

March 3, 2020

Strategic Planning Workshop

The logo for the Village of McFarland features a stylized green 'M' with a white swoosh, followed by the word 'cFarland' in a bold, dark blue serif font. Above the 'cFarland' portion, the words 'VILLAGE OF' are written in a smaller, dark blue, all-caps sans-serif font.

McFarland VILLAGE OF

Draft Strategic Plan

McFarland VILLAGE OF

Strategic Plan 2020 to 2030



The draft of the Strategic Plan is available for further review and comment on the Village website.

www.mcfarland.wi.us/mcfarlandstrategicplan

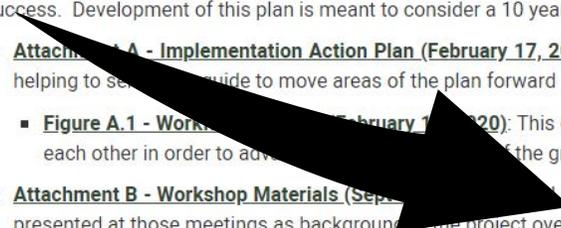


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The Village of McFarland has been working on a process to complete the plan. A summary of these documents is provided as follows (date of creati

- **McFarland Strategic Plan (February 5, 2020)** - This is the main document that outlines the Village's vision for Facility/Infrastructure Development, Economic Development, Safety/Wellbeing, and Community Success. Development of this plan is meant to consider a 10 year outlook over the duration of the plan.
- **Attachment A - Implementation Action Plan (February 17, 2020)**: This document helps to serve as a guide to move areas of the plan forward over time.
 - **Figure A.1 - Workflow Diagram (February 17, 2020)**: This graphic is used to show how the different parts of the plan relate to each other in order to advance and the linear form of the graphic is not intended to be used to achieve the Goals as well as measures to evaluate their progress over the duration of the plan.
- **Attachment B - Workshop Materials (September 30/Oct 1, 2019)**: Last Fall on these two goals discuss several facility projects that are dependent on the Strategic Plan. This attachment includes the materials used and presented at those meetings as background to the project overall.
- **Attachment C - Community Survey Results (July 2019)**: A Community Survey was conducted in July 2019. The survey results are provided as background and served as a reference point within the development of the plan to help key points.
- **Attachment D - Environmental Scan (September 30, 2019)**: At the first other key data indicators. The attachment is included as background information on demographic trends, historical financial information, department workload, and

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Plan Feedback

Strategic Plan Feedback Form

Feedback *

Feedback *

Submit Feedback

* - denotes required field

Any individuals still wishing to make comment simply need to scroll down to the bottom of the page, type in their feedback, comments, questions, concerns, etc. and click submit. This will be accepted until March 9th and shared with the Village Board as part of their final review.

www.mcfarland.wi.us/mcfarlandstrategicplan

Project History

June 2019 – Internal Interviews

July 2019 – Community Survey

September/October 2019 – Public Workshops

Nov 2019 thru Feb 2020 – Plan Development

March 2020 – Plan Acceptance

2020 – 2030 – Implementation Period

Vision

The vision 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

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.

Values

To create and sustain a high level of confidence in Village government, we pledge to function with:

- Professional integrity;
- Fiscal responsibility;
- Open communication;
- Environmental sustainability;
- Sensitivity to the values of each individual;
and
- Full cooperation in achieving the priority goals determined by the community.

Goal A

Develop a
multi-
generational
community
center to serve
seniors, youth
and families.

Strategies

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.
3. Identify operational issues, challenges and fiscal impacts associated with the development and construction of a community center.
4. Build Community/Senior Center.

Goal B

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

Strategies

1. Plan, design and construct a standalone public safety facility for fire, EMS, police and court services.
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.
4. Develop a central Village plaza to connect the Library with the planned Community Center.
5. Partner with the Library Board to plan for and support future Library facility improvements.

Goal C

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

Strategies

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 (TIF) districts.
4. Identify areas for expanding commercial and industrial development.
5. Improve business retention and recruitment efforts.
6. Promote Village history and heritage using statues, murals, music, special programming, etc.
7. Create a public art program that enriches the community and enhances the local quality of life.

