

**COMMITTEE OF
THE WHOLE**

Thursday, January 30, 2020

5:00 PM

McFarland Municipal Center
Conference Room A

AGENDA

1. CALL TO ORDER.
2. ATTENDANCE/ROLL CALL.
3. PUBLIC APPEARANCES.
4. BUSINESS.
 - a. Discussion regarding the draft Action Plan contained within the Strategic Plan.
 - b. Update on remaining schedule to complete Strategic Plan.
5. SCHEDULE NEXT MEETING DATE.
 - a. To be determined.
6. ADJOURNMENT.

This meeting notice constitutes an official meeting of the above referenced group and was posted in accordance with all applicable laws related to Open Meetings Law. It is possible that members of and possibly a quorum of members of other governmental bodies of the municipality may be in attendance at the above stated meeting to gather information. No action will be taken by any governmental body at the above stated meeting other than the governmental body specifically referred to above in this notice. Upon reasonable notice, efforts will be made to accommodate the needs of disabled individuals. For additional information or to request this service, contact the McFarland Municipal Center at (608) 838-3153 or cassandra.suettinger@mcfarland.wi.us.



VILLAGE BOARD SUMMARY SHEET

MEETING DATE: Thursday, January 30, 2020

SECTION: Business

DEPARTMENT: Administration

CONTACT:

AGENDA ITEM: Discussion regarding the draft Action Plan contained within the Strategic Plan.

PREVIOUS ACTION:

ISSUE SUMMARY:

See enclosed some updated documents from our meeting on Monday night that we will continue to discuss at the next Committee of the Whole. These were emailed to you on January 28th and are the same as those versions. As a reminder, we are going to meet on Thursday, January 30th at 5:00 pm and the final Workshop will begin at 6:00 pm. We are scheduled to conclude this at 8:00 pm. The agenda and packet for this will be released on Thursday and the meeting was posted on Tuesday.

The first item in this packet the Action Plan as I received it from the Consultant. We began to mark this up on Monday night.

the second item in this packet are my proposed changes to the document based on our review Monday night. We are going to pick up at F(3) on Thursday. I spent some more time with this and updated some of these some more based on our discussion. Again, this is a draft and we will continue to work on these as the process continues. If there is time, we'll revisit some of the ones we went over last night otherwise we'll address again on February 10th.

The third item in this packet is a clean version of the second attachment in case that might be easier to read and follow.

The plan again on Thursday for the final workshop is as follows:

- 15 minutes – General Mingling
- 15-30 minutes – Goals/Strategies Overview
- 30-45 minutes – Interactive Time
 - Participants can comment on the implementation steps through the use of post it notes.



- Participants will be able to prioritize each strategy by placing a 1-3 next to each.
- 15 minutes – Questions/Answers and Wrap Up/Next Steps

That leaves us about 15 minutes of wiggle room as needed. Additional Staff from Administration will be on hand to assist individuals in participating in this process. Each of the goals and strategies are being printed on a large format to be placed around the room. This will allow people to flow between the goals and mark them up as they read the information prepared for each. These are general guidelines for the meeting and a lot will depend on how many people show up, their participation, etc.

FINANCIAL/BUDGET IMPACT:

VILLAGE PLAN REFERENCE:

ORDINANCE REFERENCE:

BOARD, COMMISSION OR COMMITTEE RECOMMENDATION:

ATTACHMENTS:

1. McFarland Strategic Plan Implementation Action Plan ORIGINAL
2. McFarland Strategic Plan Implementation Action Plan 01282020 mgs REDLINE
3. McFarland Strategic Plan Implementation Action Plan 01282020 mgs CLEAN

Village of McFarland Strategic Plan Draft Implementation Action Plan

January 2020



Making the Most of the Draft Implementation Action Plan

Management Partners has developed this draft Implementation Action Plan to assist the Village of McFarland with the phasing and scheduling of 28 strategies related to six strategic plan goals. The work involved in implementing the strategies must be integrated into the other work of the departments and divisions tasked with their completion, along with appropriate assignments of responsibility and with identification of specific planned completion dates. The draft Action Plan begins that process with guidance about a recommended priority assignment. Priority 1 strategies are those that we believe are the most important to accomplish without delay or are easy to accomplish. Priority 2 have less importance in the near term or are have an added element of complication to complete or require a significant amount of resources (perhaps internal and external) to assist with completion. Priority 3 items are the least urgent to complete either because they are the most complex to address during the term of the action plan or are of lower importance relative to village goals.

