VILLAGE OF MCFARLAND *NOTICE OF PUBLIC MEETING*

COMMITTEE OF THE WHOLE

Monday, February 10, 2020 **5:30 PM** **McFarland Municipal Center**
Conference Room A

AGENDA

1. CALL TO ORDER.

2. ATTENDANCE/ROLL CALL.

3. PUBLIC APPEARANCES.

4. APPROVAL OF MINUTES.
   a. Discussion and action regarding minutes of the meeting held on January 27, 2020.

   b. Discussion and action of the minutes for the meeting held on January 30, 2020.

5. BUSINESS.
   a. Discussion regarding the draft McFarland Strategic Plan including updated Implementation Action Plan (Attachment A).

   b. Discussion regarding the Capital Improvement Plan for 2020-2024.

   c. Update on remaining schedule to complete Strategic Plan.

6. SCHEDULE NEXT MEETING DATE.
   a. To be determined.

7. 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 OF MCFARLAND

Committee of the Whole Minutes

Monday, January 27, 2020 - 5:30 PM

1. **CALL TO ORDER.**
   President Czebotar called the regular meeting of the Committee of the Whole to order at 5:30 pm in Conference Room A of the McFarland Municipal Center.
2. **ATTENDANCE/ROLL CALL.**
   Village Board members present: President Czebotar; Trustee Jerry Adrian, Stephanie Brassington, Dan Kolk, Eric Kryzenske, Mary Pat Lytle, and Clair Utter.

   Village Board members not present: None.

   Staff Present: Administrator Matt Schuenke and Community and Economic Development Director Andrew Bremer.
3. **PUBLIC APPEARANCES.**
   None.
4. **APPROVAL OF MINUTES.**
   a. *Discussion and action regarding the minutes for the meeting held on January 13, 2020.*
      Minutes were approved by unanimous consent.
5. **BUSINESS.**
   a. *Discussion regarding the revised Success Measures contained within the Strategic Plan.*
      The Administrator presented revised Success Measures designed to accompany the Goals and Strategies within the Strategic Plan. The Committee reviewed these success measures providing comments and revisions where directed to be included in the plan.

   b. *Discussion regarding the draft Action Plan contained within the Strategic Plan.*
      The Administrator presented the draft Implementation Action Plan to the Village Board as prepared by the Consultant. The Action Plan contains the Goals and Strategies from the main Plan, but for each item also provides Implementations Steps designed to bring these items to fruition. The Committee reviewed a majority of the proposed Action Plan providing comments and revisions where directed. The Committee will continue to review the Action Plan at its next meeting to finish this work.

   c. *Update on remaining schedule to complete Strategic Plan.*
      The remaining schedule to complete the plan was discussed as well as the plan for the next Workshop. The next Workshop is on January 30th followed by continued review by the Committee on February 10th and possible final acceptance on February 24th.
6. **SCHEDULE NEXT MEETING DATE.**

a. *To be determined.*

The Committee of the Whole will meet next on Thursday, January 30, 2020 at 5:00 pm to finish its work to review the Action Plan. The Committee of the Whole will also meet at 5:30 pm on Monday, February 10, 2020 at 5:30 pm to continue to review the Strategic Plan.

7. ADJOURNMENT.

Motion by Kolk, second by Adrian, to adjourn at 6:53 pm. Motion carried 7 - 0 - 0.

Pursuant to law, written notice of this meeting was given to the public and posted on the public bulletin boards in accordance with Open Meetings Law.

Respectfully submitted,
Matthew G. Schuenke
Village Administrator

VILLAGE OF MCFARLAND

Committee of the Whole Minutes

Thursday, January 30, 2020 - 5:00 PM

1. **CALL TO ORDER.**
   President Czebotar called the regular meeting of the Committee of the Whole to order at 5:30 pm in Conference Room A of the McFarland Municipal Center.
2. **ATTENDANCE/ROLL CALL.**
   Village Board members present: President Brad Czebotar; Trustee Jerry Adrian, Dan Kolk, Eric Kryzenske, Mary Pat Lytle, and Clair Utter.

   Village Board members not present: Trustee Stephanie Brassington.

   Staff Present: Administrator Matt Schuenke.
3. **PUBLIC APPEARANCES.**
   None.
4. **BUSINESS.**

   a. *Discussion regarding the draft Action Plan contained within the Strategic Plan.*
   The Administrator presented the updated draft Implementation Action Plan to the Village Board. The document presented was the same version prepared by the Consultant and presented at the last meeting, but updated by the Administrator following their last review. The Action Plan contains the Goals and Strategies from the main Plan, but for each item also provides Implementations Steps designed to bring these items to fruition. The Committee completed its review of the proposed Action Plan providing comments and revisions where directed.

   b. *Update on remaining schedule to complete Strategic Plan.*
   The remaining schedule to complete the plan was discussed as well as the plan for the next Workshop. The next Workshop is after this meeting followed by continued review by the Committee on February 10th and possible final acceptance on February 24th.
5. **SCHEDULE NEXT MEETING DATE.**

   a. *To be determined.*
   The Committee of the Whole will also meet at 5:30 pm on Monday, February 10, 2020 at 5:30 pm to continue to review the Strategic Plan.

6. ADJOURNMENT.

Motion by Trustee Utter, second by Kolk, to adjourn at 5:40 pm.

Pursuant to law, written notice of this meeting was given to the public and posted on the public bulletin boards in accordance with Open Meetings Law.

Respectfully submitted,
Matthew G. Schuenke
Village Administrator

VILLAGE OF
McFarland

VILLAGE BOARD SUMMARY SHEET

MEETING DATE: **Monday, February 10, 2020**

SECTION: **Business**

DEPARTMENT: **Administration**

CONTACT:

AGENDA ITEM: **Discussion regarding the draft McFarland Strategic Plan including updated Implementation Action Plan (Attachment A).**

PREVIOUS ACTION:

ISSUE SUMMARY:
Included within your packet is a full and complete draft of the McFarland Strategic Plan with complete drafts of all attachments as well as comments, input received to date. There are some new items in which to discuss and focus on in our meeting, but the whole plan is available for review as part of our continued discussion. A few notes about the documents included in this packet:

- **Strategic Plan** - The Goals are all the same and have not been changed since the last revisions were authorized. Under Goal A, Strategy 4 is now added following our last discussion. Additionally, the Success Measures have also been updated following our last meeting to review these items.

o Attachment A - The Goals and Strategies within this attachment align with the main plan itself. The Steps have been updated following our last two meetings to review these items. Furthermore, a few additional items and revisions are proposed to these columns. New to this document are the filled out Priorities, Cost, Timeline, and Assignment columns. Staff has also added a figure to help better depict the relationship between Goals A and B regarding implementation. This is where we'll likely spend a bulk of our discussion as we review what has thus far been drafted by Staff.

  - Attachment B - These are the workshop materials/background and unchanged from their original inclusion.
  - Attachment C - These are the community survey results and unchanged from their original inclusion.
  - Attachment D - These are the environmental scan information and unchanged from their original inclusion.
  - **Workshop Input** - While attendance was much lower than the first two workshops, included is a summary of the input that was provided. We can discuss this as needed in the meeting.

- **Emails** - Two emails were received during the final public review period for the plan and are included for your review.

Again, this submittal represents at least a complete draft of the full plan. The Committee will want to weigh in specifically on Attachment A looking at the Priorities, Cost, Timeline, and Assignments.

FINANCIAL/BUDGET IMPACT:

VILLAGE PLAN REFERENCE:

ORDINANCE REFERENCE:

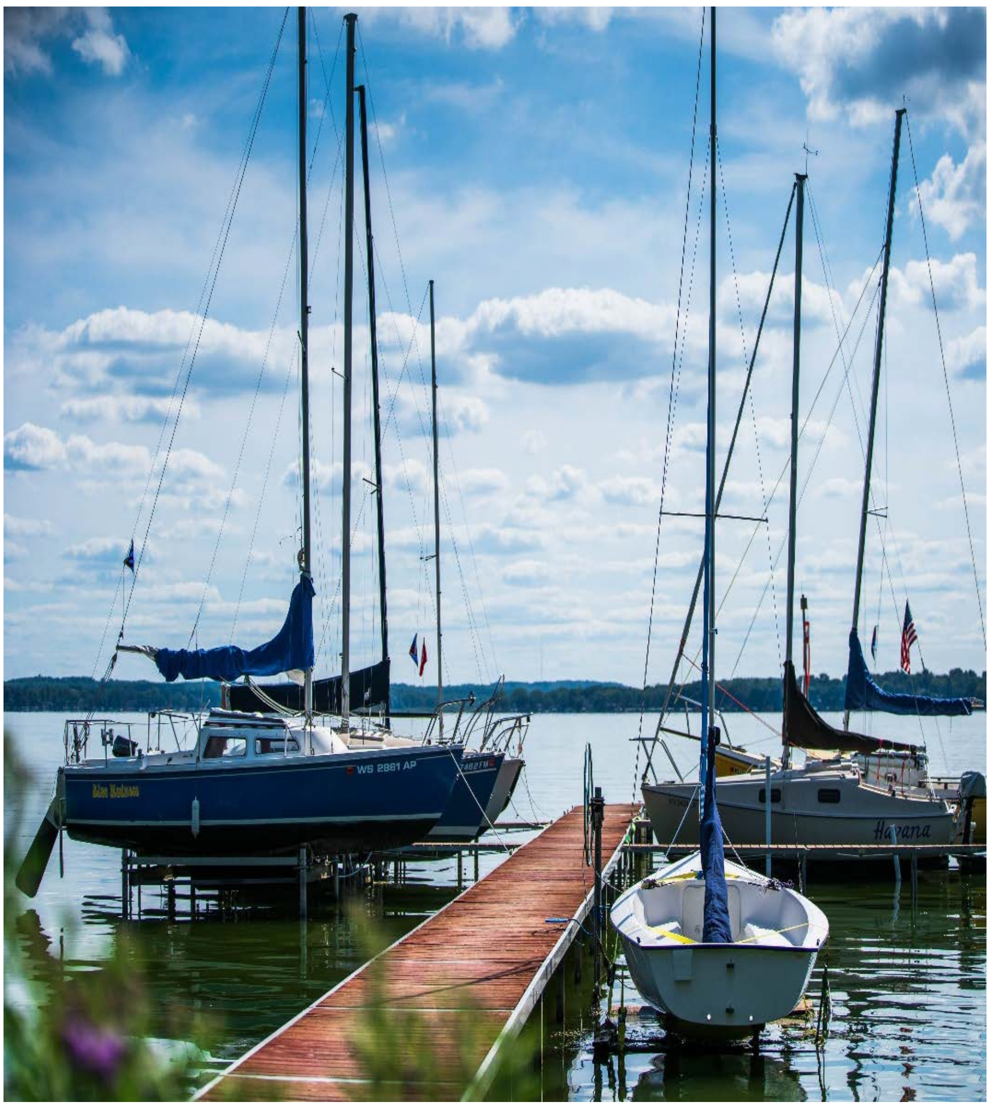
BOARD, COMMISSION OR COMMITTEE RECOMMENDATION:

ATTACHMENTS:

1. McFarland Strategic Plan 02052020 mgs DRAFT
2. Attachment A - Implementation Action Plan 02052020 mgs
3. Attachment B - Workshop Materials
4. Attachment C - Community Survey Results
5. Attachment D - Environmental Scan
6. Final Strategic Plan Workshop Input 01302020 mgs
7. Strategic Plan Feedback Form (form) has been filled out on your site. 01232020 01
8. Strategic Plan Feedback Form (form) has been filled out on your site. 01232020 02

VILLAGE OF McFarland

Strategic Plan 2020 to 2030



February 2020

Prepared for the Village of McFarland by Management Partners

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METHODOLOGY

The McFarland Board of Trustees and Administrator, mindful of the key locational aspects of the Village, determined it necessary to develop a ten-year vision to guide the annual planning and budgeting. For several years, the Village has developed and tracked annual goals, objectives and action steps that are consistent with the McFarland vision and mission.

The purpose of the 2020 to 2030 strategic planning initiative is to provide a long-range framework for the future to guide the decisions of the Trustees and Village Boards and Commissions in a unified approach to planning and resource allocation. In the summer of 2019, the McFarland Board of Trustees and leadership began a process to engage the community in thinking about the future. The strategic planning process included interviews with the Village President, Board, coordinator and department heads, design and distribution of a community and employee survey (survey results included as Attachment A), and analysis of local and regional data and financial trends (Attachment B) to lend context and understanding to planning discussions between Village Trustees and the community. The elements of this strategic plan were crafted during two workshops that were convened in September and October. The workshop briefing documents are included as Attachment C.

The process resulted in this strategic plan, which emphasizes five goals and accompanying strategies. A separate action plan will assure attention to progress through the tracking of success measures for each of the goals.

McFarland Descriptors

8,700 Village population (2019 estimate)

7 Village trustees

4.18 Square miles of land area

3 Boat launch access points

12 Minutes south of Madison

1925 Year of Village incorporation

VISION

An aspirational statement of where Village leaders desire the community to be in the future.

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

A statement of purpose that defines what the organization stands for and how it will operate and serve the Village.

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

The core operating principles of the Village.

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.

***Goals** describe a specific direction and the desired outcome(s) to be achieved.*

***Strategies** are the actions to achieve the goal.*

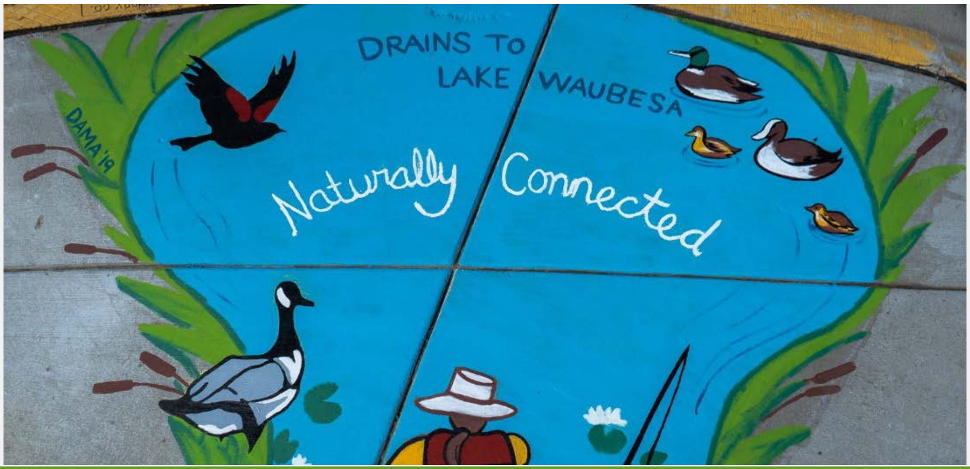
Success Measures

- *Complete conceptual plan for the development of a Community Center in McFarland.*
- *Define capital and operational costs for a Community Center to be analyzed and included within annual budget and capital improvement planning discussions.*
- *Establish and commit to timeline for the implementation of a conceptual plan that leads to the construction of a Community Center.*

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.