Goal D

Improve the safety and wellbeing of Village residents, business and visitors.

Strategies

1. Evaluate staffing models and organization structure to meet future public safety service delivery needs.
2. Prioritize community-based policing practices and identify areas for extended outreach and program development.
3. Enhance pedestrian safety for walkers and bicyclists throughout the community, including areas of Highway 51 that go through the Village.
4. Promote the concept of a healthy community in an integrated way; from policy to planning and development.

Goal E

Improve
community
connectivity
along pedestrian
and vehicular
corridors.

Strategies

1. Improve, maintain and enhance bike/walking path connections throughout the Village and in cooperation with neighboring municipalities and government agencies.
2. Partner with neighboring municipalities to provide all forms of public transportation within and outside of the Village.
3. Enhance and increase access to the lakefront and waterways.

Goal F

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

Strategies

1. Develop new and diverse park system amenities for indoor and outdoor use that are not currently offered in our community.
2. Dedicate resources to enhance existing parks and green spaces throughout the Village.
3. Evaluate the costs and benefits of an outdoor aquatic facility, including construction and operation.
4. Partner with the school district to expand recreational opportunities for families.
5. Develop individual park master plans that prioritize future developments, including a new community park.
6. Expand and develop programs to promote greater use of the lakefront and waterways.

Financial
Perspective



Capital Implications



Operational Impacts

Capital Implications

Current Capital Improvement Plan

Capital Improvement Plan 2019-2023:

- Total Expenditures \$30.87 mil.
- Avg. Annual Exp. \$6.17 mil.
- Projected Borrow \$15.83 mil.
- Avg. Annual Borrow \$3.17 mil.
- Proj. Tax Impact \$0.26 per \$1,000

As of 12/31/2018:

Capital
Implications

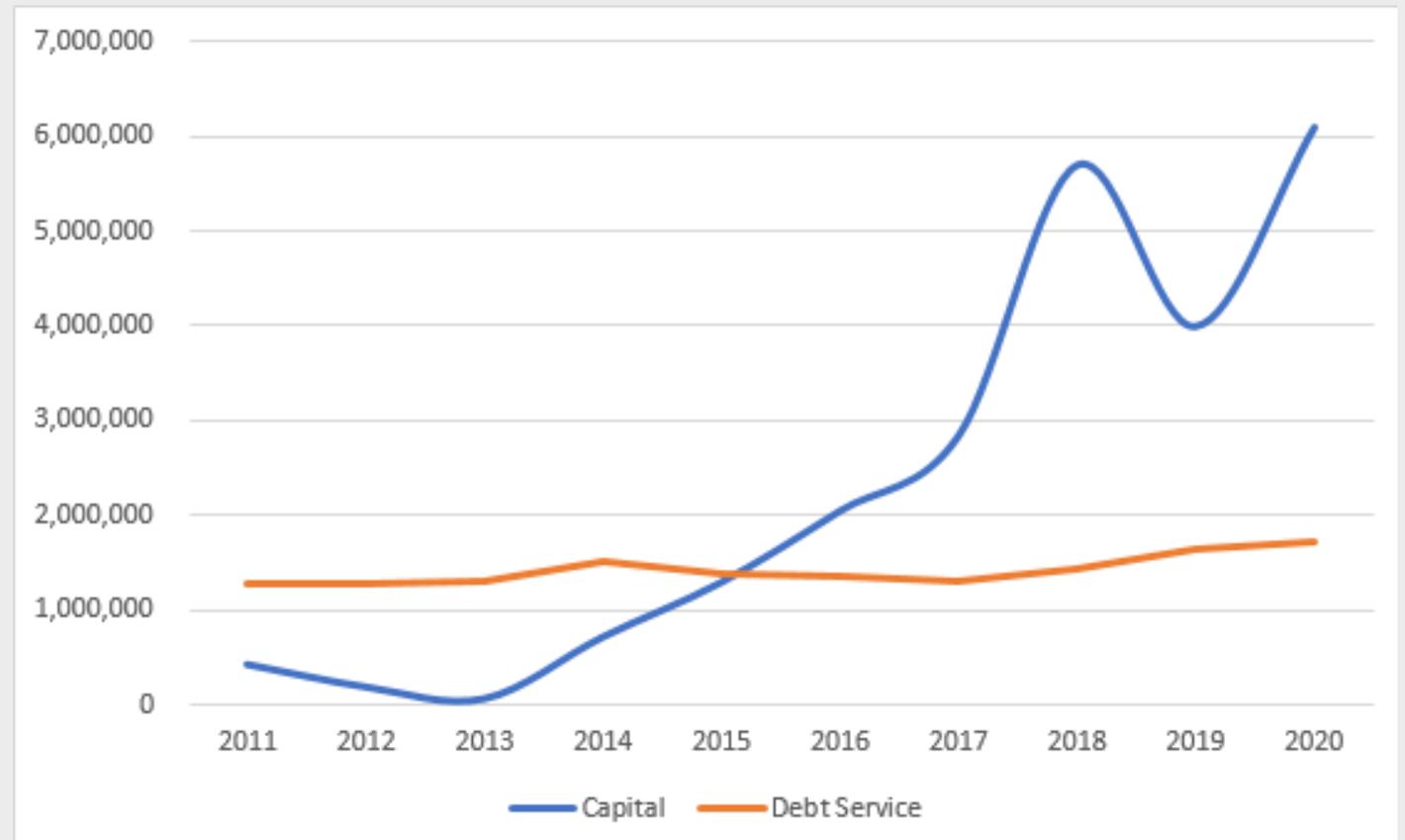
*Current Debt
Levels*

- Total Outstanding \$15.86 mil.
- Total Limit \$46.8 mil.
- Debt Utilization 34%
- Moody's Rating Aa2

Below average utilization of debt.

Capital Implications

Capital Projects Fund vs. Debt Service



<u>Year</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
<i>Capital</i>	420,866	182,824	56,994	710,600	1,288,668	2,042,838	2,838,098	5,698,664	3,993,329	6,099,250
<i>Debt Service</i>	1,287,287	1,265,952	1,309,957	1,514,957	1,387,757	1,362,776	1,294,569	1,420,676	1,646,756	1,707,500
									Projection	Budget

Capital Implications

Proposed Capital Improvement Plan

Capital Improvement Plan 2020-2024:

- Total Expenditures \$51.14 mil.
- Avg. Annual Exp. \$10.23 mil.
- Projected Borrow \$33.89 mil.
- Avg. Annual Borrow \$6.78 mil.
- Proj. Tax Impact \$0.46 per \$1,000

Capital Improvement Plan 2020-2029:

Capital Implications

Longer Outlook

- Total Expenditures \$70.78 mil.
- Avg. Annual Exp. \$7.08 mil.
- Projected Borrow \$51.59 mil.
- Avg. Annual Borrow \$5.16 mil.
- Proj. Tax Impact \$0.27 per \$1,000

Capital
Implications

Tax Impact

Annual Average Debt Service Cost:

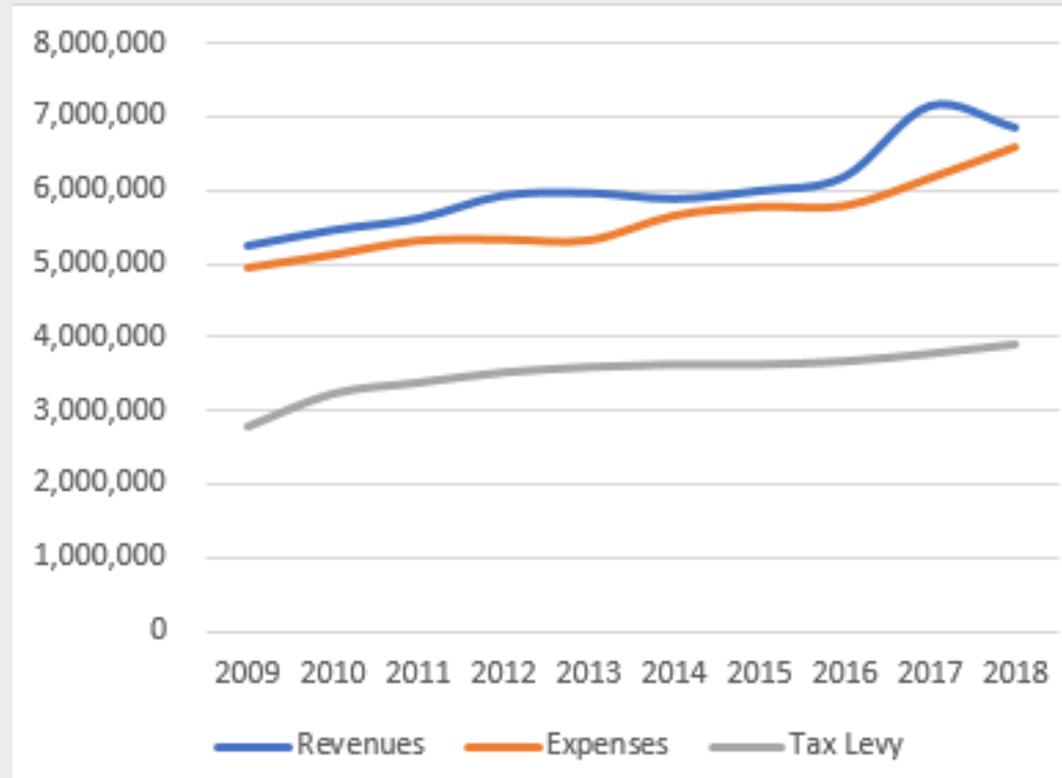
Average Home - \$275,000

- 2019-2023 CIP \$71.50 per year
- 2020-2024 CIP \$126.50 per year
- 2020-2029 Projection \$74.25 per year