We suggest that you use this document to prepare a final Action Plan for the Village of McFarland. In doing so, the management team will need to identify specific target dates for completing implementation. Additionally, you may want to modify the described activities for implementing an individual strategy based on internal knowledge of what will be required for completion, or to adjust the assignment of responsibility based on pending or future workload or other considerations. Prudent implementation of most strategies requires “circling back” after the work of completing strategies has begun and fine-tuning the results based on experience. The step to do that is not spelled out for each strategy in this document on the assumption that it would be part of your normal management system.

To turn this draft into the Action Plan you can use to manage implementation, replace the column entitled “Priority” with the dates for planned completion. A target date can be specific (e.g., September 1) or by month or quarter (e.g., 3Q 2020), as appropriate to the individual action.

Management Partners remains available to consult with you in this process in whatever way we can be helpful. All of the work to implement the strategies is in addition to the normal work of involved city staff. Please do not hesitate to contact Jacquelyn McCray or Mike Casey at 513-861-5400 if we can be of assistance. Jacquelyn can be reached by email at jmccray@managementpartners.com.

The discipline of successful project planning is basic to successful execution of the work ahead. We hope that you find the draft Action Plan useful in that regard.

Strategy No.	Strategy	Implementation Steps	Priority ¹	Person Responsible ²	Comments
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.	• Create a request for qualifications/ proposals (RFQ/P) to hire a firm to design a community/senior center (detail strategies 1 through 3 in the scope of services) • Ensure the RFQ/P includes community engagement efforts • Solicit proposal responses • Identify potential funding sources to design/build a new community/senior center	Priority 2	Parks Director	With assistance from Community Development staff
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.				
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.	• Create an RFP/Q to hire a firm to plan, design and construct a standalone public safety facility for fire, EMS, police and court services • Solicit proposal responses • Select a firm to complete the project	Priority 2	Village Administrator	
2	Improve current Village facilities, including maintenance enhancements, and identify new systems to promote sustainability.	• Develop an inventory of all village facilities indicating the state of building systems, interior, exterior and site conditions • Determine the maintenance needs for each inventoried facility and system • Prioritize repair and maintenance needs	Priority 2	Public Works Director	Coordinate with Goal B, #3

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Strategy No.	Strategy	Implementation Steps	Priority ¹	Person Responsible ²	Comments
		• Research building systems that promote sustainability • Identify potential funding sources for improving Village facilities, buildings and systems • Incorporate the prioritized list of maintenance needs into the current capital plan			
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.	• Develop an inventory of Village owned infrastructure that includes the current state of the infrastructure • 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 plan	Priority 2	Public Works Director	Coordinate with Goal B, #2
4	Develop a central Village plaza to connect the Library with the planned Community Center.	• Include the design of a central Village plaza as part of the scope of the Community Center project as part of Goal A	Priority 2	Public Works Director	
5	Partner with the Library Board to plan for and support future Library facility improvements.	• Collaborate with the Library Board to appoint a joint Library/Village commission • Assign a staff person from the Village to work with the Commission and Library staff	Priority 1	Village Administrator	

Strategy No.	Strategy	Implementation Steps	Priority ¹	Person Responsible ²	Comments
Goal C: Promote responsible growth, increase economic development and retain existing businesses					
1	Enhance commercial and retail uses in the downtown area.	- 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	Priority 1	Community Development Director	
2	Improve the mix of commercial development along Highway 51.	- 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	Priority 2	Community Development Director	
3	Develop incentives for business growth, such as incubator programs and tax increment financing (TIF) districts.	- 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	Priority 1	Village Administrator	Coordinate with Goal C, #4
4	Identify areas for expanding commercial and industrial development.	- 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	Priority 2	Community Development Director	Coordinate with Goal C, #3
5	Improve business retention and recruitment efforts.	- Research best practice business recruitment and retention programs - Determine those best practices most suited for McFarland	Priority 1	Community Development Director	