Success Measures

- *Annually adopt a 5-year Capital Improvement Plan that is accepted by the Village Board outlining and including the capital needs of the Community.*
- *Complete conceptual plan for the integration of a Community Center into the Municipal Center and Library campus that is complimentary to existing uses and achievable for the betterment of the Community.*

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.

Success Measures

- *An increase in the annual calculation of the percent of commercial/retail space square footage added and/or renovated within General, Central, and Highway Commercial districts relative to other districts.*
- *An increase in the annual calculation of the percent of valuation added within Commercial classifications relative to other districts.*
- *Evaluate the performance of current Tax Increment District Project Plans noting their adherence to plan objectives and approved project expenditures.*

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.

Success Measures

- *Development of staffing plans that address current and future service demands and staffing needs within our Public Safety Departments.*
- *Commitment to social work through the service delivery provided by Departments.*
- *Fund, as budgets allow, under the direction of the Village Board towards Community Groups that enhance the quality of life within the Community.*

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.

Success Measures

- *Increase in lineal feet of pedestrian and vehicular ways.*
- *Enter into partnerships that provide opportunity for new modes of transportation into and out of the Community.*

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.

Success Measures

- *Adequate and appropriate funding within parks operating and capital funds contained within the annual budget.*
- *Percent of residents rating parks and open spaces as good or excellent within the Parks and Open Spaces Plan survey.*

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.

CONCLUSION

The Village of McFarland strategic plan includes the input of Village leaders, members of the community and employees. As such, it provides both a broadly representative direction as well as a framework for the foreseeable future.

Over the next ten years, Village Trustees, staff and the public should use this document as a roadmap of next steps of things to accomplish. Through careful budgeting and work planning, staff will work to implement the goals and strategies in the plan and periodically provide progress updates to the Trustees and residents about what has been achieved.

Throughout the next ten years, other management tools and plans, such as the budget, capital improvement program, Comprehensive Plan, and other tactical documents, as appropriate, will be aligned with the Strategic Plan, to ensure all Village efforts are working toward common ends. The accompanying action plan will contain the details to accomplish the goals and strategies of this plan.

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Attachment A
Implementation Action Plan

<table>
<tr><th>Strategy No.</th><th>Strategy</th><th>Implementation Steps</th><th>Priority[1]</th><th>Cost</th><th>Timeline</th><th>Assignment</th></tr>
<tr><td colspan="7">Goal A: Develop a multi-generational community center to serve seniors, youth and families.</td></tr>
<tr><td>1</td><td>Assess future community/senior center(s) space needs and design features and address indoor and outdoor activities and planned expansion areas.</td><td rowspan="3">• 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.
• Consider the following to ensure the RFP includes community engagement efforts:
○ 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.
• Final action as needed and decided at the discretion of the Village Board will be taken to accept the plan for construction.</td><td rowspan="3">1</td><td rowspan="3">$25,000
to
$100,000</td><td rowspan="3">2020 thru 2021</td><td rowspan="3">Senior Outreach Department

Village Administrator</td></tr>
<tr><td>2</td><td>Identify and engage a broad spectrum of residents, including seniors, youth, adults and community partners in all aspects of the community center planning process.</td></tr>
<tr><td>3</td><td>Identify operational issues, challenges and fiscal impacts associated with the development and construction of a community center.</td></tr>
<tr><td>4</td><td>Build community/senior center</td><td>• Complete Design
• Bid Project/Hire Contractor
• Construct Facility</td><td>1</td><td>$3,000,000 to $5,000,000</td><td>2021 thru 2023</td><td>Senior Outreach Department

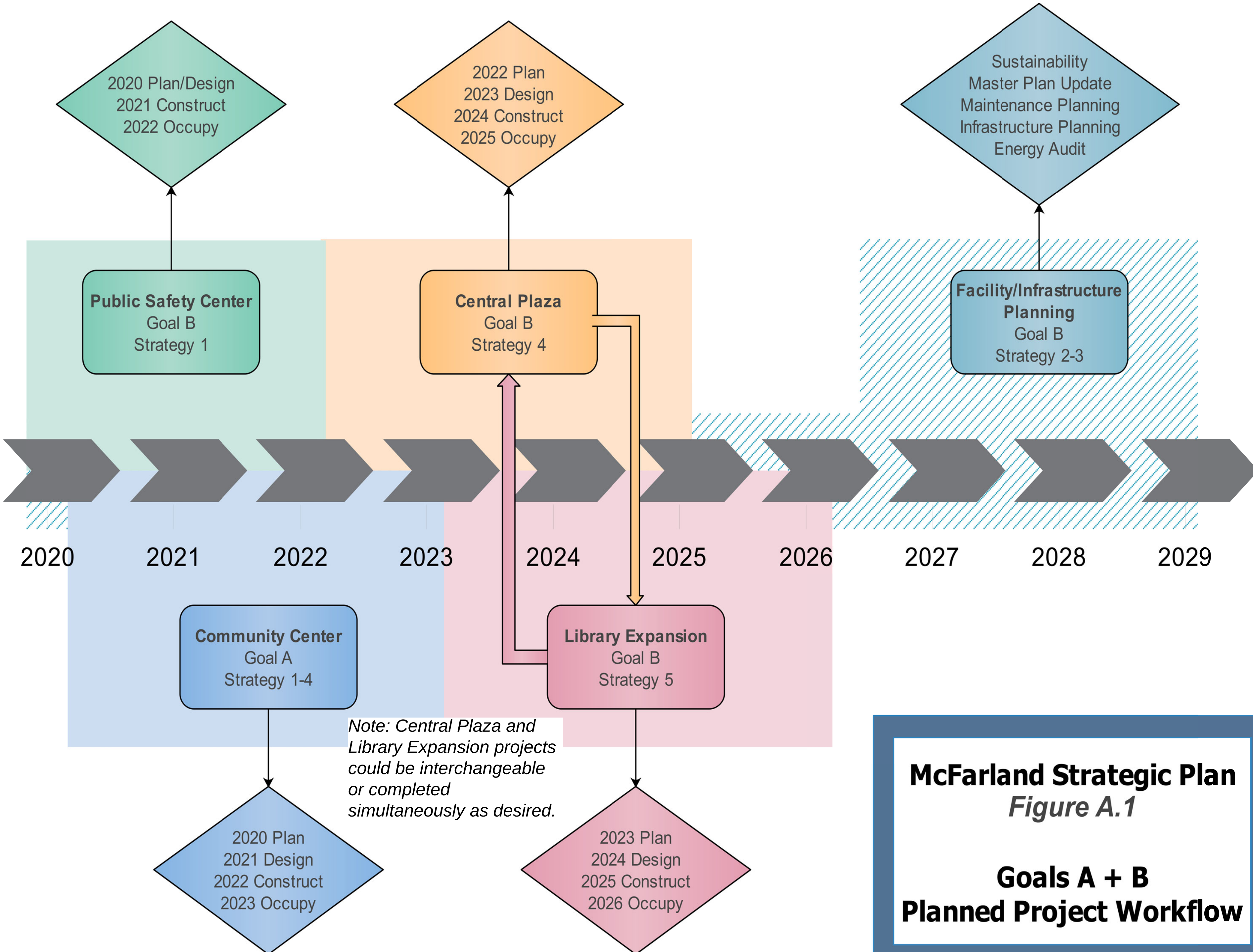
Village Administrator</td></tr>
</table>

[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.	• 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.	• 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 ~~current capital plan.~~ 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.	• 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 plan.~~ 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.	• 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	2022 thru 2025	Village Administrator
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.	2	$2,000,000 to $4,000,000	2023 thru 2026	Village Administrator Library Director

Please see on the next page Figure A.1 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.



McFarland Strategic Plan
Figure A.1

Goals A + B
Planned Project Workflow

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.	• 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	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.	• 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.	• 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.	• 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.	• 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.	• 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.	• 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.	• 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.	• 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.	• 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. • <u>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.</u> • Prepare cost estimates for the infrastructure improvements. • Identify potential funding sources. • Incorporate the projects into the Village capital plan.	1	$25,000 annually within Capital Projects Fund Budget. Consider larger capital investments on a case by case basis.	Plan duration.	Police Department Public Works Department
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.	2	To be determined.	Plan duration.	Community Development Department Senior Outreach Department

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.	• 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	$100,000 annually within Capital Projects Fund Budget. Consider larger capital investments on a case by case basis.	Plan duration.	Public Works Department
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 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.	• 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.	• 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.	• 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.	• 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.	1	$25,000 Plan $100,000 to $250,000 Design $1,000,000 to $5,000,000 Construction	2020 thru 2024	Public Works Department Village Administrator
4	Partner with the school district to expand recreational opportunities for families.	• 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.	• 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.	• 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

Management Partners

Attachment B

1730 MADISON ROAD • CINCINNATI, OH 45206 • 513 861 5400 • FAX 513 861 3480 MANAGEMENTPARTNERS.COM
2107 NORTH FIRST STREET, SUITE 470 • SAN JOSE, CALIFORNIA 95131 • 408 437 5400 • FAX 408 453 6191
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Village Board Strategic Plan
Workshop 1

McFarland Municipal Center
September 30, 2019, 5:00 p.m. to 8:00 p.m.

Agenda

(Please bring your worksheets for use during the session)

Purpose and Outcomes

Identify the elements of a desired future for the Village of McFarland for the next five to seven years. The results of two strategic planning sessions will guide the future allocation of resources and department work planning to achieve the priorities established by the Village Trustees. The Board President will convene a second strategic planning workshop on October 1.

The focus of the first workshop is to create a vision statement and mission statement and identify core values for the organization. The focus of the second workshop will be on identifying priority goals and strategies to accomplish the vision.

5:00 p.m.	Arrive Welcome and Agenda Review Present and Discuss Environmental Scan (presented by the Village Administrator) Present and Discuss Summary of Community and Employee Survey themes (presented by Management Partners)
6:00 to 6:30	Break for Dinner
6:30	Discuss McFarland Vision, Mission and Values
7:00	Identify and Prioritize Goals for the Future
7:55 p.m.	Wrap Up and Next Steps

Village Board Strategic Plan
Workshop 2

McFarland Municipal Center
October 1, 2019, 9:00 a.m. to Noon

Agenda

(Please bring your worksheets for use during the session)

Purpose and Outcomes

Review and confirm the strategic plan elements (vision, mission and values) developed during the first workshop. During this workshop Village Board members will identify goals and strategies to achieve the vision and identify success measures based on the priorities. The goals, strategies and success factors identified during this session will guide the allocation of resources and departmental work planning for the future.

9:00 a.m.	Welcome and Agenda Review
	Confirm Vision, Mission and Values
9:15	Identify and Prioritize Goals (continued)
10:00	Develop Strategies for Priority Goals
11:15	Identify Success Measures for Each Goal
11:50 a.m.	Wrap Up and Next Steps

McFarland Strategic Planning Worksheets

Please Bring Your Completed Worksheet to the Workshops

Instructions

The worksheet is divided into four sections: A) vision, B) mission, C) values, and D) goals and strategies. Each section of the worksheet is supplemented by information obtained from responses to the community and employee surveys. Survey responses were received from 433 community stakeholders and 65 Village of McFarland employees.

A. Vision

A **vision** is an aspirational statement of where Village leaders want the Village to be in the future. Setting a vision is a fundamental element of the strategic planning process.

Survey respondents were asked if the current Village vision should be changed and had the option to provide suggested revisions. The current vision is:

> *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.*

Table 1 indicates that a majority of community and employee survey respondents believe the current vision statement does not need to be changed.

Table 1. Do you think the vision statement should be changed?

	Community Response	Employee Response
Yes	65 (19%)	17 (26%)
No	284 (81%)	48 (74%)
Answered Question	**349**	**65**

Some community survey respondents included suggestions to improve the current vision statement, these are provided in Table 2. Of the respondents that thought it should be changed, both community and employee respondents suggested simplifying the vision statement.

Table 2. Suggestions for Changes to the Current Vision

Response Theme	Examples From Community Responses	Examples From Employee Responses
Remove words or phrases	Choice value Commercial growth Diverse leisure options Viable economic base	None provided

Response Theme	Examples From Community Responses	Examples From Employee Responses
Refine/Reword	Change "citizens may practice" to "citizens participate" Define choice value and natural resources Simplify vision statement Statement is too vague Vision statement does not reflect village	Proud heritage Simplify vision statement
Add	Be an inviting and dynamic community Be mindful of environment Create a diverse population through housing Create a community that is diverse socially, culturally, economically, and in its land use that fulfills value choices of the populace to enhance community Fiscal responsibility Keep Lake Waubesa clean and safe for our community Providing housing opportunities and atmosphere for all facets of economic class Reducing economic barriers	All done at a reasonable cost to residents Be inviting to businesses Forward thinking Provide a safe community
Words or Phrases to Keep	All citizens Recreational options current and future growth Support educational excellence Responsible and balanced growth	Commercial growth

VISION STATEMENT EXAMPLES

Roswell, Georgia: *To be a vibrant riverside community connecting strong neighborhoods, preserving our rich history, celebrating the arts and culture and cultivating entrepreneurial spirit.*

Reno, Nevada: *We are a vibrant university town known for our outdoor activities, special events, arts and culture, and innovative industries.*

Please provide any suggestions you have for changing or modifying the vision statement below.

B. Mission

A **mission statement** provides the purpose of the organization and guides the prioritization of opportunities. The mission defines what the Village stands for and what it will do.

The current mission statement for the Village reads:

> *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; and full cooperation in achieving the priority goals determined by the community.*

As shown in Table 3, a majority of survey respondents believe the current mission statement should not be changed.

Table 3. Do you think the mission statement should be changed?