Debt Utilization Ratio – 59% by 2024

Operational Impacts

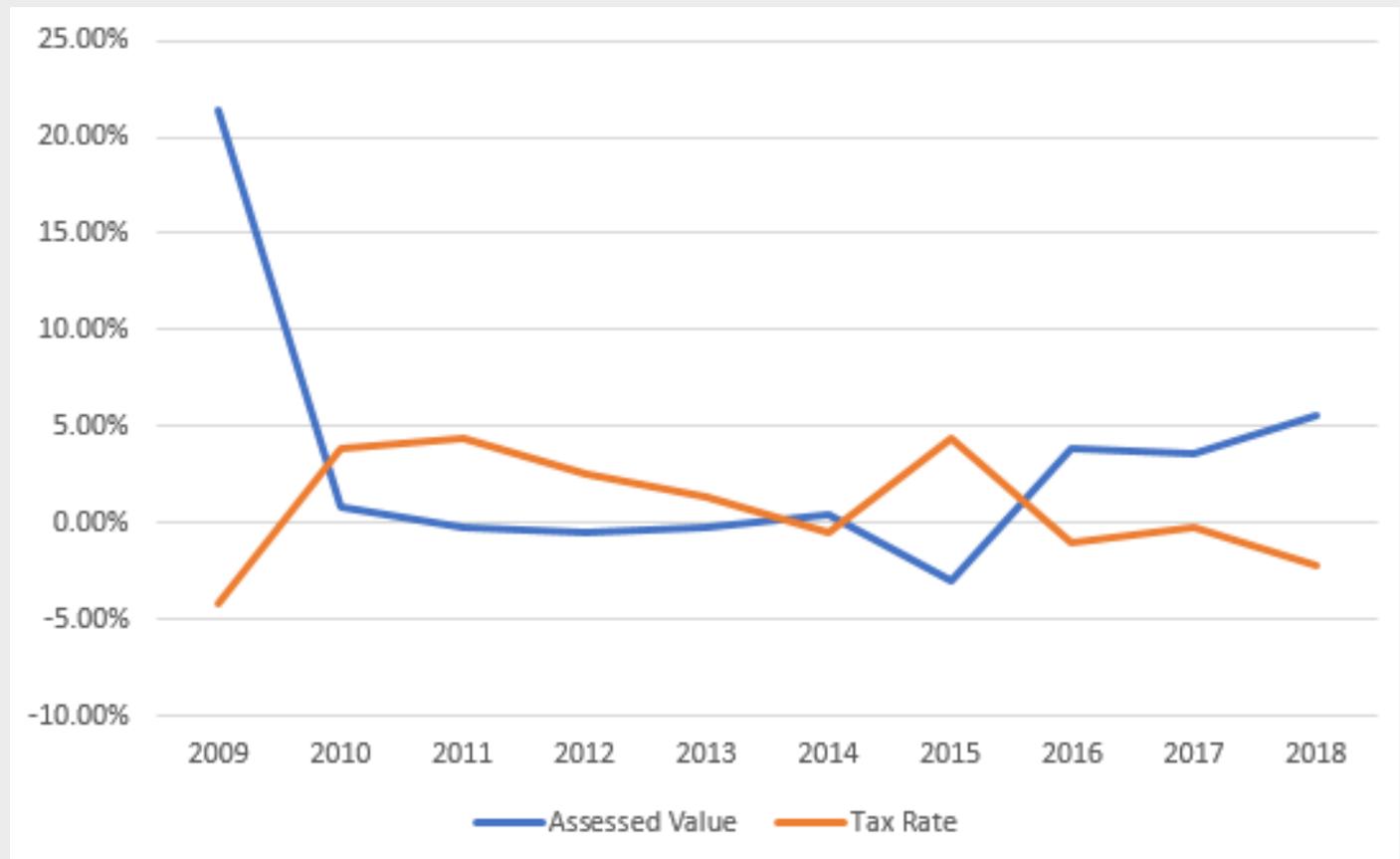
Revenues and Expenditures 2009-2018



<u>Year</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
<i>Revenues</i>	5,259,090	5,470,224	5,627,543	5,937,199	5,971,780	5,894,773	6,001,246	6,192,683	7,147,850	6,854,102
									<i>Average % Change</i>	<i>3.36% per year</i>
<i>Expenses</i>	4,943,157	5,119,126	5,308,819	5,325,770	5,314,468	5,650,343	5,770,730	5,782,760	6,159,717	6,582,117
									<i>Average % Change</i>	<i>2.89% per year</i>
<i>Tax Levy</i>	2,781,037	3,236,814	3,388,125	3,529,634	3,603,845	3,641,895	3,638,948	3,684,711	3,789,631	3,917,470
									<i>Average % Change</i>	<i>3.90% per year</i>

Operational Impacts

Assessed Value vs. Tax Rate 2009-2018



Year	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Assessed Value	784,785,600	791,015,000	789,662,271	786,167,737	784,342,460	787,477,000	764,117,000	793,674,400	821,875,700	867,401,900
Average % Change									3.18%	per year
Tax Rate	4.12	4.28	4.47	4.58	4.64	4.62	4.82	4.77	4.77	4.66
Average % Change									0.85%	per year