Strategy No.	Strategy	Implementation Steps	Priority ¹	Person Responsible ²	Comments
		Develop a plan based on the needs of the Village to retain and recruit businesses to McFarland			
6	Promote Village history and heritage using statues, murals, music, special programming, etc.	- Consult with local historians, artists, and musicians, and arts organizations about Village history and heritage - Appoint a committee to create a program to promote McFarland history and heritage	Priority 3	Community Development Director	
7	Create a public art program that enriches the community and enhances the local quality of life.	Combine with Goal C , Strategy 6	Priority 2	Community Development Director	
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.	- Create an RFP/Q and scope of services to evaluate staffing models and organization structure of the public safety departments - Solicit proposal responses - Select a firm to conduct the evaluation	Priority 2	Village Administrator	
2	Prioritize community-based policing practices and identify areas for extended outreach and program development.	- Research community-based policing best practices - Determine those best practices most suited for McFarland - Develop a community-based policing model and program using the identified best practices - Train staff on the preferred community-based policing program	Priority 2	Police Chief	
3	Enhance pedestrian safety for walkers and bicyclists throughout the community, including areas of Highway 51 that go through the Village.	Identify areas of the community best suited for increased pedestrian safety, bicycle infrastructure, and traffic calming measures	Priority 2	Public Works Director	Coordinate with Goal E, #1

Strategy No.	Strategy	Implementation Steps	Priority ¹	Person Responsible ²	Comments
		- Determine the pedestrian safety, bicycle infrastructure, and traffic calming measures to be implemented - Prepare cost estimates for the infrastructure improvements - Identify potential funding sources - Incorporate the projects into the Village capital plan			
4	Promote the concept of a healthy community in an integrated way; from policy to planning and development.	- 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	Priority 1	Parks Director	
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.	Collaborate with neighboring municipalities and government agencies when completing Strategy 3 in Goal D	Priority 2	Public Works Director	
2	Partner with neighboring municipalities to provide all forms of public transportation within and outside of the Village.	- Collaborate with the City of Madison to extend public transportation routes to serve McFarland residents - Develop cost sharing and fare models - Discuss options with the Village Administrator and Trustees	Priority 2	Public Works Director	
3	Enhance and increase access to the lakefront and waterways.	- Identify options to add access points to the lakefront and waterways - Estimate the costs of increasing access to the lakefront and waters	Priority 2	Parks Director	

Strategy No.	Strategy	Implementation Steps	Priority ¹	Person Responsible ²	Comments
		- Identify potential funding sources to increase access - Develop a multi-year plan to fund and build additional access points to the lakefront and waterways			
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.	- 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	Priority 2	Parks Director	
2	Dedicate resources to enhance existing parks and green spaces throughout the Village.	- Collaborate with Village Administrator about funds and resources for enhancing existing parks and green spaces - Create budget requests for high priority projects	Priority 1	Parks Director	
3	Evaluate the costs and benefits of an outdoor aquatic facility, including construction and operation.	- Create an RFP/Q to hire a firm to evaluate the costs and benefits of an outdoor aquatic facility, including construction and operation - Solicit proposal responses - Review proposals and select a firm to conduct the evaluation	Priority 2	Parks Director	
4	Partner with the school district to expand recreational opportunities for families.	- Research additional recreational opportunities to offer to families - Estimate the costs of providing the additional recreational activities	Priority 1	Parks Director	

Strategy No.	Strategy	Implementation Steps	Priority ¹	Person Responsible ²	Comments
		Partner with the school district to fund and offer jointly supported recreational opportunities			
5	Develop individual park master plans that prioritize future developments, including a new community park.	- Create an RFP/Q to hire a firm to develop individual park master plans that prioritize future developments, including a new community park - Solicit proposal responses - Review proposals and select a firm to create the park master plans	Priority 3	Parks Director	
6	Expand and develop programs to promote greater use of the lakefront and waterways.	- 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 - Identify funding for the new programs - Market the new programs to the community	Priority 2	Parks Director	