Answer	Community Response	Employee Response
Yes	38 (11%)	14 (22%)
No	308 (89%)	50 (78%)
Answered Question	**346**	**64**

Suggested themes for modifying the current mission statement submitted by the survey respondents is included in Table 4. Similar to the vision statement, some community and employee survey respondents indicated the Village mission should be simplified.

Table 4. Suggestions for Changes to the Current Mission

Response Theme	Examples From Community Responses	Examples From Employee Responses
Refine/Reword	Clarify how quality of life is improved Community instead of citizenry Define quality services Simplify mission statement	Full cooperation in achieving priority goals Simplify mission statement
Add	The vision of McFarland is to facilitate a safe, environmentally conscious community where individuals can live, thrive, and pursue their best lives Lake community Modernize Prioritize affordable housing Sustainability Seek economic growth, including commercial development	Control tax burden Fiscal accountability

Response Theme	Examples From Community Responses	Examples From Employee Responses
Words or Phrases to Keep	Professional integrity Quality of life	Accountable Engaged citizenry Responsible

MISSION STATEMENT EXAMPLES

West Palm Beach, Florida: *In partnership with our communities, West Palm Beach delivers exceptional customer service that enhances quality of life.*

Boulder City, Nevada: *Deliver outstanding services to enhance the quality of life within our community, our economic vitality, and the safety of those who reside, work in, visit, or travel through our community.*

Please provide any suggestions you have for changing or modifying the mission statement below.

C. Core Values

Values are the core operating principles of an organization. They govern the actions and behaviors of policy makers and employees to effectuate the Village's mission and vision.

The current mission statement for McFarland includes the following core values:

- *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*

Table 5 indicates that a majority of survey respondents believe that the current core values should not be changed.

Table 5. Should any of the values be changed?

Response	Community Response	Employee Response
Yes	51 (15%)	11 (17%)
No	290 (85%)	54 (83%)
Answered Question	**341**	**0**

Table 6 provides a summary of suggested values submitted by community and employee survey respondents. Survey respondents could submit up to three values.

Table 6. Suggestions for Changes to the Current Values

Response	Community Response	Employee Response
Add or Keep	Commitment to the safety and well-being of residents Decrease barriers (economic, social) Diversity Education Environment Responsibility Equity Financial/Fiscal Responsibility Inclusion Learning Openness Preparation Professional Integrity Responsiveness Sensitivity Transparency	Accountability Kindness Opportunity Progressiveness Quality of life Respect Trust
Remove	Full cooperation Values of each individual	None provided

Use the space below to record your preferred list of values for discussion during the workshop.

1.

2.

3.

4.

5.

D. Goals and Strategies

Goal: A statement of specific direction and the desired outcome(s) to be achieved.

> *Sample Goal Statement:* Create local, regional and state partnerships to promote economic development and tourism and strategically leverage city assets.

***Strategy*:** An action to be taken to achieve a goal.

> *Sample Strategy:* Expand the use of technology and media to promote economic growth and tourism.

Priorities to Consider as You Identify Goals and Strategies for the Strategic Plan

Survey respondents were provided a list of potential priorities for the future and were asked to indicate their top three priorities. Respondents could also add up to three priorities.

There were 353 (81%) community responses and 64 (98%) employee responses to this question. Both community and employee respondents agreed that *increasing retail offerings in the Village* and *improving the mix of commercial and industrial development along Highway 51* should be future priorities.

Top priorities identified by community respondents

- *Develop an outdoor swimming pool*
- *Increase retail offerings in the Village*
- *Promote greater public use of frontage along Lake Waubesa*
- *Improve the mix of commercial and industrial development along Highway 51*
- *Expand recreation offerings*

Top priorities identified by employee respondents

- *Address facility needs of Village departments*
- *Pursue commercial and industrial development opportunities east of the Village*
- *Develop a multi-purpose community center*
- *Improve the mix of commercial and industrial development along Highway 51*
- *Increase retail offerings in the Village*

On the following two pages identify up to four goal areas you think should be considered for inclusion in the strategic plan and indicate why they are important. We will discuss your proposed goal areas during the workshops.

Goal Area 1:

Strategies to Support the Goal – What strategies (actions or projects) should be considered?

1. ______________________________

2. ______________________________

3. ______________________________

Goal Area 2:

Strategies to Support the Goal – What strategies (actions or projects) should be considered?

1. ______________________________

2. ______________________________

3. ______________________________

Goal Area 3:

Strategies to Support the Goal – What strategies (actions or projects) should be considered?

1. ______________________________

2. ______________________________

3. ______________________________

Goal Area 4:

Strategies to Support the Goal – What strategies (actions or projects) should be considered?

1. ____

2. ____

3. ____

Attachment C
McFarland Community and Employee Survey Results

Introduction

Village of McFarland leaders have undertaken a strategic planning effort to review the current vision and mission and formulate goals, strategies and an action plan with the objective of achieving consensus about new initiatives. Developing a strategic plan will ensure that staff members are working to support the Board of Trustees' goals. The new plan will reflect the current priorities of the Trustees with input from community stakeholders and Village staff through the year 2025.

An initial activity included surveying community stakeholders and Village employees to solicit input for the strategic plan. The survey was used to gather opinions about Village strengths, weaknesses, opportunities, challenges, vision, and the organization's mission, values and priorities. A summary of the results and themes from the survey are presented below.

Survey Results

The survey was available online to the community using the Village of McFarland website. The survey link was also shared with local organizations such as the Chamber of Commerce and the McFarland Historical Society. Paper copies of the survey were made available at the Ed Locke Public Library and the Village Administration Building. When paper copies were completed, the Village Administrator mailed the survey directly to Management Partners.

Village employees were emailed a link to the online survey, which was available from July 2 through 19, 2019. A total of 433 responses were received from community stakeholders and 65 responses were received from Village employees.

Strengths, Weaknesses, Opportunities, and Challenges of the Village

Survey respondents were asked to review a list of statements and indicate if they strongly agree, agree, disagree or strongly disagree with each statement. Following each list of statements, respondents had the opportunity to identify additional strengths, weaknesses, opportunities and challenges in an open-ended format. Responses submitted by the community and those submitted by employees are shown separately. Statements are listed from the greatest to least by the percent of respondents who agreed or strongly agreed.

Table 7 shows the community responses related to statements about the strengths of the Village. At least 94% of respondents agreed or strongly agreed that the following statements are strengths of the Village:

- Proximity to the City of Madison,
- Good library system,
- A safe community, and
- Small town feel.

In the open-ended response, an additional 142 strengths were submitted by community respondents. Of these, 39 (27%) comments identified the school system as a strength, 19 (13%) comments identified Lake Waubesa as a strength, and 17 (11%) identified the community as a strength. Other themes include recreation opportunities, sense of safety in the community, historic and unique properties, and Village events and services.

Table 7. Community Survey Responses – Village of McFarland Strengths

Survey Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Did Not Respond
	Strongly Agree/Agree		Strongly Disagree/Disagree		
a. Proximity to the City of Madison	301 (70%)	122 (28%)	7 (2%)	1 (0%)	2 (0%)
	423 (98%)		8 (2%)		
b. Good library services	271 (64%)	146 (34%)	4 (1%)	3 (1%)	9 (2%)
	417 (98%)		7 (2%)		
c. A safe community	170 (40%)	244 (57%)	14 (3%)	1 (0%)	4 (1%)
	414 (97%)		15 (3%)		
d. Small town feel	162 (38%)	243 (56%)	21 (5%)	5 (1%)	2 (0%)
	405 (94%)		26 (6%)		
e. Well maintained parks	128 (30%)	260 (61%)	35 (8%)	5 (1%)	5 (1%)
	388 (91%)		40 (9%)		
f. Financially stable	62 (15%)	307 (76%)	33 (8%)	4 (1%)	27 (6%)
	369 (91%)		37 (9%)		
g. Abundance of parks and open space	142 (33%)	241 (56%)	36 (9%)	9 (2%)	5 (1%)
	383 (89%)		45 (11%)		
h. Well maintained streets	85 (20%)	287 (67%)	49 (12%)	5 (1%)	7 (2%)
	372 (87%)		54 (13%)		
i. Village Hall's service delivery	55 (14%)	282 (70%)	60 (15%)	4 (1%)	32 (7%)
	337 (84%)		64 (16%)		
j. Well run Village Hall	69 (16%)	275 (66%)	64 (15%)	11 (3%)	14 (3%)
	344 (82%)		75 (18%)		
k. Commitment to volunteerism by residents	64 (15%)	268 (66%)	63 (16%)	13 (3%)	25 (6%)
	332 (81%)		76 (19%)		
l. Fiscally responsible with budgeting and expenditures	52 (13%)	250 (61%)	83 (20%)	22 (6%)	26 (6%)
	302 (74%)		105 (26%)		
m. Communication from the Village to residents and stakeholders is good	45 (11%)	248 (61%)	93 (23%)	22 (5%)	25 (6%)
	293 (72%)		115 (28%)		
n. Village leaders listen to the public	45 (11%)	213 (52%)	117 (28%)	35 (9%)	23 (5%)
	258 (63%)		152 (37%)		
o. Land available for future development	27 (7%)	219 (55%)	125 (32%)	25 (6%)	37 (9%)
	246 (62%)		150 (38%)		

Table 8 shows the employee responses to statements on Village strengths. Similar to the community response, 90% or more of respondents indicate that they agreed or strongly agreed with Village strengths as follows:

- Proximity to the City of Madison,
- Good library system,
- A safe community, and
- Well maintained parks.

In the open-ended responses, 16 additional strengths were submitted by employee respondents. Of these, four (25%) comments mentioned the school system as a strength, and three comments identified natural areas (e.g., Lake Waubesa, greenspace and wildlife) as a strength.

Table 8. Employee Survey Responses – Village of McFarland Strengths

Survey Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Did not respond
	Strongly Agree/Agree		Strongly Disagree/Disagree		
a. Proximity to the City of Madison	42 (64%)	22 (34%)	1 (2%)	0 (0%)	0 (0%)
	64 (98%)		1 (2%)		
b. Good library services	37 (57%)	26 (40%)	2 (3%)	0 (0%)	0 (0%)
	63 (97%)		2 (3%)		
c. A safe community	27 (42%)	35 (55%)	1 (2%)	1 (2%)	1 (2%)
	62 (97%)		2 (3%)		
d. Well maintained parks	27 (41%)	35 (54%)	3 (5%)	0 (0%)	0 (0%)
	62 (95%)		3 (5%)		
e. Well maintained streets	16 (25%)	42 (66%)	5 (8%)	1 (2%)	1 (2%)
	58 (91%)		6 (9%)		
f. Financially stable	22 (36%)	32 (53%)	5 (8%)	2 (3%)	4 (6%)
	54 (89%)		7 (11%)		
g. Abundance of parks and open space	30 (46%)	26 (40%)	9 (14%)	0 (0%)	0 (0%)
	56 (86%)		9 (14%)		
h. Village Hall's service delivery	15 (24%)	38 (60%)	7 (11%)	3 (5%)	2 (3%)
	53 (84%)		10 (16%)		
i. Small town feel	23 (35%)	29 (45%)	10 (15%)	3 (5%)	0 (0%)
	52 (80%)		13 (20%)		
j. Well run Village Hall	14 (22%)	37 (58%)	8 (13%)	5 (7%)	1 (2%)
	51 (80%)		13 (20%)		
k. Fiscally responsible with budgeting and expenditures	20 (32%)	27 (43%)	10 (16%)	6 (9%)	2 (3%)
	47 (75%)		16 (25%)		

Survey Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Did not respond
	Strongly Agree/Agree		Strongly Disagree/Disagree		
l. Commitment to volunteerism by residents	9 (14%)	37 (58%)	16 (25%)	2 (3%)	1 (2%)
	46 (72%)		18 (28%)		
m. Communication from the Village to residents and stakeholders is good	10 (15%)	36 (56%)	18 (28%)	1 (2%)	0 (0%)
	46 (71%)		19 (29%)		
n. Village leaders listen to the public	9 (14%)	33 (51%)	13 (20%)	10 (15%)	0 (0%)
	42 (65%)		23 (35%)		
o. Land available for future development	4 (6%)	36 (55%)	16 (25%)	9 (14%)	0 (0%)
	40 (61%)		25 (39%)		

Table 9 shows community responses to statements about Village weaknesses. There was not a strong consensus on what constituted a weakness for the Village. The weaknesses from 60% or more of respondents are:

- Rising housing costs,
- Lack of clear priorities for the future, and
- Lack of commercial development.

The top weaknesses identified by community respondents are further borne out in the open-ended responses. Community survey respondents submitted 245 weaknesses. Reflecting general agreement that *rising housing costs* is a weakness, 12 (5%) comments identified lack of housing options and 11 (4%) referred to uncontrolled growth as weaknesses.

A lack of economic and commercial development emerged as major theme of the open-ended responses with 41 (17%) mentions. Related to development, 14 (6%) comments identified the underutilization of Lake Waubesa, and ten (5%) comments identified an underdeveloped downtown. Another theme from 18 (7%) of respondents identified lack of communication, follow through, and leadership from Village administration.

Table 9. Community Survey Responses – Village of McFarland Weaknesses

Survey Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Did Not Respond
	Strongly Agree/Agree		Strongly Disagree/Disagree		
a. Rising housing costs	154 (40%)	150 (38%)	77 (19%)	10 (3%)	42 (10%)
	304 (78%)		87 (22%)		
b. Lack of clear priorities for the future	89 (24%)	159 (43%)	116 (31%)	6 (2%)	63 (15%)
	248 (67%)		122 (33%)		
c. Lack of commercial development	105 (27%)	142 (36%)	126 (32%)	18 (5%)	42 (10%)
	247 (63%)		144 (37%)		

Survey Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Did Not Respond
	Strongly Agree/Agree		Strongly Disagree/Disagree		
d. Limited housing for seniors	67 (18%)	156 (42%)	137 (37%)	15 (4%)	58 (13%)
	223 (59%)		152 (41%)		
e. Limited recreation programming	72 (19%)	144 (38%)	139 (37%)	23 (6%)	55 (13%)
	216 (57%)		162 (43%)		
f. Limited meeting space in the community	50 (13%)	160 (43%)	151 (41%)	12 (3%)	60 (14%)
	210 (56%)		163 (44%)		
g. Lack of village identity	45 (12%)	124 (32%)	198 (51%)	20 (5%)	46 (11%)
	169 (44%)		218 (56%)		

Table 10 displays employee responses to statements on Village weaknesses, with similar results as the community response. Statements that had at least 60% of respondents indicate that they agreed or strongly agreed are:

- Rising housing costs,
- Lack of clear priorities for the future,
- Lack of commercial development, and
- Limited recreation programming.