Operational Impacts

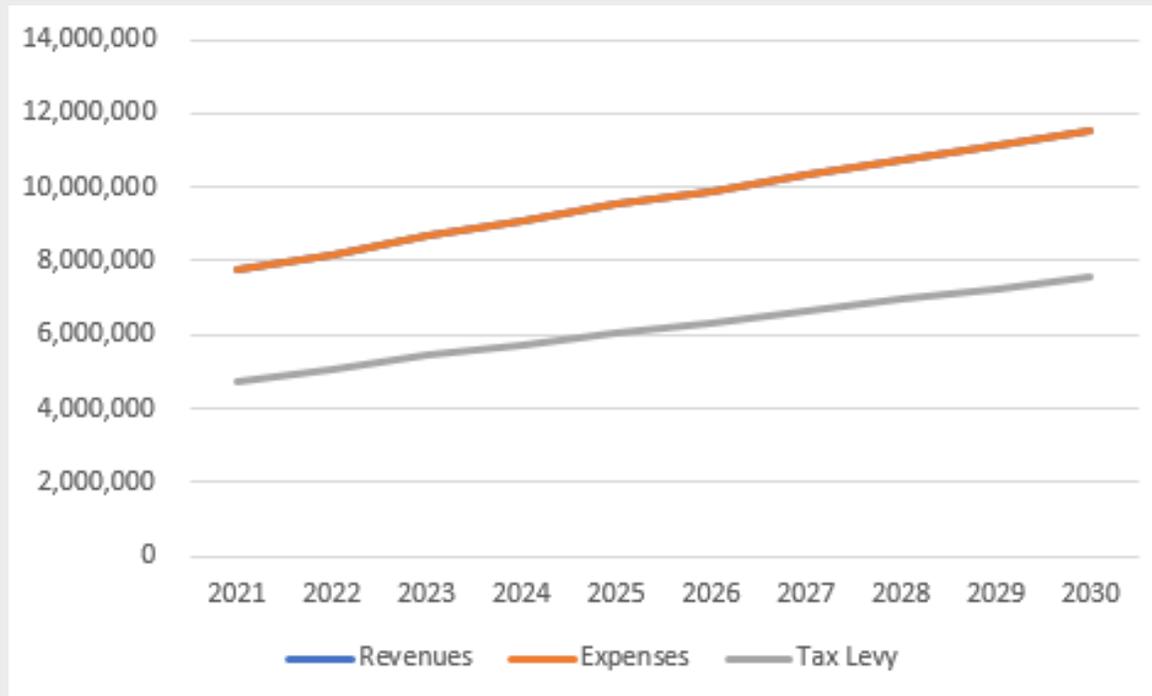
*Projecting the
Future*

Notable Variable Assumptions:

- Wage and Benefit Annual Escalators
- Fixed Year to Year Adjustments
- General Annual Cost Escalators
- Cost Increases for Position Growth
- Adjustments for Service and Infrastructure Growth
- Applying historical trends assist in evaluating future cost impacts.

