

Attachment A – Implementation Action Plan



Strategy No.	Strategy	Implementation Steps	Priority ¹	Cost	Timeline	Assignment
Goal A: Develop a multi-generational community center to serve seniors, youth and families.						
1	Assess future community/senior center(s) space needs and design features and address indoor and outdoor activities and planned expansion areas.	<ul style="list-style-type: none"> • Create a request for proposals (RFP) to hire a firm to plan and design a community/senior center. • Scope of Services within RFP will address Strategies 1-3. 				
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.	<ul style="list-style-type: none"> • Solicit proposals and select consultant. • Consider the following to ensure the RFP includes community engagement efforts: <ul style="list-style-type: none"> ○ Ad-Hoc Committee TBD ○ Group Representation • Study financial impact of capital and operating cost implications while identifying potential funding sources to build a community/senior center. 	1	\$25,000 to \$100,000	2020 thru 2021	Senior Outreach Department Village Administrator
3	Identify operational issues, challenges and fiscal impacts associated with the development and construction of a community center.	<ul style="list-style-type: none"> • Study financial impact of capital and operating cost implications while identifying potential funding sources to build a community/senior center. • Final action as needed and decided at the discretion of the Village Board will be taken to accept the plan for construction. 				
4	Build community/senior center	<ul style="list-style-type: none"> • Complete Design • Bid Project/Hire Contractor • Construct Facility 	1	\$3,000,000 to \$5,000,000	2021 thru 2023	Senior Outreach Department Village Administrator

¹ Priority 1: Important to accomplish without delay and/or easy to accomplish.

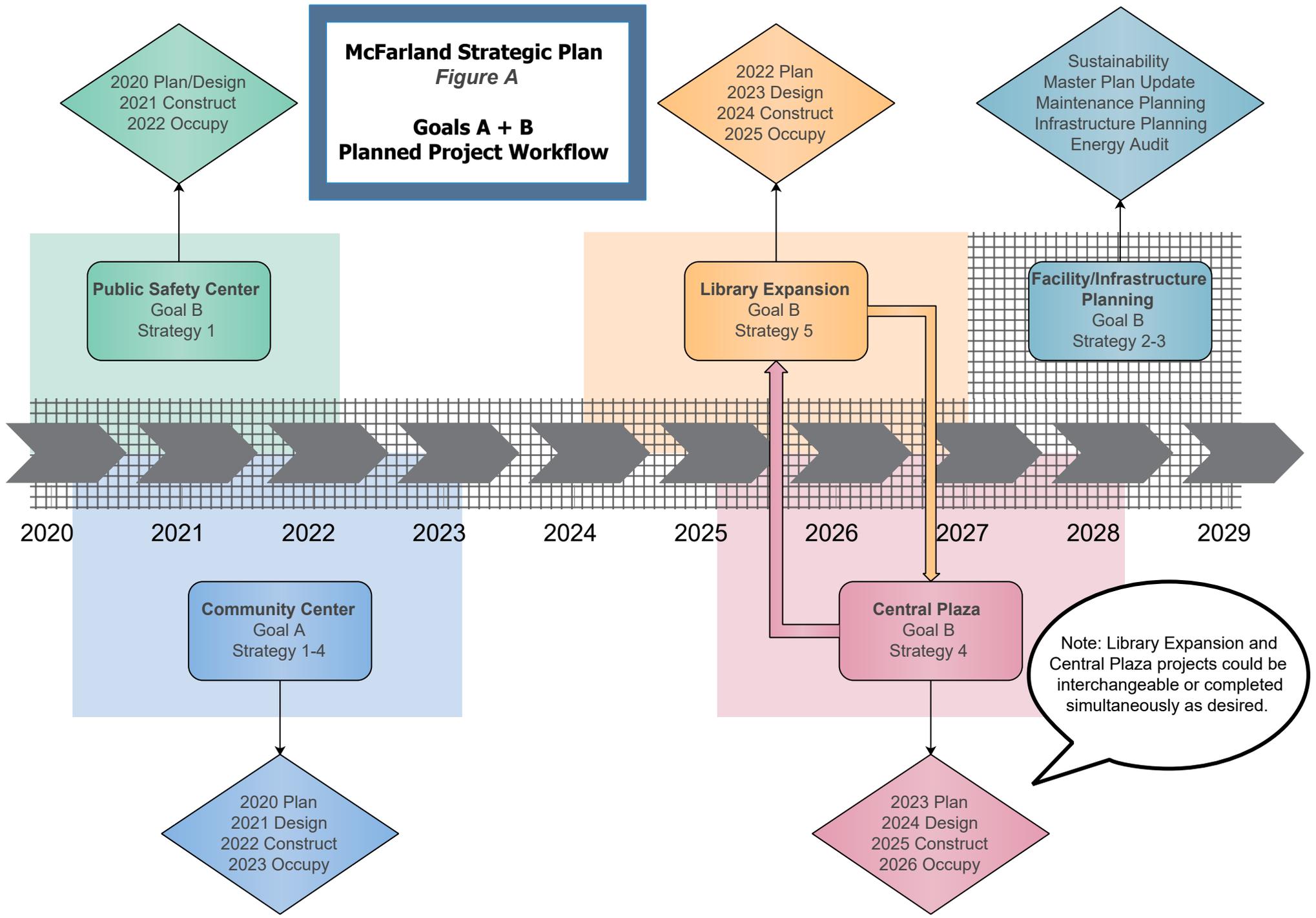
Priority 2: Second tier of importance to accomplish and/or may involve some complexity or time to complete.