Of the 18 weaknesses submitted by employee respondents, six (33%) identified Village services with four of the responses specifically identifying limited transportation service. Another five comments identified the lack of community facilities (e.g., community center and pool) as a weakness.

Table 10. Employee Survey Responses – Village of McFarland Weaknesses

Survey Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Did not respond
	Strongly Agree/Agree		Strongly Disagree/Disagree		
a. Rising housing costs	24 (38%)	22 (35%)	16 (25%)	1 (2%)	2 (3%)
	46 (73%)		17 (27%)		
b. Lack of clear priorities for the future	19 (29%)	28 (43%)	17 (26%)	1 (2%)	0 (0%)
	47 (72%)		18 (28%)		
c. Lack of commercial development	21 (33%)	19 (30%)	21 (33%)	2 (3%)	2 (3%)
	40 (63%)		23 (37%)		
d. Limited recreation programming	19 (30%)	19 (30%)	22 (34%)	4 (6%)	1 (2%)
	38 (60%)		26 (40%)		
e. Limited meeting space in the community	13 (21%)	24 (38%)	20 (31%)	6 (10%)	2 (3%)
	37 (59%)		26 (41%)		
f. Limited housing for seniors	11 (17%)	26 (41%)	23 (36%)	4 (6%)	1 (2%)
	37 (58%)		27 (42%)		
g. Lack of village identity	8 (12%)	18 (28%)	29 (45%)	10 (15%)	0 (0%)
	26 (40%)		39 (60%)		

Table 11 shows community responses to statements about opportunities for the Village. Statements from 86% or more respondents indicate they view the following as opportunities:

- Making residents more aware of services provided by the Village,
- Expanding recreation offerings,
- Increasing collaboration and partnerships with civic organizations and other public agencies, and
- Providing Village services in more innovative ways.

Community survey respondents submitted 149 open-ended responses about opportunities. Economic development was a major theme, with 29 (19%) respondents suggesting it as an opportunity. Developing programs and activities for all ages in the community was another opportunity identified in 25 (17%) of the comments, and 21 (14%) of respondents suggested adding either a pool, splash pad, or aquatic center as an opportunity.

Table 11. Community Survey Responses – Village of McFarland Opportunities

Survey Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Did Not Respond
	Strongly Agree/Agree		Strongly Disagree/Disagree		
a. Making residents more aware of services provided by the Village	129 (34%)	213 (56%)	38 (10%)	0 (0%)	53 (12%)
	342 (90%)		38 (10%)		
b. Expanding recreation offerings	153 (40%)	172 (45%)	44 (12%)	10 (3%)	54 (12%)
	325 (85%)		54 (15%)		
c. Increasing collaboration and partnerships with civic organizations and other public agencies	88 (23%)	235 (64%)	47 (13%)	0 (0%)	63 (15%)
	323 (87%)		47 (13%)		
d. Providing Village services in more innovative ways	99 (27%)	218 (59%)	50 (13%)	2 (1%)	64 (15%)
	317 (86%)		52 (14%)		
e. Improving communication between the Village and residents	113 (30%)	202 (54%)	55 (15%)	2 (1%)	61 (14%)
	315 (84%)		57 (16%)		
f. Promoting greater public use of frontage along Lake Waubesa	191 (50%)	130 (34%)	49 (13%)	11 (3%)	52 (12%)
	321 (84%)		60 (16%)		
g. Improving the mix of commercial and industrial development along HWY 51	112 (29%)	197 (52%)	62 (16%)	10 (3%)	52 (12%)
	309 (81%)		72 (19%)		
h. Expanding senior services and programming	91 (24%)	179 (49%)	94 (25%)	8 (2%)	61 (14%)
	270 (73%)		102 (27%)		
i. Pursuing commercial and industrial development opportunities east of the Village	85 (23%)	134 (36%)	117 (31%)	36 (10%)	61 (14%)
	219 (59%)		153 (41%)		

Table 12 displays employee responses to statements about Village opportunities. Statements from 84% or more of respondents indicate they think the following are opportunities:

- Improving the mix of commercial and industrial development along highway 51,
- Promoting greater public use of frontage along Lake Waubesa,
- Increasing collaboration and partnerships with civic organizations and other public agencies, and
- Improving communication between the Village and residents.

Employee respondents submitted 21 suggestions about opportunities in the open-ended responses. Some prevalent themes included increasing recreation opportunities, creating a strong Village center, and innovation from Village administration.

Table 12. Employee Survey Responses – Village of McFarland Opportunities

Survey Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Did not respond
	Strongly Agree/Agree		Strongly Disagree/ Disagree		
a. Improving the mix of commercial and industrial development along highway 51	29 (45%)	28 (44%)	5 (8%)	2 (3%)	1 (2%)
	57 (89%)		7 (11%)		
b. Promoting greater public use of frontage along Lake Waubesa	34 (53%)	23 (35%)	8 (12%)	0 (0%)	0 (0%)
	57 (88%)		8 (12%)		
c. Increasing collaboration and partnerships with civic organizations and other public agencies	12 (19%)	42 (67%)	9 (14%)	0 (0%)	2 (3%)
	54 (86%)		9 (14%)		
d. Improving communication between the Village and residents	21 (32%)	33 (52%)	9 (14%)	1 (2%)	1 (2%)
	54 (84%)		10 (16%)		
e. Making residents more aware of services provided by the Village	29 (45%)	24 (38%)	10 (16%)	1 (2%)	1 (2%)
	53 (83%)		11 (17%)		
f. Providing Village services in more innovative ways	19 (30%)	33 (51%)	10 (16%)	2 (3%)	1 (2%)
	52 (81%)		12 (19%)		
g. Pursuing commercial and industrial development opportunities east of the Village	27 (42%)	23 (36%)	13 (20%)	1 (2%)	1 (2%)
	50 (78%)		14 (22%)		
h. Expanding recreation offerings	19 (30%)	27 (42%)	13 (20%)	5 (8%)	1 (2%)
	46 (72%)		18 (28%)		
i. Expanding senior services and programming	19 (30%)	27 (42%)	10 (16%)	8 (12%)	1 (2%)
	46 (72%)		18 (28%)		

Table 13 displays community responses to statements about challenges the Village may face. Statements with 84% or more indicate the following challenges:

- Determining the impacts of further growth on Village service delivery,
- Achieving greater community engagement and participation,
- Financing future needs of the Village, and
- Reducing flooding and storm water runoff.

Community survey respondents submitted 47 comments identifying Village challenges. One major theme mentioned by ten (21%) respondents regarded Village operations and leadership as a challenge (e.g., political pressures, planning, and attracting diverse populations and businesses to the Village). Additional challenges included eight (17%) comments about providing community programs and services for all ages and needs, and an additional eight (17%) mentioned economic development.

Table 13. Community Survey Responses – Village of McFarland Challenges

Survey Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Did not respond
	Strongly Agree/Agree		Strongly Disagree/ Disagree		
a. Determining the impacts of further growth on Village service delivery	80 (23%)	228 (65%)	43 (12%)	1 (0%)	81 (19%)
	308 (88%)		44 (12%)		
b. Achieving greater community engagement and participation	114 (32%)	194 (55%)	43 (12%)	3 (1%)	79 (18%)
	308 (87%)		46 (13%)		
c. Financing future needs of the Village	76 (21%)	228 (64%)	45 (13%)	6 (2%)	78 (18%)
	304 (86%)		51 (14%)		
d. Reducing flooding and storm water runoff	108 (30%)	195 (54%)	55 (15%)	2 (1%)	73 (17%)
	303 (84%)		57 (16%)		
e. Increasing retail offerings in the Village	135 (36%)	164 (44%)	56 (15%)	15 (4%)	63 (15%)
	299 (81%)		71 (19%)		
f. Addressing the facility needs of Village departments	69 (20%)	211 (60%)	61 (18%)	9 (2%)	83 (19%)
	280 (80%)		70 (20%)		
g. Understanding and working with special needs populations	82 (23%)	189 (54%)	74 (21%)	7 (2%)	81 (19%)
	271 (77%)		81 (23%)		
h. Determining the role of the Village in providing social services	68 (19%)	193 (55%)	84 (3%)	5 (1%)	83 (19%)
	261 (75%)		89 (25%)		
i. Developing affordable housing in the Village	78 (21%)	144 (39%)	113 (31%)	34 (9%)	64 (15%)
	222 (60%)		147 (40%)		

Table 14 displays the employee responses to statements about challenges the Village may face. Statements agreed on by at least 84% of respondents follow:

- Achieving greater community engagement and participation,
- Addressing the facility needs of Village departments, and
- Financing future needs of the Village.

Employee survey respondents submitted 17 comments identifying Village challenges. Of these, five (29%) identified transportation as a challenge, specifically mentioning public transit access, and improving safety and walkability in the community. Other themes include economic development, providing sufficient public services, and updating Village buildings and facilities.

Table 14. Employee Survey Responses – Village of McFarland Challenges

Survey Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Did not respond
	Strongly Agree/Agree		Strongly Disagree/ Disagree		
a. Achieving greater community engagement and participation	18 (28%)	36 (56%)	9 (14%)	1 (2%)	1 (2%)
	54 (84%)		10 (16%)		
b. Addressing the facility needs of Village departments	30 (48%)	23 (36%)	9 (14%)	1 (2%)	2 (3%)
	53 (84%)		10 (16%)		
c. Financing future needs of the Village	24 (39%)	28 (45%)	9 (14%)	1 (2%)	3 (5%)
	52 (84%)		10 (16%)		
d. Understanding and working with special needs populations	13 (21%)	38 (60%)	9 (14%)	3 (5%)	2 (3%)
	51 (81%)		12 (19%)		
e. Determining the impacts of further growth on Village service delivery	18 (30%)	31 (51%)	10 (16%)	2 (3%)	4 (6%)
	49 (81%)		12 (19%)		
f. Increasing retail offerings in the Village	29 (45%)	22 (35%)	10 (16%)	3 (4%)	1 (2%)
	51 (80%)		13 (20%)		
g. Reducing flooding and storm water runoff	21 (33%)	25 (39%)	13 (20%)	5 (8%)	1 (2%)
	46 (72%)		18 (28%)		
h. Determining the role of the Village in providing social services	13 (21%)	31 (51%)	14 (23%)	3 (5%)	4 (6%)
	44 (72%)		17 (28%)		
i. Developing affordable housing in the Village	16 (25%)	28 (45%)	13 (20%)	6 (10%)	2 (3%)
	44 (70%)		19 (30%)		

Village of McFarland Vision, Mission and Values

Survey respondents were asked if the current vision, mission, and values should be changed. They were also given the opportunity to provide suggested changes for each.

A vision is an aspirational statement of a future desired state. Survey respondents were asked if the current Village vision should be changed and had the option to provide suggested revisions. The current McFarland vision is:

> *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.*

Suggested themes submitted by survey respondents are provided in Table 15. Both community and employee survey respondents suggested simplifying the vision statement.

Table 15. Suggestions for Changes to the Current Vision

Response Theme	Examples From Community Responses	Examples From Employee Responses
Remove words or phrases	Choice value Commercial growth Diverse leisure options Viable economic base	
Refine/Reword	Change “citizens may practice” to “citizens participate” Define choice value and natural resources Simplify vision statement Statement is too vague Vision statement does not reflect village	Proud heritage Simplify vision statement
Add	Be an inviting and dynamic community Be mindful of environment Create a diverse population through housing Create a community that is diverse socially, culturally, economically, and in its land use that fulfills value choices of the populace to enhance community Fiscal responsibility Keep Lake Waubesa clean and safe for our community Providing housing opportunities and atmosphere for all facets of economic class Reducing economic barriers	All done at a reasonable cost to residents Be inviting to businesses Forward thinking Provide a safe community
Words or Phrases to Keep	All citizens Recreational options current and future growth Support educational excellence Responsible and balanced growth	Commercial growth

The current mission statement for the Village reads:

> *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; and full cooperation in achieving the priority goals determined by the community.*

Suggested themes submitted by survey respondents are provided in Table 18. Similar to suggestions for the vision statement, some community and employee survey respondents indicated the mission statement should be simplified.

Table 16. Suggestions for Changes to the Current Mission

Response Theme	Examples From Community Responses	Examples From Employee Responses
Refine/Reword	Clarify how is quality of life is improved Community instead of citizenry Define quality services Simplify mission statement	Full cooperation in achieving priority goals Simplify mission statement
Add	The vision of McFarland is to facilitate a safe, environmentally conscious community where individuals can live, thrive, and pursue their best lives Lake community Modernize Prioritize affordable housing Sustainability Seek economic growth, including commercial development	Control tax burden Fiscal accountability
Words or Phrases to Keep	Professional integrity Quality of life	Accountable Engaged citizenry Responsible

Values are the core operating principles of an organization. They govern the actions and behaviors of policy makers and employees to effectuate the Village's mission and vision.

The current mission statement for McFarland includes the following core values:

- *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*

Table 17 shows that a majority of survey respondents believe that the current core values do not need to be changed.

Table 17. Should any of the values be changed?

Response	Community Response	Employee Response
Yes	51 (15%)	11 (17%)
No	290 (85%)	54 (83%)
Answered Question	**341**	**0**

Table 18 provides a summary of suggested values submitted by community and employee survey respondents. Survey respondents could submit up to three values.

Table 18. Suggestions for Changes to the Current Values

Response	Community Response	Employee Response
Add or Keep	Commitment to the safety and well-being of residents Decrease barriers (economic, social) Diversity Education Environment Responsibility Equity Financial/Fiscal Responsibility Inclusion Learning Openness Preparation Professional Integrity Responsiveness Sensitivity Transparency	Accountability Kindness Opportunity Progressiveness Quality of life Respect Trust
Remove	Full cooperation Values of each individual	

Village of McFarland Community Priorities of the Future

Survey respondents were given a list of priorities for McFarland to focus on for the future and were asked to indicate their top three priorities. Respondents could add up to three priorities as well. There were 353 (81%) community responses and 64 (98%) employee responses to this question.

Table 19 identifies the priorities survey respondents thought Village leaders should focus on for the future. Responses from community and employee survey respondents are separated, and the top five priorities of each respondent group have been highlighted. Both community and employee respondents agreed that *increasing retail offerings in the Village* and *improving the mix of commercial and industrial development along Highway 51* should be priorities.