Operational Impacts

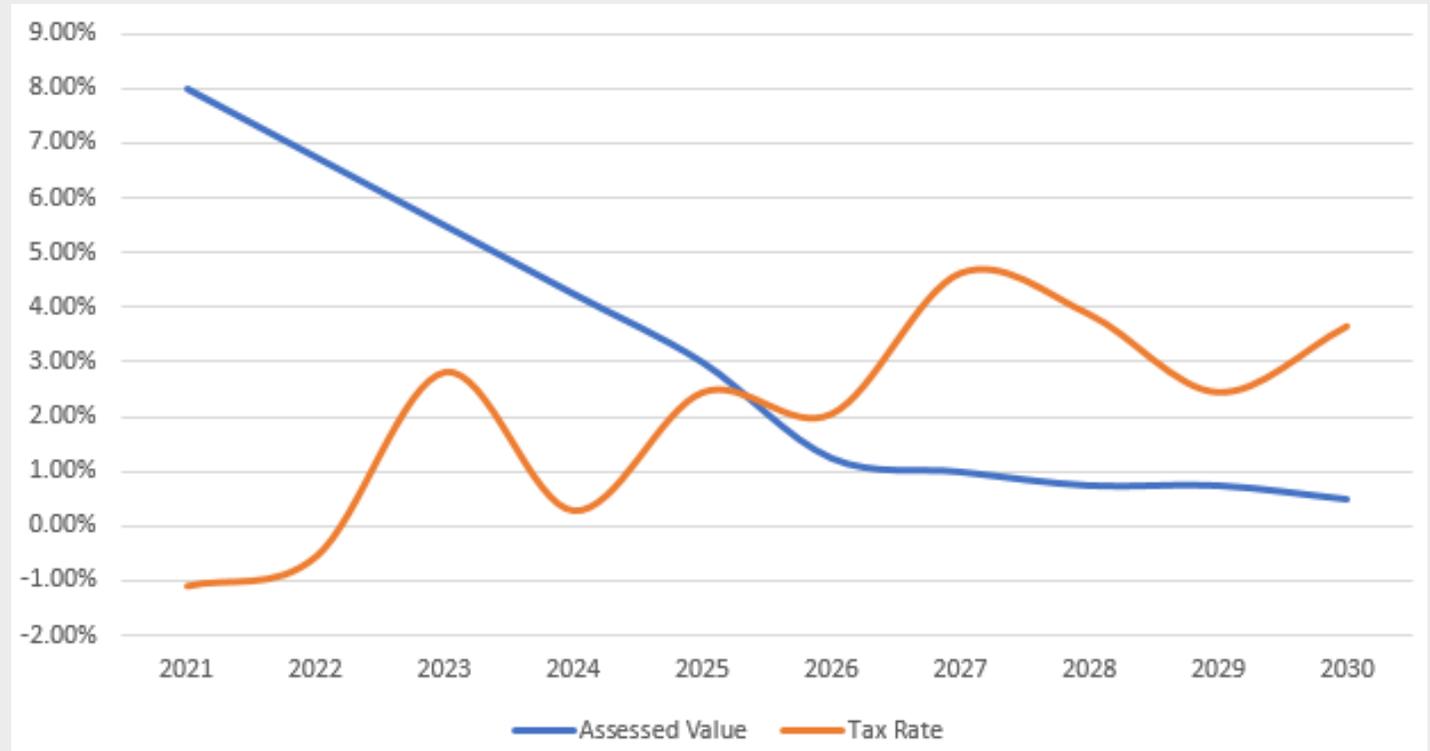
Revenues and Expenditures 2021-2030



<u>Year</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>
<i>Revenues</i>	7,784,547	8,163,959	8,707,158	9,082,510	9,526,548	9,882,444	10,353,232	10,773,014	11,113,367	11,559,013
									<i>Average % Change</i>	<i>4.50% per year</i>
<i>Expenses</i>	7,784,547	8,163,959	8,707,158	9,082,510	9,526,548	9,882,444	10,353,232	10,773,014	11,113,367	11,559,013
									<i>Average % Change</i>	<i>4.48% per year</i>
<i>Tax Levy</i>	4,733,567	5,037,327	5,477,588	5,740,895	6,073,196	6,291,471	6,665,485	6,993,735	7,237,463	7,577,804
									<i>Average % Change</i>	<i>5.55% per year</i>

Operational Impacts

Assessed Value vs. Tax Rate 2021-2030



<u>Year</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>
<i>Assessed Value</i>	1,107,849,980	1,185,399,478	1,253,559,948	1,309,970,146	1,352,544,176	1,372,832,338	1,389,992,742	1,403,892,670	1,417,931,597	1,432,110,913
								<i>Average % Change</i>	<i>3.18% per year</i>	
<i>Tax Rate</i>	4.27	4.25	4.37	4.38	4.49	4.58	4.80	4.98	5.10	5.29
								<i>Average % Change</i>	<i>2.07% per year</i>	

Annual Average Operational Cost:

Operational Impacts

Tax Impact

Average Home - \$275,000

- 2009-2018 (avg) \$1,258 per year
- 2019 Projection \$1,224 per year
- 2020 Budget \$1,188 per year
- 2021-2030 (avg) \$1,279 per year

2,000

On average, individuals paid about \$3.68 more per year during this time period.

1,750

On average, individuals are projected to pay \$21.04 more per year during this time period.