Priority 3: Least urgent to complete and/or may take longer to set-up or to execute.

Strategy No.	Strategy	Implementation Steps	Priority ¹	Cost	Timeline	Assignment
Goal B: Plan for and align physical facilities and open space to support future service delivery, quality of life and infrastructure needs.						
1	Plan, design and construct a standalone public safety facility for fire, EMS, police and court services.	<ul style="list-style-type: none"> • Create an RFP to hire a firm to plan, design and bid a standalone public safety facility for fire, EMS, police and court services. • Solicit proposals and select consultant. • Study financial impact of capital and operating costs as it relates to service delivery within new facility. • Develop plan, complete design, and bid project. • Proceed to construction following award of contract. 	1	\$9,000,000 to \$11,000,000	2020 thru 2022	Fire and Rescue Department Municipal Court Police Department Village Administrator
2	Improve current Village facilities, including maintenance enhancements, and identify new systems to promote sustainability.	<ul style="list-style-type: none"> • Update and continue to develop inventory of all village facilities indicating the state of building systems, interior, exterior and site conditions. • Evaluate maintenance needs for each inventoried facility and system. • Prioritize repair and maintenance needs focusing on prevention. • Research building systems that promote longevity and sustainability. • Identify potential funding sources for improving Village facilities, buildings and systems. • Incorporate the prioritized list of maintenance needs into the Capital Improvement Plan (CIP) and annually update CIP in 5-year increments. 	3	To be determined.	Plan Duration	Public Works Department