Top priorities identified by community respondents are provided below.

- *Developing an outdoor swimming pool,*
- *Increasing retail offerings in the Village,*
- *Promoting greater public use of frontage along Lake Waubesa,*
- *Improving the mix of commercial and industrial development along Highway 51, and*
- *Increasing retail offerings.*

Top priorities identified by employee respondents are provided below.

- *Addressing the facility needs of Village departments,*
- *Pursuing commercial and industrial development opportunities east of the Village,*
- *Developing a multi-purpose community center,*
- *Improving the mix of commercial and industrial development along Highway 51, and*
- *Increasing retail offerings.*

While 27% of employee respondents indicated *addressing the facility needs of Village departments* as a high priority, only 5% of community respondents thought it should be. Should the Village move forward with addressing facilities needs as a top priority, communicating the importance of this to the community may be needed.

Table 19. Priorities for the Village of McFarland

Priority	Community Response	Employee Response
Developing an outdoor swimming pool	113 (31%)	8 (13%)
Increasing retail offerings in the Village	102 (29%)	12 (19%)
Promoting greater public use of frontage along Lake Waubesa	95 (27%)	11 (17%)
Improving the mix of commercial and industrial development along Highway 51	73 (20%)	13 (20%)
Expanding recreation offerings	70 (20%)	5 (8%)
Developing a splash pad	56 (15%)	4 (6%)
Pursuing commercial and industrial development opportunities east of the Village	49 (14%)	15 (23%)
Developing affordable housing in the Village	44 (12%)	9 (14%)
Developing a multi-purpose community center	43 (12%)	14 (22%)
Reducing flooding and storm water runoff	39 (10%)	5 (8%)
Providing public transportation to Madison	35 (10%)	9 (14%)
Adding sidewalks and walking paths	31 (8%)	3 (5%)
Improving communication between the Village and residents	29 (8%)	7 (11%)
Determining the impacts of further growth on Village service delivery	29 (8%)	9 (14%)
Financing the future needs of the Village	29 (8%)	6 (9%)
Expanding senior services and programming	28 (7%)	8 (13%)
Developing bike paths	28 (7%)	6 (9%)
Adding park amenities	26 (7%)	4 (6%)
Improving sustainability initiatives	25 (7%)	3 (5%)
Addressing the facility needs of Village departments	21 (5%)	17 (27%)

Priority	Community Response	Employee Response
Achieving greater community engagement and participation	21 (5%)	7 (11%)
Increasing collaboration and partnerships with civic organizations and other public agencies	20 (5%)	1 (2%)
Developing a senior center	19 (5%)	4 (6%)
Making residents more aware of services provided by the Village	18 (5%)	7 (11%)
Developing a youth center	17 (4%)	2 (3%)
Understanding and working with special needs populations	16 (4%)	2 (3%)
Providing Village services in more innovative ways	14 (3%)	2 (3%)
Determining the role of the Village in providing social services	11 (3%)	1 (2%)
Developing a dog park	10 (2%)	1 (2%)
Answered Question	**353**	**64**

Demographic Information

Community survey respondents were asked their gender, with responses displayed in Table 20. Over half (55%) of the respondents are female.

Table 20. Gender (community response)

Gender	Responses
Female	221 (55%)
Male	98 (24%)
Did not respond	84 (21%)

Community survey respondents were also asked to indicate their age group, as shown in Table 21. The largest group at 30% was from respondents ages 36 to 45, followed by the 46 to 55-year old individuals, accounting for 15% of respondents. A total of 13% of respondents reported being in the 26 to 35 age group.

Table 21. Age Group (community response)

Age Group	Responses
18 to 25	4 (1%)
26 to 35	58 (13%)
36 to 45	131 (30%)
46 to 55	63 (15%)
56 to 65	39 (9%)
Over 65 years old	28 (6%)
Did not respond	110 (25%)

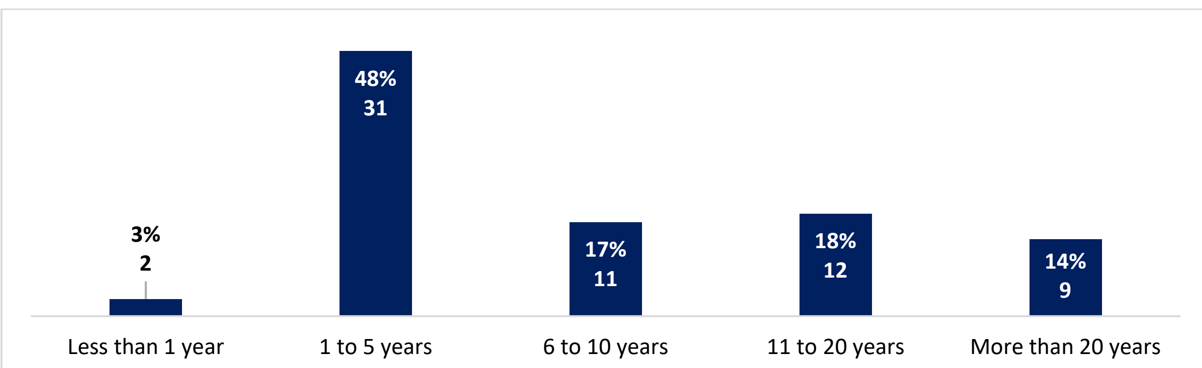
Table 22 shows the relationship community survey respondents have with the Village of McFarland. The 326 (75%) respondents to this question could indicate multiple relationships. The majority (91%) of community respondents are residents of the Village of McFarland.

Table 22. Relationship to the Village of McFarland (community response)

Relationship to Village of McFarland	Responses
Resident of the Village of McFarland	308 (91%)
Business owner in the Village of McFarland	11 (3%)
Member of a Board or Committee	6 (2%)
Past Resident	4 (1%)
Works in the Village	3 (1%)
Resident of Neighboring Community	2 (1%)
Children attend McFarland Schools	2 (1%)
Visits Village Frequently	2 (1%)
Answered Question	**326**

Figure 1 show employee respondents' tenure with the Village. Every employee answered this question. Nearly half (48%) have worked for the Village between one and five years. The next largest respondent group at 18% have been employed with the Village for up to 20 years.

Figure 1. Years of Employment in the Village of McFarland (employee response)



Employee survey respondents were also asked to describe their current role with the Village, as shown in Table 23. A total of 55 (85%) employees responded to this question and ten employee respondents did not answer. The largest respondent group (42%) work in a frontline/crew position, almost a quarter (22%) work in a middle manager/administrative/technical position, 12% work in a department head position, and 9% work in a supervisor position.

Table 23. Current Organization Role (employee response)

Organization Role	Responses
Frontline/Crew	27 (42%)
Department head	8 (12%)
Middle Manager/Administrative/Technical	14 (22%)
Supervisor	6 (9%)
Did Not Respond	10 (15%)

Conclusion

Both community and employee survey respondents indicated Village strengths include proximity to the City of Madison, having a good library system, being a safe community, having a small-town feel, well maintained parks, and the school district.

There were reoccurring themes from respondents throughout the open-ended responses about strengths, weaknesses, opportunities, and challenges. Both community and employee respondents indicated recreation options in the Village as a strength, but also as a weakness, identifying a lack of options available for all ages. Developing recreation options and activities in the Village was seen as an opportunity and a challenge.

Economic development was another reoccurring theme in responses about Village weaknesses, opportunities and challenges. Community and employee respondents indicated a need for downtown, commercial and industrial development. Many see opportunity for Lake Waubesa to be better utilized for public recreation and commercial development (e.g., lakeside restaurants and shopping) but also identified the need for greater efforts to preserve the natural resource.

Services to accommodate seniors and those with disabilities, affordable housing options, transportation and Village administration were also reoccurring themes in weaknesses, opportunities and challenges. For transportation, community respondents indicated needing better access to transit and wanting to improve walkability around the Village. In regard to Village administration, community respondents indicated wanting to see more follow through, communication and engagement with community members, and collaboration with local agencies.

Regarding McFarland's priorities for the future, both community and employee respondents indicated a desire for more recreation options and activities, as well as commercial and industrial development that would result in more jobs, retail stores and restaurants. Community respondents indicated developing an outdoor swimming pool and promoting greater public use of frontage along Lake Waubesa as top priorities. Employee respondents' top priorities include addressing facility needs of Village departments and developing a multi-purpose community center.

Attachment D
Village of McFarland Environmental Scan

(Prepared by Village Staff)

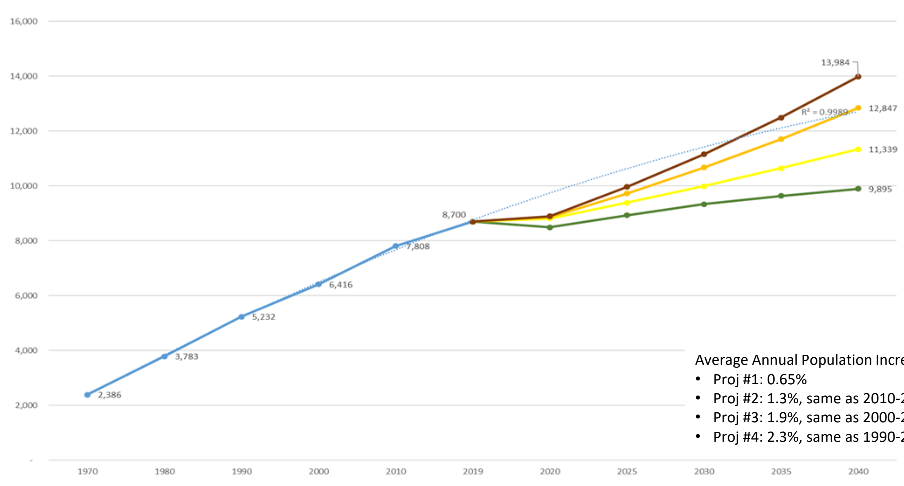
VILLAGE OF McFarland

Environmental Scan

Management Partners

Population Trend and Projections 1970 to 2040

Growth Impact	
	2020-2040
	Pop. Inc.
Proj #1	1,405
Proj #2	2,528
Proj #3	3,984
Proj #4	5,085

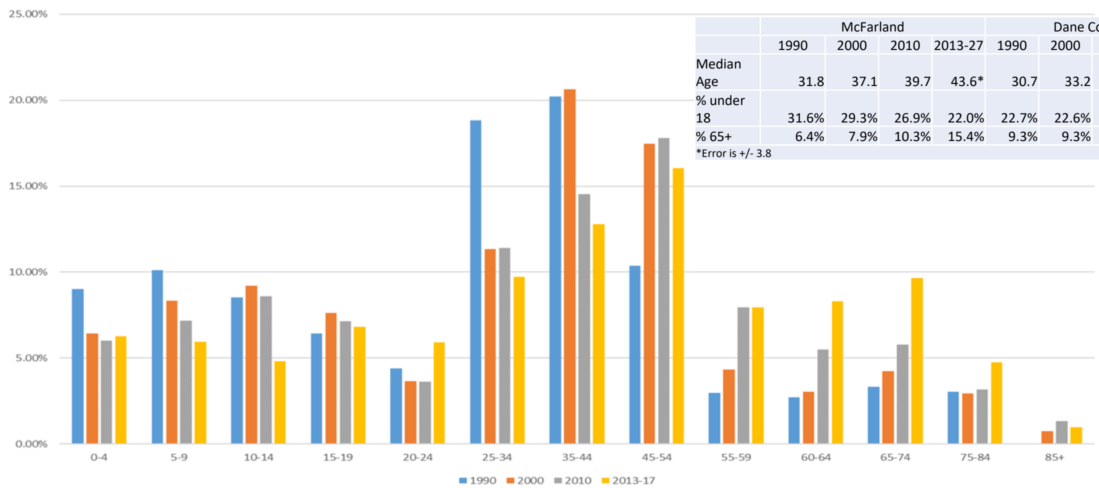


Average Annual Population Increase Assumptions :
- Proj #1: 0.65%
- Proj #2: 1.3%, same as 2010-2019 Average
- Proj #3: 1.9%, same as 2000-2019 Average)
- Proj #4: 2.3%, same as 1990-2019 Average)

Sources:
- Historical US Census; Proj #1, WIDOA, 2013; Proj #2-4, Village, 2019

Management Partners

Population by Age Cohort 1990 to 2017



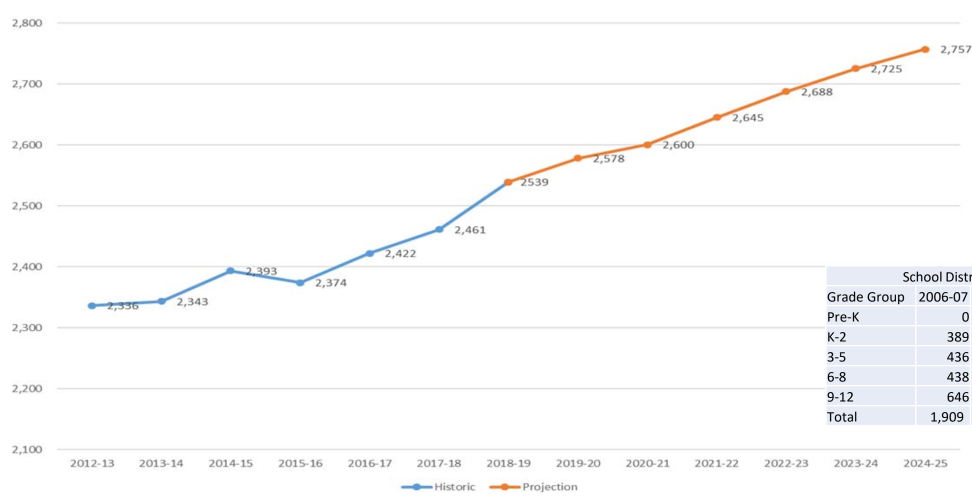
	McFarland				Dane County			
	1990	2000	2010	2013-27	1990	2000	2010	2013-17
Median Age	31.8	37.1	39.7	43.6*	30.7	33.2	34.4	34.8
% under 18	31.6%	29.3%	26.9%	22.0%	22.7%	22.6%	21.7%	21.0%
% 65+	6.4%	7.9%	10.3%	15.4%	9.3%	9.3%	10.3%	12.3%