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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.	• Create a request for qualifications/ proposals (RFQ/P) to hire a firm to <u>plan and</u> design a community/senior center. • <u>Scope of Services within RFP will address (detail sStrategies 1-through 3 in the scope of services).</u>			
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.	• Solicit proposals responsesand <u>select consultant.</u> • <u>Consider the following to e</u>Ensure the RFQ/P includes community engagement efforts: ○ <u>Ad-Hoc Committee</u> ○ <u>Group Representation</u>			
3	Identify operational issues, challenges and fiscal impacts associated with the development and construction of a community center.	• <u>Study financial impact of capital and operating cost implications while identifying Identify</u> potential funding sources to design/build a <u>new</u> community/senior center. • <u>Final action as needed and decided at the discretion of the Village Board will be taken to accept the plan for construction.</u>			
4	<u>Build community/senior center</u>	• <u>Complete Design</u> • <u>Bid Project/Hire Contractor</u> • <u>Construct Facility</u>			
Goal B: Plan for and align physical facilities and open space to support future service delivery, quality of life and infrastructure needs					

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Strategy No.	Strategy	Implementation Steps	Priority ¹	Person Responsible ²	Comments
1	Plan, design and construct a standalone public safety facility for fire, EMS, police and court services.	• Create an RFP/Q to hire a firm to plan, design and bid construct a standalone public safety facility for fire, EMS, police and court services. • Solicit proposals responses and select consultant. • Select a firm to complete the project • <u>Study financial impact of capital and operating costs as it relates to service delivery within new facility.</u> • <u>Develop plan, complete design, and bid project.</u> • <u>Proceed to construction following award of contract.</u>			
2	Improve current Village facilities, including maintenance enhancements, and identify new systems to promote sustainability.	• Update and continue to dDevelop an inventory of all village facilities indicating the state of building systems, interior, exterior and site conditions. • Evaluate Determine the maintenance needs for each inventoried facility and system. • Prioritize repair and maintenance needs <u>focusing on prevention.</u> • Research building systems that promote sustainability, <u>including utility energy audit.</u> • Identify potential funding sources for improving Village facilities, buildings and systems. • Incorporate the prioritized list of maintenance needs into the current capital plan.			

Strategy No.	Strategy	Implementation Steps	Priority ¹	Person Responsible ²	Comments
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.	• Develop an inventory of Village owned infrastructure that includes the current state of the infrastructure <u>through GIS.</u> • 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 plan.			
4	Develop a central Village plaza to connect the Library with the planned Community Center.	• Include the <u>planning for a design of a</u> central Village plaza as part of the <u>planning regarding the scope of the Community Center and Library projects as part of Goal A.</u> • <u>Design and incorporate into construction of either project as appropriate.</u>			
5	Partner with the Library Board to plan for and support future Library facility improvements.	• Collaborate with the Library Board to appoint a joint Library/Village commission on their space needs planning. • <u>Assign a staff person from the Village to work with the Commission and Library staff</u> • <u>Integrate Library space needs planning into Community Center planning.</u> • <u>Build proposed library improvements into CIP.</u>			

Strategy No.	Strategy	Implementation Steps	Priority ¹	Person Responsible ²	Comments
Goal C: Promote responsible growth, increase economic development and retain existing businesses					
1	Enhance commercial and retail uses in the downtown area.	- 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. <u>Consider property acquisition where appropriate.</u>			
2	Improve the mix of commercial development along Highway 51.	- 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.			
3	Develop incentives for business growth, such as incubator programs and tax increment financing (TIF) districts.	- 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.			
4	Identify areas for expanding commercial and industrial development.	- 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. <u>Consider property acquisition where appropriate.</u>			
5	Improve business retention and recruitment efforts.	Research best practice business recruitment and retention programs.			