Strategy No.	Strategy	Implementation Steps	Priority ¹	Cost	Timeline	Assignment
Goal B: Plan for and align physical facilities and open space to support future service delivery, quality of life and infrastructure needs (cont.)						
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.	<ul style="list-style-type: none"> • Develop an inventory of Village owned infrastructure that includes the current state of the infrastructure through GIS. • Use the Village comprehensive plan to determine the extent and location of future growth. • Determine the infrastructure enhancements needed to support future growth. • Estimate costs for implementing infrastructure enhancements. • Identify potential funding sources for infrastructure enhancements. • Incorporate the prioritized list of facilities and infrastructure needs into the current Capital Improvement Plan (CIP) and annually update CIP in 5-year increments. 	3	To be determined.	Plan Duration	Public Works Department
4	Develop a central Village plaza to connect the Library with the planned Community Center.	<ul style="list-style-type: none"> • Include the planning for a central Village plaza as part of the planning regarding the Community Center and Library projects. • Design and incorporate into construction of either project as appropriate. 	2	\$500,000 to \$1,000,000	2023 thru 2026	Village Administrator
5	Partner with the Library Board to plan for and support future Library facility improvements.	<ul style="list-style-type: none"> • Collaborate with the Library Board on their space needs planning. • Integrate Library space needs planning into Community Center planning. • Build proposed library improvements into CIP. 	3	\$2,000,000 to \$4,000,000	2022 thru 2025	Village Administrator Library Director

***Please see Figure A on the next page depicting the planning workflow for Goals A and B as the various large-scale facility projects interact with each other over the course of their implementation. ***



Strategy No.	Strategy	Implementation Steps	Priority ¹	Cost	Timeline	Assignment
Goal C: Promote responsible growth, increase economic development, and retain existing businesses.						
1	Enhance commercial and retail uses in the downtown area.	<ul style="list-style-type: none"> • Engage building owners and commercial realtors to upgrade retail uses and attract commercial and retail uses to the downtown area. • Develop a marketing plan to entice commercial and retail uses to the downtown area. • Consider property acquisition where appropriate. 	1	Case by case subject to availability of funds and authorization granted in project plan.	Plan duration.	Community Development Department
2	Improve the mix of commercial development along Highway 51.	<ul style="list-style-type: none"> • Plan for the extension of TID #3 through the creation of TID #6. • Determine the type of commercial development that is needed along Highway 51. • Market the areas and specific sites to commercial developers. • Use available incentives to attract new development and encourage expansion. 	1	\$50,000	2020 thru 2021	Community Development Department
3	Develop incentives for business growth, such as incubator programs and tax increment financing (TIF) districts.	<ul style="list-style-type: none"> • Research business and development incentives that can be used in McFarland. • Determine those incentives best suited for attracting businesses to McFarland. • Recommend a program and incentives for the Village. 	2	Case by case subject to availability of funds and authorization granted in project plan.	Plan duration.	Community Development Department

Strategy No.	Strategy	Implementation Steps	Priority ¹	Cost	Timeline	Assignment
Goal C: Promote responsible growth, increase economic development, and retain existing businesses (cont.)						
4	Identify areas for expanding commercial and industrial development.	<ul style="list-style-type: none"> • Inventory all vacant and under-used parcels in the Village. • Identify the parcels that are zoned for the commercial or industrial use. • Develop a marketing plan to promote these areas. • Consider property acquisition where appropriate. 	3	To be determined.	Plan duration.	Community Development Department
5	Improve business retention and recruitment efforts.	<ul style="list-style-type: none"> • Research best practice business recruitment and retention programs. • Determine those best practices most suited for McFarland. • Develop a plan based on the needs of the Village to retain and recruit businesses to McFarland. 	2	To be determined.	Plan duration.	Community Development Department
6	Promote Village history and heritage using statues, murals, music, special programming, etc.	<ul style="list-style-type: none"> • Consult with local historians, artists, and musicians, and arts organizations about Village history and heritage. • Serve as a liaison to the Landmarks Commission and McFarland Historical Society to create a program to promote McFarland history and heritage. 	2	To be determined.	Plan duration.	Community Development Department
7	Create a public art program that enriches the community and enhances the local quality of life.	<ul style="list-style-type: none"> • Consider the creation of a citizen driven Public Arts Board or Committee. • Partner with areas groups such as the School District, Chamber, and other Local Groups. • Collaborate with Dane County Art Programs and other regional groups. • Use these areas to inventory and attract local talent to the Public Arts Program. 	2	To be determined.	Plan duration.	Community Development Department

