



2021-2022

McFarland Strategic Implementation Plan

August 9, 2021

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.

Cost estimates shaded in green indicate the need for future budget inclusion.

A. Goal: Develop a multi-generational community center in conjunction with expansion of the library and connecting Village plaza including the development of programs to serve seniors, youth, and families.

Strategies (i.e. - Objectives)

- (1) Assess future community/senior center(s) space needs and design features and address indoor and outdoor activities and planned expansion areas.
- (2) Identify and engage a broad spectrum of residents, including seniors, youth, adults, and community partners in all aspects of the community center planning process and operations/utilization.
- (3) Identify operational issues, challenges, and fiscal impacts associated with the development and construction of a community center.

Action Steps:	Cost	Timeline	Assignment
i. Review former Facilities Master Plan and prepare further definition as to the development of a Community Center and connecting plaza space.	N/A	December 2021	Administrator Municipal Center Depts Village Board
ii. Collaborate with the Library Board on reviewing their needs for facility expansion.	N/A	December 2021	Administrator Library
iii. Consider committee/group representation for review and input.	N/A	January 2022	Administrator Village Board
iv. Draft, develop, and solicit Request for Proposals (RFP) to create plan outlining facility improvements at the Municipal Center, Library, and Plaza. Analysis will include developing facility improvements as well as programs to utilize new spaces.	N/A	March 2022	Administrator Village Board Library Board Library Municipal Center Depts
v. Further evaluate partnership with the School District regarding ongoing delivery of Community Recreation services.	TBD	June 2022	Administrator Village Board
vi. Select and award contract for Consultant for facility planning RFP.	\$150,000	June 2022	Village Board

- (4) Build the community/senior center, library expansion, and connecting plaza.

Action Steps:	Cost	Timeline	Assignment
i. Develop phasing plan to move improvements forward based on priorities determined within the planning process.	TBD	2023	Administrator Village Board
ii. Recommend including specific language within the project plans to address sustainability in line with the Village Sustainability Plan.	TBD	Duration	Administrator

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

Strategies (i.e. - Objectives)

(1) Plan, design, and construct a standalone public safety facility for fire, EMS, police, and court services.

Action Steps:	Cost	Timeline	Assignment
i. Award contract to the lowest responsible bidder within established budgetary parameters and approve implementation of project.	\$19,532,000	August 2021	Administrator Architect Fire & Rescue Municipal Court Owner's Rep Police
ii. Begin Construction	Included Above	October 2021	See Above
iii. End Construction	Included Above	December 2022	See Above
iv. Transition impacted Departments to new facility.	Included Above	December 2022	Fire & Rescue Municipal Court Police

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

(3) Develop a long-range Facilities and Infrastructure Master Plan to support future growth with an implementation schedule and funding plan to address construction and maintenance costs.

Action Steps:	Cost	Timeline	Assignment
i. Continue to update 5 year CIP to inventory and outline all improvement needs for all Village Facilities, Infrastructure. Budget year to be used as base year plus the next 5 years thereafter.	N/A	March 2021	Administrator All Departments
ii. Review and implement recommendations from Sustainability Plan.	TBD	Duration	Community Development
iii. Develop, Advance, and Implement new GIS Technology through field work, training, and applications.	\$20,000	December 2022	Community Development Public Works
iv. Develop plan and begin implementation of digital archiving project. Factor archiving needs into facility planning within Goal A.	\$100,000	December 2022	Administration Comm and Tech

(4) Develop a central Village plaza to connect the Library with the planned community/senior center.

Action Steps:	Cost	Timeline	Assignment
Integrated into Goal A.			

(5) Partner with the Library Board to plan for and support future library facility improvements.

Action Steps:	Cost	Timeline	Assignment
Integrated into Goal A.			

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C. Goal: Promote responsible growth, increase economic development, and retain existing businesses.

Strategies (i.e. - Objectives)

- (1) Enhance commercial and retail uses in the downtown area.
- (2) Improve the mix of commercial development along Highway 51.
- (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 and recruitment efforts.