Strategy No.	Strategy	Implementation Steps	Priority ¹	Person Responsible ²	Comments
		- 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.			
6	Promote Village history and heritage using statues, murals, music, special programming, etc.	- Consult with local historians, artists, and musicians, and arts organizations about Village history and heritage. <u>Serve as a liaison to the Landmarks Commission and McFarland Historical Society. Appoint a committee</u> to create a program to promote McFarland history and heritage.			
7	Create a public art program that enriches the community and enhances the local quality of life.	<u>Combine with Goal C, Strategy 6</u> <u>Consider the creation of a citizen driven Public Arts Board or Committee.</u> <u>Partner with areas groups such as the School District, Chamber, and other Local Groups.</u> <u>Collaborate with Dane County Art Programs and other regional groups.</u> <u>Use these areas to inventory and attract local talent to the Public Arts Program.</u>			
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.	<u>Review recommendations from the Public Safety Analysis.</u> <u>Identify recommendations to advance and/or further study in more detail.</u> - Create an RFP/Q and scope of services <u>as needed and applicable to further evaluate these recommendations and their impact on our staffing models and organization</u>			

Strategy No.	Strategy	Implementation Steps	Priority ¹	Person Responsible ²	Comments
		structure of the public safety departments. - Solicit proposals responses and select <u>consultant</u>. - Select a firm to conduct the evaluation <u>Implement findings as feasible subject to the availability of funds.</u>			
2	Prioritize community-based policing practices and identify areas for extended outreach and program development.	- Research community-based policing best practices. <u>Work with the Police Department to advise Determine</u> those best practices most suited for McFarland. - Develop <u>with the Police Department</u> a community-based policing model and program using the identified best practices. - Train staff on the preferred community-based policing program.			
3	Enhance pedestrian safety for walkers and bicyclists throughout the community, including areas of Highway 51 that go through the Village.	- 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. - Prepare cost estimates for the infrastructure improvements. - Identify potential funding sources. - Incorporate the projects into the Village capital plan.			
4	Promote the concept of a healthy community in an integrated way; from policy to planning and development.	Research best practices on how to integrate healthy living into policy, planning and development.			

Strategy No.	Strategy	Implementation Steps	Priority ¹	Person Responsible ²	Comments
		- 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.			
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.	Collaborate with neighboring municipalities and government agencies when completing Strategy 3 in Goal D <u>Study new amenities and improvements to support regional trail network internal and external to the Village.</u> <u>Create and plan for new trail connections internal and external to the Village.</u> <u>Include funding to maintain existing pedestrian network and develop new opportunities as available.</u>			
2	Partner with neighboring municipalities to provide all forms of public transportation within and outside of the Village.	- Collaborate with <u>neighboring municipalities</u> the City of Madison to extend public transportation routes to serve McFarland residents. - Develop cost sharing and fare models. - Discuss options with the Village <u>Board, Public, and Village Staff</u>. Administrator and Trustees			
3	Enhance and increase access to the lakefront and waterways.	- Identify options to add access points to the lakefront and waterways. - Estimate the costs of increasing access to the lakefront and waters. - Identify potential funding sources to increase access.			

Strategy No.	Strategy	Implementation Steps	Priority ¹	Person Responsible ²	Comments
		Develop a multi-year plan to fund and build additional access points to the lakefront and waterways.			
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.	- 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.			
2	Dedicate resources to enhance existing parks and green spaces throughout the Village.	- 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 Administrator about funds and resources for enhancing existing parks and green spaces - Create budget requests for high priority projects and recommendations from plan development.			

Strategy No.	Strategy	Implementation Steps	Priority ¹	Person Responsible ²	Comments
3	Evaluate the costs and benefits of an outdoor aquatic facility, including construction and operation.	• <u>Engage Create an RFP/Q to hire</u> a firm to evaluate the costs and benefits of an outdoor aquatic facility, including <u>the effects of</u> construction and operation. • <u>Evaluate options for finalizing a location.</u> • <u>Gather additional public input as a potential deciding factor as to the construction of the improvement.</u> • <u>Finalize plan, prepare design, and consider construction.</u> • <u>Final action as needed and decided at the discretion of the Village Board.</u> • Solicit proposal responses • Review proposals and select a firm to conduct the evaluation			
4	Partner with the school district to expand recreational opportunities for families.	• Research additional recreational opportunities to offer to families. • Estimate the costs of providing the additional recreational activities. • Partner with the school district to fund and offer jointly supported recreational opportunities.			
5	Develop individual park master plans that prioritize future developments, including a new community park.	• Create an RFP/Q to hire a firm to develop individual park master plans that prioritize future developments, including <u>but not limited to William McFarland Park, new Community Park, and a Special Needs Park.</u>a new community park • Solicit proposals responses<u>and select a consultant.</u> • Review proposals and select a firm to create the park master plans			