*Error is +/- 3.8

Management Partners

Source: US Census

School District Enrollment and Projections



1.43%

Estimated Annual Increase in District Enrollment 2018/19 to 2024/25

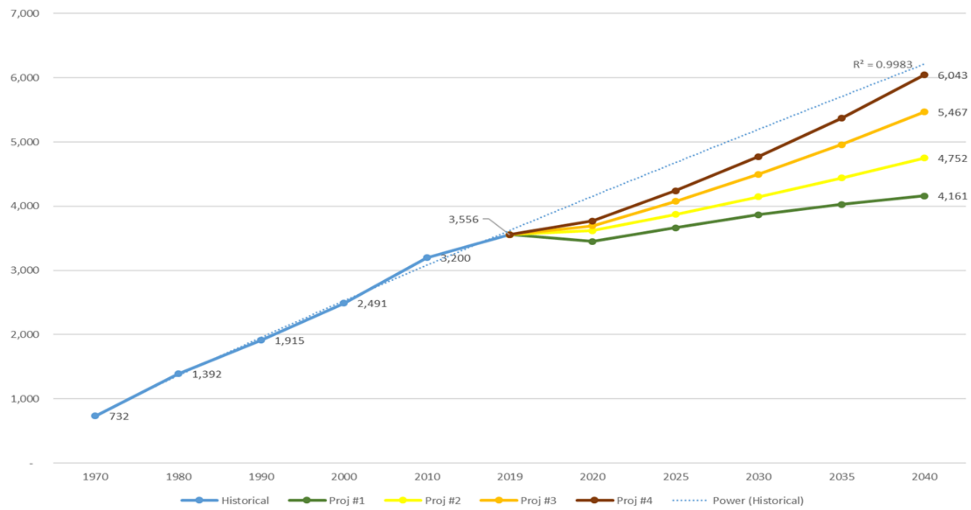
School District Enrollment

Grade Group	2006-07	2012-13	2018-19	2024-25
Pre-K	0	142	176	164
K-2	389	504	506	562
3-5	436	506	553	622
6-8	438	481	568	605
9-12	646	703	736	804
Total	1,909	2,336	2,539	2,757

Management Partners

Source: McFarland School District

Housing Units Trend and Projections 1970 to 2040



Growth Impact		
	2020-2040	
	HU Inc.	#Units/Yr
Proj #1	711	36
Proj #2	1,133	57
Proj #3	1,770	89
Proj #4	2,274	114

People per Household Declining
1970 = 3.26
2013-17= 2.46

Assumptions (2019 to 2040) :

- Proj #1: 2.46 to 2.38
- Proj #2: 2.46 to 2.39
- Proj #3: 2.46 to 2.35
- Proj #4: 2.46 to 2.31

Management Partners

Sources:
- Historical US Census
- Proj #1, WIDOA, 2013
- Proj #2-4, Village, 2019

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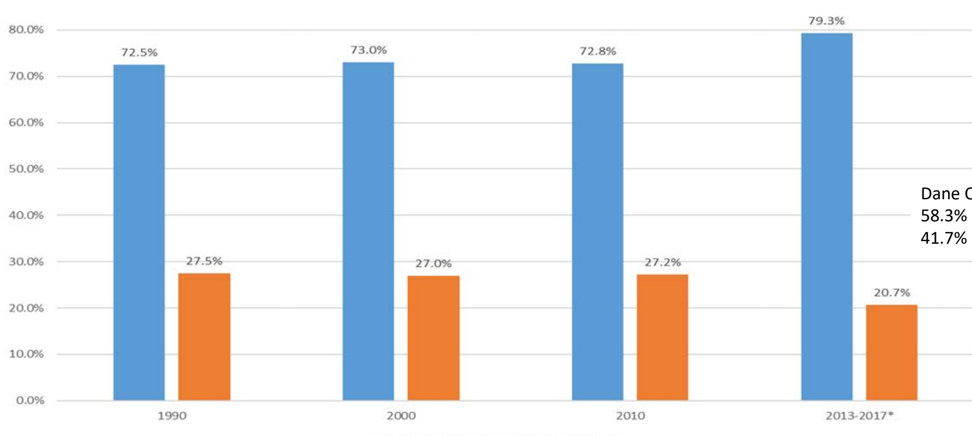
Housing Occupancy 1990 to 2017



Dane County 2013-17:
58.3% Owner-Occupied
41.7% Renter

Source: US Census: *ACS, Error +/- 4.5%

Management Partners

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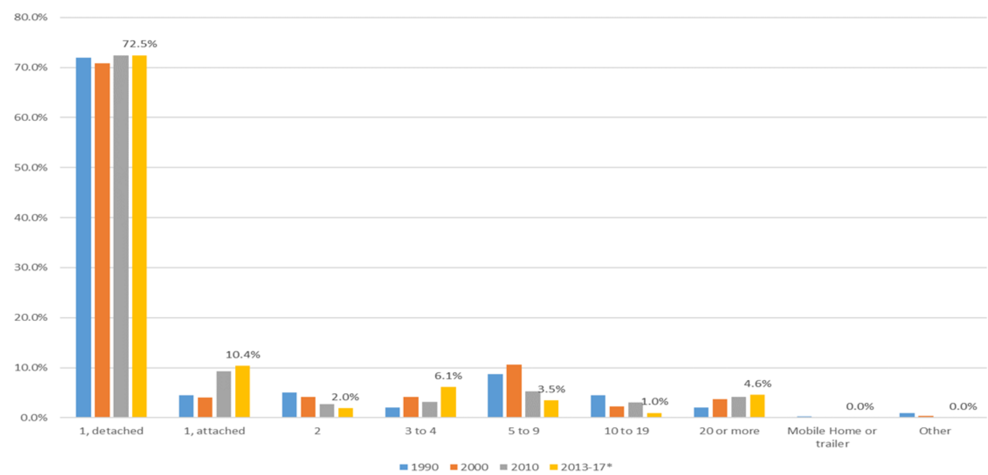
Housing Units by Type 1990 to 2017



Sources: Historical US Census, *American Community Survey

Management Partners

7

Trends in Income and Housing Cost 1990 to 2017

INCOMES					% Change	% Change
Median Household Income	1990	2000	2006-09*	2013-17*	1990-17	2009-17
McFarland	$ 41,090	$ 62,969	$ 73,814	$ 79,152	92.6%	7.2%
Dane County	$ 32,703	$ 49,223	$ 60,519	$ 67,631	106.8%	11.8%
Median Renter Occupied Household Income						
McFarland	NA	NA	$ 39,855	$ 40,187	NA	0.8%
Dane County	NA	NA	$ 33,961	$ 39,413	NA	16.1%
Percent of Family with Income Below Poverty Level						
McFarland	3.6%	1.2%	2.0%	0.9%	-2.7%	-1.1%
Dane County	4.8%	4.0%	5.5%	5.9%	0.9%	0.4%
Percent of Individual with Income Below Poverty Level						
McFarland	4.6%	3.0%	3.8%	2.5%	-2.1	-1.3%
Dane County	10.5%	9.4%	11.6%	12.4%	1.9%	0.8%
HOUSING COSTS					% Change	% Change
Median Rent	1990	2000	2006-09*	2013-17*	1990-17	2009-17
McFarland	$ 441	$ 641	$ 779	$ 939	112.9%	20.5%
Dane County	$ 423	$ 641	$ 832	$ 983	132.4%	18.1%
Median Homeowner Cost w/ Mortgage						
McFarland	$ 818	$ 1,313	$ 1,631	$ 1,820	122.5%	11.6%
Dane County	$ 805	$ 1,257	$ 1,510	$ 1,732	115.2%	14.7%
Medain Home Value						
McFarland	$ 82,700	$ 153,400	$ 230,000	$ 242,600	193.3%	5.5%
Dane County	$ 78,400	$ 146,900	$ 231,400	$ 242,700	209.6%	4.9%
Housing Costs as a % of Income - Renter						
McFarland	24.5%	23.1%	23.5%	28.0%	3.5%	4.5%
Dane County	26.0%	25.8%	29.4%	29.9%	3.9%	0.5%
Housing Costs as a % of Income - Homeowner						
McFarland	22.3%	22.4%	23.2%	22.8%	0.5%	-0.4%
Dane County	20.9%	22.2%	21.6%	22.0%	1.1%	0.4%

1.4% margin of error

Source: US Census
*American Community Survey (this data can include significant margins of error)

Management Partners

Fulltime Employees by Department/Function 2014 to 2018

	2014	2015	2016	2017	2018
Function/Program:					
General Government	9.70	10.14	10.56	9.26	10.45
Public Safety/Emergency communications	19.18	21.71	22.76	23.78	25.35
Public Works	11.43	12.45	12.72	12.87	12.90
Public Health	0.00	0.00	0.00	0.00	0.00
Libraries	7.78	8.19	9.06	9.21	9.29
Social Services (outreach)	3.09	3.01	3.04	3.11	3.02
Beach and Recreation	0.00	0.00	0.00	0.00	0.00
Education	0.00	0.00	0.00	0.00	0.00
Total	51.18	55.50	58.14	58.23	61.01

Management Partners

McFarland

Statement of Revenues, Expenditures, and Change in Fund Balances 2009 to 2020

GENERAL FUND

Revenues	Annual Audit (Baker Tilley)										Projected	Budget
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Taxes	2,931,594	3,099,532	3,234,583	3,318,278	3,348,360	3,340,021	3,389,061	3,425,157	3,506,305	3,609,583	3,623,500	3,745,325
Intergovernmental	749,460	780,390	771,598	685,081	679,896	696,520	774,197	685,011	685,294	600,519	609,978	756,175
Licenses and Permits	62,512	60,906	89,531	91,210	112,054	98,733	129,919	258,763	626,718	526,649	618,891	506,250
Fines, Forfeitures, and Penalties	82,904	71,505	70,772	71,609	64,358	75,449	74,339	80,702	94,570	94,987	119,952	102,000
Public Charges for Services	261,064	211,694	193,026	250,028	229,882	202,691	274,968	274,254	308,440	322,124	407,840	435,000
Intergovernmental Charges for Services	233,328	187,259	188,280	205,209	207,448	213,324	190,343	216,392	225,764	247,232	327,250	364,000
Investment Income	32,683	12,526	8,064	8,521	6,700	5,983	11,134	23,162	38,335	76,139	129,922	100,000
Miscellaneous Revenues	121,360	242,524	226,016	361,572	221,707	264,617	235,318	201,234	155,152	172,398	505,116	361,000
Total Revenues	4,474,905	4,666,336	4,781,870	4,991,508	4,870,405	4,897,338	5,079,279	5,164,675	5,640,578	5,649,631	6,342,449	6,369,750
Expenditures	Annual Audit (Baker Tilley)										Projected	Budget
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
General Government	707,071	752,225	776,984	832,518	758,717	952,166	955,732	857,051	819,545	885,300	804,513	806,750
Public Safety	2,536,118	2,662,548	2,796,166	2,837,712	2,826,965	2,822,789	2,996,933	2,950,275	3,133,449	3,521,058	3,217,745	3,646,500
Health and Social Services	189,161	186,397	187,046	183,752	185,496	192,526	183,332	187,334	213,315	217,708	213,296	253,250
Public Works	945,901	942,473	932,869	972,312	933,519	806,248	731,892	716,867	783,813	817,987	973,671	1,026,000
Leisure Activities	211,533	209,345	202,529	219,605	214,385	199,094	250,116	267,754	262,837	277,086	208,563	410,750
Conservation and Development	77,711	76,889	76,463	74,151	74,417	77,272	79,245	82,687	86,813	7,925	495,490	226,500
Capital Outlay	0	0	0	0	0	0	0	0	0	0	0	0
Debt Service - Principal Retirement	0	0	0	0	0	0	0	0	0	0	0	0
Debt Service - Interest Charges	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures	4,667,495	4,829,877	4,972,057	5,120,050	4,993,499	5,050,095	5,197,250	5,061,968	5,299,772	5,727,064	5,913,278	6,369,750
Other Financing Sources (Uses)	Annual Audit (Baker Tilley)										Projected	Budget
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Capital Lease Proceeds	0	0	0	74,888	0	76,174	0	0	0	0	0	0
Debt Issued	0	0	0	0	200,000	0	0	0	0	0	0	0
Debt Premium	0	0	0	0	0	0	0	0	0	0	0	0
Sale of Capital Assets	0	0	0	0	0	0	0	0	338,624	0	0	0
Transfers In	184,622	198,309	211,574	223,408	230,185	220,638	210,764	229,359	297,003	289,394	0	0
Transfers Out	0	0	0	0	0	(44,000)	0	(70,000)	(636,859)	(165,679)	(310,000)	0
Total Other Financing Sources (Uses)	184,622	198,309	211,574	298,296	430,185	252,812	210,764	159,359	(1,232)	123,715	(310,000)	0
Net Change in Fund Balances	(7,968)	34,768	21,387	169,754	307,091	100,055	92,793	262,066	339,574	46,282	119,171	0
Fund Balances - Beginning of Year	1,563,546	1,555,578	1,590,346	1,611,733	1,781,487	2,088,578	2,188,633	2,281,426	2,543,492	2,883,066	2,929,348	3,048,519
Fund Balances - End of Year	1,555,578	1,590,346	1,611,733	1,781,487	2,088,578	2,188,633	2,281,426	2,543,492	2,883,066	2,929,348	3,048,519	3,048,519
Fund Balance	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018		
Assigned	540,156	627,430	528,947	482,954	805,050	607,297	724,068	638,417	570,308	570,214		
Unassigned	1,015,422	962,916	1,082,786	1,298,533	1,283,528	1,581,336	1,557,358	1,905,075	2,312,758	2,359,134		
Total Fund Balance	1,555,578	1,590,346	1,611,733	1,781,487	2,088,578	2,188,633	2,281,426	2,543,492	2,883,066	2,929,348		
Unassigned Percentage of Total	65%	61%	67%	73%	61%	72%	68%	75%	80%	81%		
Unassigned Percentage of Expenditures	22%	20%	22%	25%	26%	31%	30%	38%	44%	41%		
Property Tax Levy	4,860,700	4,896,300	4,957,000	5,006,300	5,034,743	5,255,971	5,358,054	5,486,200	5,672,559	5,871,500	6,091,750	6,421,825
Property Tax Rate	6.19	6.19	6.28	6.36	6.42	6.67	7.01	7.22	7.22	7.09	6.77	6.55

