Tech DEI Committee Village Board
ii. Draft and develop policy for Village involvement in special events including sponsorship, operational support, etc.	None	March 2024	Administration Administrator
iii. Explore inclusion within the Dane County and City of Madison C.A.R.E.S. program, encourage continued funding and support.	TBD	June 2024	Administrator Village Board
iv. Cross develop community outreach/risk reduction training to develop strategies for medical and wellness risk reduction.	\$10,000	2024	Fire and Rescue Senior Outreach
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. Continued segregation of sidewalk and trail project planning. Further track condition and improvements within RMT System.	None	August 2024	Public Works
ii. Plan Siggelkow corridor for trail expansion from Juniper Ridge to Community Park on CTH AB.	TBD	Duration	Administrator Comm Devel Public Works
iii. Work with Dane County on planning for connection of Lower Yahara Trail from Fish Camp Park (County) to Urso/Schuetz Park (Village).	TBD	Duration	Administrator Community Development Public Works
iv. Work with WisDOT and Town of Dunn regarding Exchange Street, USH 51 trail extensions.	TBD	Duration	Administrator Community Development
(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. Explore municipal and/or regional partnerships to develop localized public transportation.	TBD	Duration	Administrator Community Development
ii. Review opportunities through new State innovative fund.	Case by Case.	Duration	Administrator Comm Devel
iii. Pursue opportunities to add EV Charging Stations at Level 2/3 through private business, utility partnership, and/or other incentives.	Case by Case.	Duration	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. Design streetscaping improvements for inclusion within Segment 7 project.	\$15,000	June 2024	Community Development
ii. Continued partnership with WisDOT and Dane County on Segment 7 as applicable, emphasis on Siggelkow round-a-bouts, pedestrian connectivity.	TBD	Duration 2025/2026	Administrator Community Development Village Board
iii. 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 2027/2028	Administrator Community Development Village Board

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Village Board Goals, Objectives, and Action Plan

G. Park/Conservancy System			
<i>Support the development of active and passive park amenities that appeal to all.</i>			
Objectives			
(1) Develop new and diverse park system amenities for indoor and outdoor use that are not currently offered in our Community.			
Action Steps:	Cost	Timeline	Assignment
i. Finish construction of new Skate Park amenities within McFarland Park.	\$645,000	October 2023	Public Works
ii. Finish community park phase 1 with in ground irrigation.	\$1,500,000	October 2023	Public Works
iii. Construct new gender neutral public restroom at Highland Oaks Park.	\$150,000	April 2024	Public Works
iv. Plan, Design, and/or Construct Phase 1 and 2 of the proposed Inclusive Park at Waubesa Intermediate School.	\$2,500,000	September 2024	Administrator Parks/Rec Committee Public Works School District Village Board
v. Consider land acquisitions where applicable to expand and/or create new opportunities within the parks.	Case by Case.	Duration	Community Development
(2) Dedicate resources to enhance and maintain existing parks and green spaces throughout the Village.			
Action Steps:	Cost	Timeline	Assignment
i. Improve access within dog park by installing new limestone path.	\$75,000	October 2023	Public Works
ii. Complete new tree management plan in line with tree inventory to help advise future management initiatives.	\$7,500	December 2023	Public Works
iii. Renovate bathrooms at Brandt Park to improve fixtures and enhance security, access control. Evaluate ability for gender neutral facilities.	\$110,000	May 2024	Public Works
iii. Replace playground equipment at Highland Oaks Park.	\$125,000	August 2024	Parks/Rec Committee Public Works
(3) Evaluate the costs and benefits of an outdoor aquatic facility, including construction and operation.			
Action Steps:	Cost	Timeline	Assignment
i. With location determined, finalize conceptual plan to estimate site plan, elevations, and probable cost.	\$10,000	February 2024	Administrator
ii. Discuss future capital/operating costs, gather public input, economic impact, determine fund raising parameters, create community partners as needed.	None	Duration	Administrator Parks and Recreation Committee 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. Drafting and development of 2024-2028 Parks and Open Space Plan.	\$10,000	December 2024	Comm Devel Public Works
ii. Advance permitting process for McDaniel Park Beach Project to include dredging to improve accessibility.	\$25,000	December 2024	Administrator Public Works
iii. Continue planning and engagement for design process on Phase 2 of Community Park.	\$175,000	December 2024	Administrator Parks/Rec Committee 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. Design and construct lake access improvements at Lewis Park.	\$250,000	July 2024	Parks/Rec Committee Public Works
ii. Review opportunities for funding through Dane County at Lewis Park for lake access project.	TBD	July 2024	Administrator
iii. Continued promotion of McDaniel Park for commercial partnerships including new priority for water craft rental.	Case by Case.	Duration	Administrator
iv. Review opportunities within the system to acquire property to expand lake access.	Case by Case.	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. Onboard new position focused around diversity, equity, and inclusion and integrate their work with Committee.	None.	January 2024	Communications and Technology Departments
ii. Consider recommendations from the Communications and Engagement Plan as it may pertain to the Committee and/or diversity, equity, and inclusion.	TBD	Duration	Communications and Technology
iii. Review parameters and limitations for data collection, establish concept for ongoing auditing.	None.	April 2024	Administration Administrator Comm and Tech
iv. Create policy for data collection and its impacts for use going forward (i.e. - tracking, evaluating, sharing, etc.)	None.	Duration	Administration Administrator 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. Consider holiday recognition and event schedules. Update policy as applicable.	None	December 2023	Comm and Tech
ii. Review DEI Report and reconcile progress.	None	June 2024	Communications and Technology
iii. Continue to support other events, initiatives, programs, trainings, etc. within the Community through the Village, School District, and other local groups.	Case by Case	Duration	Administration Communications and Technology
iv. Alignment of equity audit with expectations for data collection to be evaluated by the DEI Committee.	None.	Duration	Administration Administrator 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. Support public recognition of the land acknowledgement previously adopted during the Community Festival.	TBD.	September 2024	Administration Communications and Technology
(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. Engage and network with School District via DEIB Coordinator position.	None.	Duration	Administration Administrator Comm and Tech