Strategy No.	Strategy	Implementation Steps	Priority ¹	Cost	Timeline	Assignment
Goal D: Improve the safety and wellbeing of Village residents, business, and visitors.						
1	Evaluate staffing models and organization structure to meet future public safety service delivery needs.	<ul style="list-style-type: none"> • Review recommendations from the Public Safety Analysis. • Identify recommendations to advance and/or further study in more detail. • Create an RFP and scope of services as needed and applicable to further evaluate these recommendations and their impact on our public safety departments. • Solicit proposals and select consultant. • Select a firm to conduct the evaluation • Implement findings as feasible subject to the availability of funds. 	3	\$20,000 to \$30,000 per study	2026 thru 2030	Fire and Rescue Department Police Department
2	Prioritize community-based policing practices and identify areas for extended outreach and program development.	<ul style="list-style-type: none"> • Research community-based policing best practices. • Work with the Police Department to advise those best practices most suited for McFarland. • Develop with the Police Department a community-based policing model and program using the identified best practices. • Train staff on the preferred community-based policing program. 	2	To be determined.	Plan duration.	Police Department

Strategy No.	Strategy	Implementation Steps	Priority ¹	Cost	Timeline	Assignment
Goal D: Improve the safety and wellbeing of Village residents, business, and visitors (cont.)						
3	Enhance pedestrian safety for walkers and bicyclists throughout the community, including areas of Highway 51 that go through the Village.	<ul style="list-style-type: none"> • Identify areas of the community best suited for increased pedestrian safety, bicycle infrastructure, and traffic calming measures. • Determine the pedestrian safety, bicycle infrastructure, and traffic calming measures to be implemented. • Evaluate planning and design improvements to USH 51 in order to partner with the Wisconsin Department of Transportation on safer crossings and more accessible non-vehicular alternatives. • Prepare cost estimates for the infrastructure improvements. • Identify potential funding sources. • Incorporate the projects into the Village capital plan. 	1	<p>\$25,000 annually within Capital Projects Fund Budget.</p> <p>Consider larger capital investments on a case by case basis.</p>	Plan duration.	<p>Police Department</p> <p>Public Works Department</p>
4	Promote the concept of a healthy community in an integrated way; from policy to planning and development.	<ul style="list-style-type: none"> • Research best practices on how to integrate healthy living into policy, planning and development. • Document the best practices most suited for McFarland. • Draft healthy community policies for consideration by the Village Trustees. • Train staff in the use of healthy living best practices and policies. 	2	To be determined.	Plan duration.	<p>Community Development Department</p> <p>Senior Outreach Department</p>

Strategy No.	Strategy	Implementation Steps	Priority ¹	Cost	Timeline	Assignment
Goal E: Improve community connectivity along pedestrian and vehicular corridors.						
1	Improve, maintain and enhance bike/walking path connections throughout the Village and in cooperation with neighboring municipalities and government agencies.	<ul style="list-style-type: none"> • Study new amenities and improvements to support regional trail network internal and external to the Village. • Create and plan for new trail connections internal and external to the Village. • Include funding to maintain existing pedestrian network and develop new opportunities as available. 	1	<p>\$100,000 annually within Capital Projects Fund Budget.</p> <p>Consider larger capital investments on a case by case basis.</p>	Plan duration.	Public Works Department
2	Partner with neighboring municipalities to provide all forms of public transportation within and outside of the Village.	<ul style="list-style-type: none"> • Collaborate with neighboring municipalities to extend public transportation routes to serve McFarland residents. • Develop cost sharing and fare models. • Discuss options with the Village Board, Public, and Village Staff. 	2	To be determined.	Plan duration.	Village Administrator
3	Enhance and increase access to the lakefront and waterways.	<ul style="list-style-type: none"> • Identify options to add access points to the lakefront and waterways through existing property ownership and new acquisition. • Estimate the costs of increasing access to the lakefront and waters. • Identify potential funding sources to increase access. • Develop a multi-year plan to fund and build additional access points to the lakefront and waterways. 	3	Case by case basis as opportunities develop.	Plan duration.	Public Works Department