Management Partners

McFarland

Statement of Revenues, Expenditures, and Change in Fund Balances 2009 to 2020

DEBT SERVICE

	Annual Audit (Baker Tilley)										Projected	Budget
Revenues	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Taxes	1,178,687	1,198,888	1,181,184	1,192,909	1,183,259	1,242,982	1,288,533	1,308,941	1,273,320	1,332,500	1,414,750	1,557,500
Intergovernmental	0	0	0	0	0	0	0	0	0	0	0	0
Licenses and Permits	0	0	0	0	0	0	0	0	0	0	0	0
Fines, Forfeitures, and Penalties	0	0	0	0	0	0	0	0	0	0	0	0
Public Charges for Services	2,840	4,564	8,874	9,280	13,996	6,136	21,400	48,784	59,460	72,949	0	0
Intergovernmental Charges for Services	0	0	0	0	0	0	0	0	0	0	0	0
Investment Income	182	348	112	134	54	41	79	305	628	1,422	42,000	45,000
Miscellaneous Revenues	167,296	50,588	35,795	48,239	80,775	57,968	118,237	0	0	0	153,853	105,000
Total Revenues	1,349,005	1,254,388	1,225,965	1,250,562	1,278,084	1,307,127	1,428,249	1,358,030	1,333,408	1,406,871	1,610,603	1,707,500
	Annual Audit (Baker Tilley)										Projected	Budget
Expenditures	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
General Government	0	0	0	0	0	0	0	0	0	0	0	0
Public Safety	0	0	0	0	0	0	0	0	0	0	0	0
Health and Social Services	0	0	0	0	0	0	0	0	0	0	0	0
Public Works	0	0	0	0	0	0	0	0	0	0	0	0
Leisure Activities	0	0	0	0	0	0	0	0	0	0	0	0
Conservation and Development	0	0	0	0	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0	0	0	0	0
Debt Service - Principal Retirement	1,700,321	873,584	886,992	995,445	1,059,700	1,305,203	1,213,255	2,835,000	1,180,000	1,180,000	1,325,000	1,440,000
Debt Service - Interest Charges	454,391	393,099	400,295	270,507	250,257	209,754	174,502	237,776	114,569	240,676	321,755	267,500
Total Expenditures	2,154,712	1,266,683	1,287,287	1,265,952	1,309,957	1,514,957	1,387,757	3,072,776	1,294,569	1,420,676	1,646,755	1,707,500
	Annual Audit (Baker Tilley)										Projected	Budget
Other Financing Sources (Uses)	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Debt Issued	0	0	2,890,000	0	0	0	0	1,710,000	0	0	0	0
Payment to Escrow Agent	0	0	(2,927,831)	0	0	0	0	0	0	0	0	0
Debt Premium	0	0	83,576	0	0	0	0	41,750	0	103,042	93,864	0
Sale of Capital Assets	0	0	0	0	0	0	0	0	0	0	0	0
Transfers In	26,477	25,737	24,803	23,869	22,934	0	0	0	184,280	165,679	0	0
Transfers Out	0	0	0	0	0	0	0	0	0	0	0	0
Total Other Financing Sources (Uses)	26,477	25,737	70,548	23,869	22,934	0	0	1,751,750	184,280	268,721	93,864	0
Net Change in Fund Balances	(779,230)	13,442	9,226	8,479	(8,939)	(207,830)	40,492	37,004	223,119	254,916	57,712	0
Fund Balances - Beginning of Year	1,247,090	467,860	481,302	490,528	499,007	490,068	282,238	322,730	359,734	582,853	837,769	895,481
Fund Balances - End of Year	467,860	481,302	490,528	499,007	490,068	282,238	322,730	359,734	582,853	837,769	895,481	895,481
Legal Debt Margin		-2.34%	0.74%	-5.03%	-2.52%	5.26%	3.15%	2.65%	8.37%	5.92%	12.84%	2.90%
Equalized Value	803,199,500	784,433,300	790,262,600	750,545,100	731,654,200	770,175,400	794,452,100	815,493,100	883,717,700	936,011,100	1,056,153,600	1,086,833,261
Debt Limit - 5% of Equalized Value	40,159,975	39,221,665	39,513,130	37,527,255	36,582,710	38,508,770	39,722,605	40,774,655	44,185,885	46,800,555	52,807,680	54,341,663
Outstanding Debt - Total	14,029,179	12,830,595	13,448,603	11,983,158	10,638,458	8,868,255	12,165,000	10,245,000	13,100,000	15,855,000	17,545,000	21,066,250
Outstanding Debt - Percentage	35%	33%	34%	32%	29%	23%	31%	25%	30%	34%	33%	39%
Debt Capacity - Total	26,130,796	26,391,070	26,064,527	25,544,097	25,944,252	29,640,515	27,557,605	30,529,655	31,085,885	30,945,555	35,262,680	33,275,413
Debt Capacity - Percentage	65%	67%	66%	68%	71%	77%	69%	75%	70%	66%	67%	61%

Statement of Revenues, Expenditures, and Change in Fund Balances 2009 to 2020

CAPITAL PROJECTS

	Annual Audit (Baker Tilley)										Projected	Budget
Revenues	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Taxes	205,000	101,303	46,961	0	0	301,900	300,000	262,835	287,738	300,000	310,000	320,000
Intergovernmental	0	41,750	116,929	92,046	31,272	271,537	16,137	431,525	195,808	932,191	0	38,000
Licenses and Permits	0	0	0	0	0	0	0	0	0	0	0	0
Fines, Forfeitures, and Penalties	0	0	0	0	0	0	0	0	0	0	0	0
Public Charges for Services	0	0	0	0	0	0	0	0	0	0	60,000	60,000
Intergovernmental Charges for Services	0	0	0	0	0	0	0	0	0	0	0	0
Investment Income	5,691	1,798	1,530	2,653	995	733	1,337	22,587	56,663	67,435	50,000	50,000
Miscellaneous Revenues	539,286	4,499	2,785	18,225	2,298	83,160	54,209	138,650	0	63,296	1,106,000	520,000
Total Revenues	749,977	149,350	168,205	112,924	34,565	657,330	371,683	855,597	540,209	1,362,922	1,526,000	988,000
	Annual Audit (Baker Tilley)										Projected	Budget
Expenditures	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
General Government	0	0	0	0	0	0	0	0	0	0	0	0
Public Safety	0	0	0	0	0	0	0	0	0	0	0	0
Health and Social Services	0	0	0	0	0	0	0	0	0	0	0	0
Public Works	0	0	0	0	0	0	11,547	8,734	0	0	0	0
Leisure Activities	0	0	0	0	0	0	0	0	0	0	0	0
Conservation and Development	0	0	0	0	0	0	0	0	0	0	0	0
Capital Outlay	94,730	291,051	420,866	182,824	56,994	710,600	1,252,079	2,034,104	2,793,834	5,698,664	3,812,569	5,467,250
Debt Service - Principal Retirement	0	0	0	0	0	0	0	0	0	0	0	0
Debt Service - Interest Charges	0	0	0	0	0	0	25,042	0	44,264	0	0	0
Total Expenditures	94,730	291,051	420,866	182,824	56,994	710,600	1,288,668	2,042,838	2,838,098	5,698,664	3,812,569	5,467,250
	Annual Audit (Baker Tilley)										Projected	Budget
Other Financing Sources (Uses)	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Capital Lease Proceeds	0	0	0	0	0	0	0	80,195	66,577	0	0	0
Debt Issued	0	0	810,000	0	0	0	2,005,000	0	3,345,000	3,550,000	1,690,000	3,521,250
Debt Premium	0	0	0	0	0	0	25,190	0	43,884	0		
Sale of Capital Assets	0	0	0	0	0	0	0	0	1,769	22,943		
Transfers In	19,915	0	35,076	0	0	82,251	0	0	356,546	274,675	872,250	958,000
Transfers Out	(128,907)	0	0	0	0	(80,150)	0	0	0	0		
Total Other Financing Sources (Uses)	(108,992)	0	845,076	0	0	2,101	2,030,190	80,195	3,813,776	3,847,618	2,562,250	4,479,250
Net Change in Fund Balances	546,255	(141,701)	592,415	(69,900)	(22,429)	(51,169)	1,113,205	(1,107,046)	1,515,887	(488,124)	275,681	0
Fund Balances - Beginning of Year	(451,362)	94,893	(46,808)	545,607	475,707	453,278	402,109	1,515,314	408,268	1,924,155	1,436,031	1,711,712
Fund Balances - End of Year	94,893	(46,808)	545,607	475,707	453,278	402,109	1,515,314	408,268	1,924,155	1,436,031	1,711,712	1,711,712

Annual Assessment 2011 to 2019

Real Estate Value Classes	2011	2012	2013	2014	2015	2016	2017	2018	2019 (est.)
Residential	619,356,600	618,739,600	620,336,700	596,793,700	625,991,700	651,630,900	692,046,900	769,308,708	842,013,995
Commercial	153,789,200	151,331,500	151,603,200	151,622,500	152,392,300	155,535,500	160,476,900	162,590,800	169,771,900
Manufacturing	3,559,300	4,595,100	5,439,700	5,014,900	5,049,200	5,204,700	5,261,900	5,178,300	5,178,300
Agricultural	3,500	3,500	21,900	21,600	21,800	11,100	26,300	79,000	99,600
Undeveloped	368,100	368,100	27,600	31,000	31,000	31,100	31,000	173,800	178,200
Agricultural Forest	0	0	0	0	0	0	0	56,900	62,700
Forest Lands	0	0	0	0	0	0	0	108,400	108,400
Other	0	0	0	0	0	0	0	0	473,900
Personal Property - General	9,667,837	8,772,460	9,426,600	10,112,500	9,748,500	9,035,900	9,309,400	5,042,800	5,326,900
Personal Property - Manufacturing	423,200	532,200	621,300	520,800	439,900	426,500	249,500	338,800	338,800
Total	787,167,737	784,342,460	787,477,000	764,117,000	793,674,400	821,875,700	867,401,900	942,877,508	1,023,552,695
		(2,825,277)	3,134,540	(23,360,000)	29,557,400	28,201,300	45,526,200	75,475,608	80,675,187
		-0.36%	0.40%	-2.97%	3.87%	3.55%	5.54%	8.70%	8.56%

Management Partners

Workload by Department 2014 to 2018

Planning and Development	2014	2015	2016	2017	2018
Building permits issued	389	374	467	426	589
Building Department Fees	64459.18	77074.05	133134.1	226.167.83	282893.82
Value of Building Permits	$4,735,000.00	$10,475,000.00	$22,379,468.00	$24,010,723.00	$50,821,705.00

Public Safety	2014	2015	2016	2017	2018
Part I crimes	136	107	98	105	91
Motor Vehicle accidents	160	184	157	159	174
Fire Calls	263	261	282	398	383
Medical Calls	626	647	705	829	830
Motor Vehicle enforcement	3198	2360	1685	1851	1881
Alarm Responses	71	81	77	69	107
Total Incidents	6468	5655	5020	5428	5484

Management Partners

Workload by Department 2014 to 2018

	2014	2015	2016	2017	2018
Facility Management					
Miles of Road Maintained		38.4	38.6	40.1	41.1
Public Libraries	2014	2015	2016	2017	2018
Volumes in Collection	75235	76534	72944	74431	71382
Items circulated	203333	200178	200813	196537	187918
Attendance	5617	5375	10102	13823	17053
Events	199	170	341	474	567
Recreation	2014	2015	2016	2017	2018
Park Reservations	142	190	223	306	298
Human Services	2014	2015	2016	2017	2018
Dial-a-ride passengers	28	28	40	35	42
Dial-a-ride traveled miles	3064	5362	5539	6273	7431

Management Partners

Workload/Descriptors by Department 2014 to 2018

Public Works	2014	2015	2016	2017	2018
Miles of Village Roads		38.4	38.6	40.1	41.1
Miles of sidewalks		23.8	24.3	27.2	29.2
Storm Sewers		15.3	15.9	16.4	17.1
Parks and Recreation	2014	2015	2016	2017	2018
Acreage	476.7	485.6	485.6	495.7	495.7
Playgrounds	12	12	12	12	13
Tennis Courts	8	8	8	8	8
Baseball/Softball fields	8	8	8	8	8
Basketball Courts	6	6	6	6	6
Beaches	0	0	0	0	0
Community Gardens	1	1	1	1	1
Bocce Courts	4	4	4	4	4
Shelter	3	4	4	4	5

Management Partners

Environmental Scan

Questions and Comments

McFarland Strategic Plan

Workshop Input - January 30, 2020

Goal A	1	2	3	Avg.	Comments
Strategy 1		X X X		2.0	
Strategy 2	X X X X			1.0	Scope + priority of types of services need to be explored as physical, operational, + fiscal limitations exist.
Strategy 3	X		X	2.0	
Strategy 4		X	X	2.5	

Goal B	1	2	3	Avg.	Comments
Strategy 1	X	X X		1.7	
Strategy 2	X	X X		1.7	Solar panels on any new construction. I agree about solar.
Strategy 3	X			1.0	Without a structured plan, then we don't progress forward and plan accordingly.
Strategy 4			X	3.0	
Strategy 5	X			1.0	

Goal C	1	2	3	Avg.	Comments
Strategy 1	X			1.0	"Downtown" looks shabby and sad. It doesn't make me want to visit that area. Has so much potential.
Strategy 2	X	X		1.5	
Strategy 3	X		X	2.0	
Strategy 4	X	X		1.5	
Strategy 5		X	X	2.5	
Strategy 6		X		2.0	What is our "thing" How can we differentiate ourselves? Ice harvest history?
Strategy 7			X	3.0	

McFarland Strategic Plan

Workshop Input - January 30, 2020

Goal D	1	2	3	Avg.	Comments
Strategy 1		X X		2.0	Including service to seniors/disabled people in addition to police, fire, ems
Strategy 2				0.0	
Strategy 3	X X			1.0	Bike path on AB from MN to Dyerson And Terminal Drive? Please
Strategy 4	X	X X		1.7	

Goal E	1	2	3	Avg.	Comments
Strategy 1	X		X	2.0	Dane County can take care of this.
Strategy 2	X X	X		1.3	Would need to work hard with Madison Metro. Create good network with their City reps. Include transport for disabled population, explore option for elders.
Strategy 3	X X	X		1.3	Could provide opportunity for businesses and economic growth.