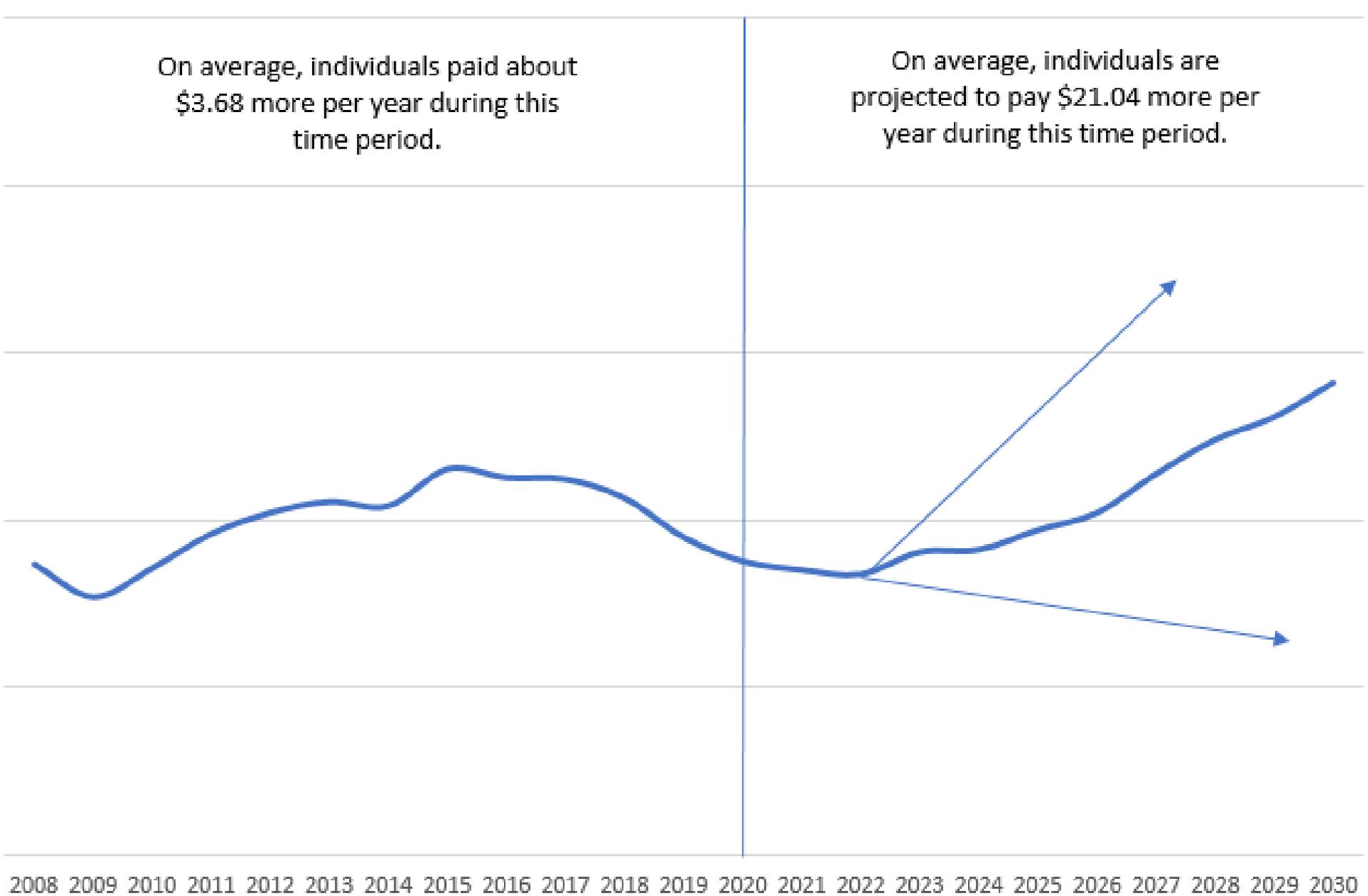
1,500

1,250

1,000

750

2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022 2023 2024 2025 2026 2027 2028 2029 2030



Next Steps

Village Board makes final decision regarding acceptance.

Nothing happens overnight and is a long term plan to help guide decision making into the future.

Continue to maintain the plan through annual retreat process to set goals and objectives with an action plan tied to annual budget.

As a plan, have to accept that it can and will change based on different factors.

Village will need to be responsive and opportunistic to changing market conditions and shifts in priorities over time.

*THANK
YOU*

We appreciate everyone's participation in the project and those that attended this workshop. From start to finish the comments received have helped shape the development of this plan.

Please contact Matt Schuenke in order to provide further comment or if you have additional questions.

matt.schuenke@mcfarland.wi.us

(608) 838-3153