Action Steps:	Cost	Timeline	Assignment
i. Draft, develop, and solicit RFP to address Economic Development Plan and Update the East Side Neighborhood Growth Plan as Comprehensive Plan Amendments including all annexed properties.	N/A	September 2021	Community Development
ii. Add Staff to support planning efforts, meeting demand, GIS development, sustainability, and other core services.	\$75,000	November 2021	Administrator Community Development
iii. Select and award contract for Consultant for above outlining planning RFP.	\$100,000	December 2021	Community Development
iv. Develop TID #6 Project Plan as TID #3 Overlay District and update to Terminal/Triangle Plan.	\$50,000	October 2022	Community Development
v. Complete planning project to address Economic Development Plan and update East Side Neighborhood Growth Plan.	N/A	December 2022	Community Development
vi. Pursue Recodification of Subdivision and Zoning Codes as they impact planning decisions, zoning, diversity, and commercial uses.	\$100,000	2023	Community Development
vii. Begin process (i.e. - RFP, Award, Plan Devel) to Establish new Downtown redevelopment plan. Consider TID #7 Project Plan as TID #4 Overlay.	\$75,000	2023	Community Development
viii. Consider property acquisition where appropriate.	Case by Case	Duration	Administrator

- (6) Promote Village history using statues, murals, music, special programming, etc.
- (7) Create a public art program that enriches the community and enhances the local quality of life.

Action Steps:	Cost	Timeline	Assignment
i. Consult with local historians, DEI representatives Library staff, and artists to plan for mural on Well #1.	N/A	December 2021	Community Development Library
ii. Partner with local groups on implementaton of historical mural.	\$5,000	June 2022	Community Development Library
iii. Consider public art projects and history promotions where appropriate.	Case by Case	Duration	Administrator

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Village Board Goals, Objectives, and Action Plan

D. Goal: Improve the safety and well being of Village residents, businesses, and visitors.

Strategies (i.e. - Objectives)

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

Action Steps:	Cost	Timeline	Assignment
i. Create long term staffing plans, identify efficiencies, and align with 2020 Compensation and Classification Study.	N/A	March 2022	Fire and Rescue Police
ii. Study the future inclusion of a multi-disciplinary Case Manager within the Village to assist Police, Fire/Rescue, and Senior Outreach in alternative emergency response and followup.	N/A	June 2022	Administrator Fire and Rescue Police Senior Outreach
iii. Intergovernmental cooperation between like Departments.	Case by Case	Duration	Fire and Rescue Police

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

Action Steps:	Cost	Timeline	Assignment
i. Prioritize and enhance opportunities for community outreach and education within the Police Department.	\$2,500	November 2021	Police
ii. Research, advise, develop, train, etc. on Community Based policing best practices.	TBD	Duration	Police
iii. Utilization of Community Restorative Court (CRC).	None	Duration	Police

(3) Enhance pedestrian safety for walkers and bicyclists throughout the community, including areas of Highway 51 that go through the Village.

Action Steps:	Cost	Timeline	Assignment
i. Review opportunities for pedestrian safety enhancements.	\$25,000	September 2022	Police
ii. Work with WisDOT on Environmental Document for USH 51 to improve pedestrian safety including the addition of sidewalks and work with Dane County on an underpass at Babcock Park.	TBD	Duration	Administrator Public Works

(4) 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. Continue to partner with the DEI Subcommittee on shared initiatives and community engagement.	Case by Case	December 2021	Administrator Comm and Tech
ii. Work with Consultant to conduct the Equity Audit, SWOT Analysis, Equity Institute, and Leadership Development for Diversity, Equity, and Inclusion.	\$43,000	June 2022	Administrator Comm and Tech All Departments
iii. Research and document best practices to integrate healthy living, draft related policies, and train/educate as needed. Consult recommendations from the Sustainability Plan.	TBD	Duration	Community Development Senior Outreach
iv. Pursue accreditation process to align with best practices, review use of force policies/procedures, and other Departmental policies/procedures as needed.	TBD	Duration	Police

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D. Goal: Improve the safety and well being of Village residents, businesses, and visitors (CONTINUED).

Strategies (i.e. - Objectives)

- (5) Enhance Community communication and presence through the Communications Plan which includes the use of a broad range of media ~~electronic mediums~~ to reach residents, businesses, and the general public alike.

Action Steps:	Cost	Timeline	Assignment
i. Update the Communications Plan and develop it also for enhanced Community engagement. Utilize Committee for feedback.	N/A	October 2021	Comm & Tech
ii. Consolidate information on the Village Website for capital and development projects while also creating interactive mapping later within GIS system.	None	January 2022	Comm & Tech Community Development
iii. Prepare marketing plan to support Communications Engagement Plan identifying opportunities to advertise our information.	TBD	December 2022	Comm & Tech
iv. Consider creating regular process for resident engagement to gather public input and allow the public to meet with Village Officials.	N/A	Duration	Administrator Comm & Tech Village Board

E. Goal: Improve Community connectivity along pedestrian and vehicular corridors.

Strategies (i.e. - Objectives)

- (1) Improve, maintain, and enhance bike/walking path connections throughout the Village and in cooperation with neighboring municipalities and government agencies.