Strategy No.	Strategy	Implementation Steps	Priority ¹	Person Responsible ²	Comments
		• <u>Complete master plan and build recommended improvements and phasing into the CIP.</u>			
6	Expand and develop programs to promote greater use of the lakefront and waterways.	• 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 • Identify funding for the new programs • Market the new programs to the community			

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Management
Partners



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We suggest that you use this document to prepare a final Action Plan for the Village of McFarland. In doing so, the management team will need to identify specific target dates for completing implementation. Additionally, you may want to modify the described activities for implementing an individual strategy based on internal knowledge of what will be required for completion, or to adjust the assignment of responsibility based on pending or future workload or other considerations. Prudent implementation of most strategies requires “circling back” after the work of completing strategies has begun and fine-tuning the results based on experience. The step to do that is not spelled out for each strategy in this document on the assumption that it would be part of your normal management system.

To turn this draft into the Action Plan you can use to manage implementation, replace the column entitled “Priority” with the dates for planned completion. A target date can be specific (e.g., September 1) or by month or quarter (e.g., 3Q 2020), as appropriate to the individual action.

Management Partners remains available to consult with you in this process in whatever way we can be helpful. All of the work to implement the strategies is in addition to the normal work of involved city staff. Please do not hesitate to contact Jacquelyn McCray or Mike Casey at 513-861-5400 if we can be of assistance. Jacquelyn can be reached by email at jmccray@managementpartners.com.

The discipline of successful project planning is basic to successful execution of the work ahead. We hope that you find the draft Action Plan useful in that regard.

Strategy No.	Strategy	Implementation Steps	Priority ¹	Person Responsible ²	Comments
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.	• 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. • Solicit proposals and select consultant.			
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.	• Consider the following to ensure the RFP includes community engagement efforts: ○ Ad-Hoc Committee ○ Group Representation • Study financial impact of capital and operating cost implications while identifying potential funding sources to build a community/senior center.			
3	Identify operational issues, challenges and fiscal impacts associated with the development and construction of a community 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	• Complete Design • Bid Project/Hire Contractor • Construct Facility			
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.	• 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.			

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

² To establish clear accountability there should be a single manager assigned responsibility for completing implementation of each recommendation. Where more than one manager is identified in this column, responsibility should be clarified when the Final Action Plan is prepared.

Strategy No.	Strategy	Implementation Steps	Priority ¹	Person Responsible ²	Comments
		• 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.			
2	Improve current Village facilities, including maintenance enhancements, and identify new systems to promote sustainability.	• 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 sustainability, including utility energy audit. • Identify potential funding sources for improving Village facilities, buildings and systems. • Incorporate the prioritized list of maintenance needs into the current capital plan.			
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.	• 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.			

Strategy No.	Strategy	Implementation Steps	Priority ¹	Person Responsible ²	Comments
		- 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 plan.			
4	Develop a central Village plaza to connect the Library with the planned Community Center.	- 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.			
5	Partner with the Library Board to plan for and support future Library facility improvements.	- 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.			
Goal C: Promote responsible growth, increase economic development and retain existing businesses					
1	Enhance commercial and retail uses in the downtown area.	- 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.			
2	Improve the mix of commercial development along Highway 51.	Determine the type of commercial development that is needed along Highway 51.			

Strategy No.	Strategy	Implementation Steps	Priority ¹	Person Responsible ²	Comments
		• Market the areas and specific sites to commercial developers . • Use available incentives to attract new development and encourage expansion.			
3	Develop incentives for business growth, such as incubator programs and tax increment financing (TIF) districts.	• 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.			
4	Identify areas for expanding commercial and industrial development.	• 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.			
5	Improve business retention and recruitment efforts.	• 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.			
6	Promote Village history and heritage using statues, murals, music, special programming, etc.	• 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.			