Strategy No.	Strategy	Implementation Steps	Priority ¹	Cost	Timeline	Assignment
Goal F: Support the development of active and passive recreational amenities that appeal to all age groups and abilities.						
1	Develop new and diverse park system amenities for indoor and outdoor use that are not currently offered in our community.	<ul style="list-style-type: none"> • Utilize the Parks and Open Space Plan to help guide in local development. • Survey Village residents about park system amenities that are desired. • Identify amenities not currently offered that would be best suited for McFarland parks. • Estimate the costs to add the identified amenities. • Develop a multi-year plan to fund the new amenities. • Study the viability of public-private partnerships within our Park System. 	1	Project by project basis.	Plan duration.	Public Works Department
2	Dedicate resources to enhance existing parks and green spaces throughout the Village.	<ul style="list-style-type: none"> • Create comprehensive inventory of park system of all amenities including active and passive uses. • Prepare annual maintenance plans that address current levels of resources applied and make recommendations on future needs. • Collaborate with the Village Board, Committee, and Staff about funds and resources for enhancing existing parks and green spaces. • Create budget requests for high priority projects and recommendations from plan development. 	2	To be determined.	Plan duration.	Public Works Department

Strategy No.	Strategy	Implementation Steps	Priority ¹	Cost	Timeline	Assignment
Goal F: Support the development of active and passive recreational amenities that appeal to all age groups and abilities (cont.)						
3	Evaluate the costs and benefits of an outdoor aquatic facility, including construction and operation.	<ul style="list-style-type: none"> Engage a firm to evaluate the costs/benefits of an outdoor aquatic facility, including the effects of construction and operation. Evaluate options for finalizing a location. Gather additional public input as a potential deciding factor as to the construction of the improvement. Study financial impact of capital and operating cost implications while identifying potential funding sources. 	1	\$25,000 Plan	2020 thru 2024	Public Works Department Village Administrator
		<ul style="list-style-type: none"> Finalize plan, prepare design, and consider construction. Final action as needed and decided at the discretion of the Village Board. 	2	\$100,000 to \$250,000 Design \$1,000,000 to \$5,000,000 Construction	2025 thru 2029	
4	Partner with the school district to expand recreational opportunities for families.	<ul style="list-style-type: none"> Research additional recreational, arts, and other adult education program opportunities to offer to families. Inventory public and private recreational opportunities available within the Community. Estimate the costs of providing the additional recreational activities. Partner with the school district to fund and offer jointly supported recreational program and infrastructure opportunities. 	3	To be determined.	Plan duration.	Public Works Department Village Administrator

Strategy No.	Strategy	Implementation Steps	Priority ¹	Cost	Timeline	Assignment
Goal F: Support the development of active and passive recreational amenities that appeal to all age groups and abilities (cont.)						
5	Develop individual park master plans that prioritize future developments, including a new community park.	<ul style="list-style-type: none"> • Create an RFP to hire a firm to develop individual park master plans that prioritize future developments, including but not limited to William McFarland Park, new Community Park, and a Special Needs Park. • Solicit proposals and select a consultant. • Complete master plan and build recommended improvements and phasing into the CIP. 	2	\$25,000 to \$50,000 per plan	Plan duration.	Public Works Department
6	Expand and develop programs to promote greater use of the lakefront, wetland conservancy, and waterways.	<ul style="list-style-type: none"> • Research new programs that will promote greater use of the lakefront and waters. • Determine those programs most suited for McFarland. • Estimate the costs of providing the new programming. • Study the viability of public-private partnerships within our natural water resources. • Identify funding for the new programs. • Market the new programs to the community. 	3	To be determined.	Plan duration.	Public Works Department Village Administrator