Action Steps:	Cost	Timeline	Assignment
i. Review opportunities to improve signage for bicycle and pedestrian wayfinding.	\$1,000	June 2022	Public Works
ii. Maintain existing network as applicable.	Varies	Duration	Public Works
iii. Identify and pursue new off-road pedestrian improvements.	Case by Case	Duration	Community Development Public Works

- (2) Partner with neighboring municipalities to provide all forms of public transportation within and outside of the Village.

Action Steps:	Cost	Timeline	Assignment
i. Review opportunities to collaborate with neighboring municipalities to extend public transportation, develop cost sharing and fare models.	TBD	December 2022	Administrator
ii. Review Options with Board, Elected Officials, Public, and Staff.	TBD	December 2022	Administrator

- (3) Enhance and increase access to the lakefront and waterways.

Action Steps:	Cost	Timeline	Assignment
i. Review opportunities to improve water quality and beach/park condition at McDaniel Park.	TBD	July 2022	Public Works
ii. Study and evaluate the feasibility of water access within Lewis Park.	\$10,000	December 2022	Public Works
iii. Identify options to add access points, consider targeting properties adjacent to McDaniel Park.	None	Duration	Public Works
iv. Estimate Costs of increasing access points and review funding sources to add access points, build into long	TBD	Duration	Public Works

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Village Board Goals, Objectives, and Action Plan

F. Goal: Support the development of active and passive recreational amenities that appeal to all age groups and abilities.

Strategies (i.e. - 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. Work with Parks Committee on prioritizing improvements within a multi-year implementation plan.	N/A	October 2021	Administrator Public Works
ii. Annually review and include in the budget prioritized park improvements from the multi-year implementation plan.	TBD	Duration	Administrator Public Works
iii. Design/Build Playground Improvements within aged or under utilized existing park as needed.	\$50k-\$100k	August 2022	Public Works
iv. Review Opportunities for Public/Private Partnerships.	TBD	Duration	Administrator Public Works
v. Conduct surveys and public input sessions where feasible.	Case by Case	Duration	Administrator Comm & Tech

(2) Dedicate resources to enhance and maintain existing parks and green spaces throughout the Village.

Action Steps:	Cost	Timeline	Assignment
i. Create inventory of all active and passive uses on a park by park basis, create interactive web based platform.	None	June 2022	Community Development Comm & Tech Public Works
ii. Prepare annual maintenance plan to address current need and make recommendations on future needs.	None	June 2022	Public Works
iii. Evaluate options for rental software and upgrade technology to better integrate with website.	\$8,000	June 2022	Public Works
iv. Collaborate to bring together funds and resources to enhance parks system.	Case by Case	Duration	Public Works
v. Generate budget requests to address higher maintenance priorities as funds are available.	Case by Case	Duration	Public Works

(3) Evaluate the costs and benefits of an outdoor aquatic facility, including construction and operation.

Action Steps:	Cost	Timeline	Assignment
i. Prepare Conceptual Master Plan for McFarland Park to finalize desired location of aquatic facility.	None	September 2021	Administrator Public Works
ii. Develop conceptual plan for aquatic facility once location has been accepted.	\$10,000	December 2021	Administrator Public Works
iii. Discuss future capital/operating financial cost implications, gather additional public input, economic impact, determine fund raising parameters, extent of referendum question if desired.	TBD	December 2022	Administrator

(4) Partner with the School District to expand recreational opportunities for families.

Action Steps:	Cost	Timeline	Assignment
Integrated into Goal A.			

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Village Board Goals, Objectives, and Action Plan

F. Goal: Support the development of active and passive recreational amenities that appeal to all age groups and abilities (CONTINUED).

Strategies (i.e. - Objectives)

(5) Develop individual park master plans that prioritize future developments, including a new Community Park.

Action Steps:

	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
i. Complete Conceptual Master Plans for Community Park and McFarland Park.	\$50,000	September 2021	Administrator Community Development Public Works
ii. Develop multi-year phasing plan for all desired park capital improvements, build phased improvements into capital improvement plans.	N/A	December 2021	Administrator Community Development Public Works

(6) Expand and develop programs to promote greater use of the lakefront, wetland conservancy, and waterways.

Action Steps:

	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
i. Prepare plan for utilization of programmable space at McDaniel Park.	TBD	December 2021	Administrator
ii. Review and evaluate new programs that promote waterfront use within Village.	TBD	Duration	Public Works
iii. Review costs, and public/private partnerships for programs that promote waterfront.	TBD	Duration	Public Works