Strategy No.	Strategy	Implementation Steps	Priority ¹	Person Responsible ²	Comments
7	Create a public art program that enriches the community and enhances the local quality of life.	- 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.			
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.	- 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.			
2	Prioritize community-based policing practices and identify areas for extended outreach and program development.	- 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.			

Strategy No.	Strategy	Implementation Steps	Priority ¹	Person Responsible ²	Comments
3	Enhance pedestrian safety for walkers and bicyclists throughout the community, including areas of Highway 51 that go through the Village.	- 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. - Prepare cost estimates for the infrastructure improvements. - Identify potential funding sources . - Incorporate the projects into the Village capital plan.			
4	Promote the concept of a healthy community in an integrated way; from policy to planning and development.	- 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.			
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.	- 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.			
2	Partner with neighboring municipalities to provide all forms of public transportation within and outside of the Village.	Collaborate with neighboring municipalities to extend public			

Strategy No.	Strategy	Implementation Steps	Priority ¹	Person Responsible ²	Comments
		transportation routes to serve McFarland residents. • Develop cost sharing and fare models. • Discuss options with the Village Board, Public, and Village Staff.			
3	Enhance and increase access to the lakefront and waterways.	• Identify options to add access points to the lakefront and waterways. • 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.			
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.	• 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.			
2	Dedicate resources to enhance existing parks and green spaces throughout the Village.	• Create comprehensive inventory of park system of all amenities including active and passive uses. • Prepare annual maintenance plans that address current levels of resources			

Strategy No.	Strategy	Implementation Steps	Priority ¹	Person Responsible ²	Comments
		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.			
3	Evaluate the costs and benefits of an outdoor aquatic facility, including construction and operation.	• Engage a firm to evaluate the costs and 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. • Finalize plan, prepare design, and consider construction. • Final action as needed and decided at the discretion of the Village Board.			
4	Partner with the school district to expand recreational opportunities for families.	• Research additional recreational opportunities to offer to families. • Estimate the costs of providing the additional recreational activities. • Partner with the school district to fund and offer jointly supported recreational opportunities.			
5	Develop individual park master plans that prioritize future developments, including a new community park.	• 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.			

Strategy No.	Strategy	Implementation Steps	Priority ¹	Person Responsible ²	Comments
		• Solicit proposals and select a consultant. • Complete master plan and build recommended improvements and phasing into the CIP.			
6	Expand and develop programs to promote greater use of the lakefront and waterways.	• 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 • Identify funding for the new programs • Market the new programs to the community			



VILLAGE BOARD SUMMARY SHEET

MEETING DATE: Thursday, January 30, 2020

SECTION: Business

DEPARTMENT: Administration

CONTACT:

AGENDA ITEM: Update on remaining schedule to complete Strategic Plan.

PREVIOUS ACTION:

ISSUE SUMMARY:

Following up on our last meeting, please note the remaining steps recommended to complete the Strategic Plan:

- January 30th at 5:00 pm - Hold Committee of the Whole meeting to complete our initial review of the Implementation Steps.
- January 30th at 6:00 pm - Hold final workshop with the Public on the plan. Has been scheduled and advertised. Plan available for viewing on the Village Website. Individuals can provide comment through the website, email, telephone, or in person as they choose. Village Administrator will facilitate this meeting and compile comments for review by the Committee at their next meeting.
- February 10th - Review final comments on the plan, Action Plan for the second time, and if needed further discussion on the Success Measures. Objective here is to be nearly complete following this meeting so that all final changes can be made for the next meeting.
- February 24th - Committee will conduct its final review on any of the outstanding issue and if complete will make its recommendation to the Village Board. Board will consider and accept the plan at its meeting the same night.

We can discuss this further as needed at our meeting on Monday.

FINANCIAL/BUDGET IMPACT:

VILLAGE PLAN REFERENCE:

ORDINANCE REFERENCE:



BOARD, COMMISSION OR COMMITTEE RECOMMENDATION:

ATTACHMENTS:

None