Goal F	1	2	3	Avg.	Comments
Strategy 1			X X	3.0	Need to incoporate some of this within Community Center Planning
Strategy 2		X		2.0	
Strategy 3		X X		2.0	
Strategy 4	X	X		1.5	And adults depending on Community Center
Strategy 5				0.0	
Strategy 6	X X	X		1.3	Canoe launches on Yahara down more from the dam

From:	Please Do Not Click Reply
To:	Matt Schuenke
Subject:	Strategic Plan Feedback Form (form) has been filled out on your site.
Date:	Thursday, January 23, 2020 8:13:14 AM

Your Site has received new information through a form.
Form: Strategic Plan Feedback Form
Site URL: https://protect-us.mimecast.com/s/9HAvCqx5DVtLp6PSZZjox
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Feedback: This is very interesting, thank you for sharing! I think the overall plan is good, bring in more business to help offset expenses and potentially decrease tax hits, especially property tax!
We're in one of the largest homes here in McFarland, we love the area :) We ended up having to build because the area homes sell quickly and none were large enough, or on a big enough plat to renovate to our liking. Perhaps promoting what helped draw us here will bring in more people that want an opportunity for their children, but are accustomed to a large home?
Another idea would be the idea to talk to some real estate agents and see what they feel housing trends are for the area/McFarland?
I saw some BEAUTIFUL and breathtaking homes... but not in McFarland.
There's no reason why we can't include upper end homes in the "create housing and resident" diversity. I would think most people wouldn't want to rent while a home is being built... but we saw the value of McFarland and made some sacrifices to be here :)
Liz at 5060 Frost Aster

Do Not Click Reply - This e-mail has been generated from a super form.

From:	Please Do Not Click Reply
To:	Matt Schuenke
Subject:	Strategic Plan Feedback Form (form) has been filled out on your site.
Date:	Thursday, January 23, 2020 3:50:27 PM

Your Site has received new information through a form.
Form: Strategic Plan Feedback Form
Site URL: https://protect-us.mimecast.com/s/039ECDkrPYijRx0iWjDE3

Feedback: Whatever your plan is, please make sure the senior community center is available to the public. It took me weeks to get ahold of someone, and another person told me when they called to offer volunteer services, they were told they didn't take volunteers and to contact the library.

Do Not Click Reply - This e-mail has been generated from a super form.

VILLAGE OF
McFarland

VILLAGE BOARD SUMMARY SHEET

MEETING DATE: **Monday, February 10, 2020**

SECTION: **Business**

DEPARTMENT: **Administration**

CONTACT: **Matt Schuenke, Village Administrator**

AGENDA ITEM: **Discussion regarding the Capital Improvement Plan for 2020-2024.**

PREVIOUS ACTION:
The Finance Committee reviewed the proposed CIP at their meeting on January 22, 2020 and recommended acceptance of the plan.

ISSUE SUMMARY:
Enclosed is the draft 2020-2024 Capital Improvement Plan. Information from this plan was used to complement funding data within the Strategic Plan and is presented for further review as background information. The CIP is also more detailed in the capital needs of the Village and shows financial impact on our debt service over time as well as on the tax payer.

This is substantially higher than past years due to the need to borrow via large bonds rather than notes like we are accustomed to. The bonds are needed to borrow over a 20 year period in order to fund some of the larger facility projects that are included within this plan. Most notably is the Public Safety Center which is set for construction in 2021. In later years this plan calls for facility improvements to the Library, development of a Community Park, creation of a Community Center, and even construction of an outdoor aquatics facility among many other things both bid and small. However, a lot of these remains in early stages of planning and whether or not they materialize obviously will depend on Village Board action over this time period.

This list though is meant to be all inclusive of the long term capital needs of the Village in order to better plan for these needs over time. This list is also in concert with the Village Board's goals and objectives as well as the draft Strategic Plan that will be completed within the same schedule as this program.

FINANCIAL/BUDGET IMPACT:
On average over the 5 year life of this plan, the average annual tax rate increase is $0.46 per thousand dollars of value. The median home value as of January 1, 2019 is $275,000 and an individual with that level of value would expect to pay approximately $125.37 more per year on average under this plan for those first five years before that level begins to drop off. The 6th year of this plan there is an increase but the remaining 4 thereafter the tax dependency beings to

decrease to round out the 10 year outlook. During that time period the tax rate on average drops $0.22 per year for each of those 5 years and would cost someone $60.44 less per year during that time period.

Another point to note, the analysis by the Financial Adviser shows the year by year impact of the debt added according to notes for 10 years and bonds for 20 years. The bonds are for the larger capital improvements in each year and a second table is provided in this packet to show the tax impact if just the notes were pursued. The notes alone add $0.19 per thousand on average over the life of this plan which is pretty consistent with past plans. This equates to approximately $52.74 per year on average a homeowner might expect to pay if the bonds were not included. The average under last year's plan was actually a higher projection with an average of $0.22 per year or just over $60 per year. So this year's plan minus the large bond initiatives is comparable if not an improvement on general capital needs

The net difference then is that the average tax rate increase is around $0.27 per thousand or $74.25 per year on average. It should be noted that this plan takes into account NO GROWTH in value, fluctuations in the tax rate, use of fund balance, longer term loans, etc.. This is done to be conservative in our analysis of the impact of the plan on Village finances. It is very conceivable this amount is less in the future as it has been the last several years due to changing market conditions and budget adjustments that are made annually to keep the impact as minimal as possible. We attempt to work from here to bring the true effect of each borrowing on the tax rate down so that the impact is as minimal as we can get for the benefit of the tax payers.

VILLAGE PLAN REFERENCE:

ORDINANCE REFERENCE:

BOARD, COMMISSION OR COMMITTEE RECOMMENDATION:
Presented for discussion and review.

ATTACHMENTS:
1. 2020-2024 McFarland CIP - DRAFT - 01172020 mgs
2. 2020-24 CIP Village Purposes - Notes

VILLAGE OF McFarland

5 Year
Capital Improvement Program

2020-2024

January 22, 2020
Finance Committee Review and Recommendation

January 27, 2020
Village Board Review and Approval

DRAFT

2020-2024 McFarland Capital Improvement Plan

Funding Summary

By Department…	*2020*	*2021*	*2022*	*2023*	*2024*	*Total*
Administration	37,000	58,000	64,000	40,500	42,500	242,000
Facilities	1,925,000	11,101,000	3,651,000	275,000	151,000	17,103,000
Communications/Technology	30,000	15,000	15,000	5,000	5,000	70,000
Police	87,000	75,000	85,000	85,000	85,000	417,000
Fire and Rescue	749,250	1,486,750	179,250	160,500	132,000	2,707,750
Emergency Management	0	0	5,000	0	0	5,000
Public Works	2,493,000	3,878,000	6,548,500	1,600,500	2,501,250	17,021,250
Senior Outreach	0	2,500	0	0	0	2,500
Library	67,500	58,000	58,000	2,708,000	58,000	2,949,500
Parks	1,665,000	265,000	1,415,000	1,315,000	5,565,000	10,225,000
Community Development	204,000	129,000	29,000	4,000	34,000	400,000
Total	7,257,750	17,068,250	12,049,750	6,193,500	8,573,750	51,143,000

By Fund…	*2020*	*2021*	*2022*	*2023*	*2024*	*Total*
General - Fund 100	29,500	729,500	37,500	34,500	29,500	860,500
Comm/Tech - Fund 200	15,000	15,000	15,000	5,000	5,000	55,000
TID #3 - Fund 305	-	50,000	-	-	-	50,000
TID #4 - Fund 310	-	-	-	-	350,000	350,000
TID #5 - Fund 315	-	-	350,000	-	-	350,000
Capital Projects - Fund 400	5,320,750	13,968,250	7,252,750	5,615,500	7,445,000	39,602,250
Parks - Fund 405	690,000	115,000	565,000	65,000	65,000	1,500,000
Utility - Fund 600	1,056,500	1,800,500	3,276,250	434,750	518,000	7,086,000
Stormwater - Fund 605	146,000	390,000	553,250	38,750	161,250	1,289,250
Total	7,257,750	17,068,250	12,049,750	6,193,500	8,573,750	51,143,000

Within Fund 400…	*2020*	*2021*	*2022*	*2023*	*2024*	*Total*
Tax Levy	320,000	330,000	340,000	350,000	360,000	1,700,000
Grants	88,000	50,000	1,310,750	50,000	50,000	1,548,750
Intergovernmental	-	837,750	50,000	-	-	887,750
Borrowing	4,165,000	12,030,000	5,442,000	5,214,500	7,035,000	33,886,500
Reserves	747,750	720,500	110,000	1,000	-	1,579,250
Total	5,320,750	13,968,250	7,252,750	5,615,500	7,445,000	39,602,250

Within Fund 600…	*2020*	*2021*	*2022*	*2023*	*2024*	*Total*
Water	988,000	735,750	1,193,500	417,250	381,000	3,715,500
Sewer	68,500	1,064,750	2,082,750	17,500	137,000	3,370,500
Total	1,056,500	1,800,500	3,276,250	434,750	518,000	7,086,000

Capital Improvement Program

Village of McFarland

Prior Plan Approval/Inclusion Year: **2018** **2019** **2020** **2021** **2022** **2023** **2024**

Program Year: 2020

Funding by Project

Projects	Dept	General Fund 100	Comm/Tech Fund 200	TID #3 Fund 305	TID #4 Fund 310	TID #5 Fund 315	Capital Projects - Fund 400 Tax Levy	Grants	Intergov	Borrow	Reserve	Total	Parks Fund 405	Utility - 600 Water	Sewer	Stormwater Fund 605	Total
Digital Storage Project	Admin									25,000		25,000					25,000
Equipment/Furniture	Admin	2,500										-					2,500
Workstation Replace	Admin						9,500					9,500					9,500
Community Room	Facilities									40,000		40,000					40,000
Facility Plan/Design - CS	Facilities										50,000	50,000					50,000
Facility Plan/Design - PS	Facilities									550,000		550,000					550,000
Land Acquisition	Facilities						40,000					40,000					40,000
Mechanicals	Facilities										85,000	85,000					85,000
Network Equip	Facilities						4,000					4,000		2,000	2,000	2,000	10,000
Public Works Facility	Facilities									750,000	250,000	1,000,000					1,000,000
Security	Facilities										50,000	50,000					50,000
Sinking Fund	Facilities						100,000					100,000					100,000
Equipment Upgrade	C/T		15,000							3,000	12,000	15,000					30,000
Equipment	Police						22,000					22,000					22,000
Patrol Vehicle (Lease)	Police						35,000					35,000					35,000
Technology	Police									10,000		10,000					10,000
Traffic Safety	Police						13,500			6,000	500	20,000					20,000
Car 1 Sinking Fund	Fire/EMS						5,750					5,750					5,750
EMS Equipment	Fire/EMS						5,500					5,500					5,500
Fire Equipment	Fire/EMS						29,000					29,000					29,000
Foam Trailer	Fire/EMS						2,000	38,000				40,000					40,000
Technology	Fire/EMS						8,500					8,500					8,500
Radios	Fire/EMS									260,250	250	260,500					260,500
Utility (Squad)	Fire/EMS									400,000		400,000					400,000
	EM											-					-
Bucket Truck	DPW									155,000		155,000					155,000
County MN - Phase 4	DPW									125,000		125,000					125,000
Exchange Bridge	DPW									25,000		25,000					25,000
Farwell Under Phase 2	DPW										50,000	50,000					50,000
Leased Equipment	DPW						12,250					12,250		4,250	4,250	4,250	25,000
Mower - Small	DPW									3,750		3,750		3,750	3,750	3,750	15,000
Mower - Big	DPW									100,000		100,000					100,000
Pedestrian Ways	DPW									100,000		100,000				100,000	200,000
Pickup Truck	DPW									10,000		10,000		10,000	10,000	10,000	40,000
Pipe Cutter	DPW											-		20,000			20,000
Sinking Fund	DPW						1,000					1,000		1,000	1,000	1,000	4,000
Small Capital	DPW											-				2,500	2,500
Street Constr	DPW									212,000		212,000		634,500			846,500
Street Maintenance	DPW									300,000		300,000					300,000
Street Resurface	DPW									150,000		150,000					150,000
Street Sweeper	DPW											-				20,000	20,000
Street Tree Planting	DPW	25,000										-					25,000
Technology	DPW						2,500					2,500		2,500	2,500	2,500	10,000
Utility Van	DPW											-		45,000	45,000		90,000
Wayfinding Design	DPW									25,000		25,000					25,000
Well Maintenance	DPW											-		265,000			265,000
	Outreach											-					-
Comp - Workstation	Library						13,500					13,500					13,500
Sinking Fund	Library							50,000				50,000					50,000
Site Improvements	Library						4,000					4,000					4,000
Aquatics Plan/Design	Parks									40,000		40,000					40,000
Community Park	Parks									50,000		50,000					50,000
General Improve	Parks											-	50,000				50,000
Larson Park	Parks											-	100,000				100,000
McDaniel Park	Parks									100,000		100,000	100,000				200,000
McFarland Park	Parks									25,000		25,000					25,000
Park Design	Parks						10,000					10,000					10,000
Park Equipment	Parks											-	15,000				15,000
Property Acquisition	Parks									-		-					-
Ridgeview Tot Lot	Parks											-	25,000				25,000
Siggelkow Road Park	Parks											-	150,000				150,000
Urso/Schuetz Park	Parks									500,000	250,000	750,000	250,000				1,000,000
Affordable Housing Study	CD									25,000		25,000					25,000
Brand Development	CD									150,000		150,000					150,000
Small Capital	CD	2,000										-					2,000
Sinking Fund	CD						2,000					2,000					2,000
Sustainability Plan	CD									25,000		25,000					25,000
Total Projects		29,500	15,000	-	-	-	320,000	88,000	-	4,165,000	747,750	5,320,750	690,000	988,000	68,500	146,000	7,257,750

Capital Improvement Program

Village of McFarland — *Prior Plan Approval/Inclusion Year:* **2018** **2019** **2020** **2021** **2022** **2023** **2024** — Program Year: 2021

Funding by Project

Projects	Dept	General Fund 100	Comm/Tech Fund 200	TID #3 Fund 305	TID #4 Fund 310	TID #5 Fund 315	Capital Projects - Fund 400 Tax Levy	Grants	Intergov	Borrow	Reserve	Total	Parks Fund 405	Utility - 600 Water	Sewer	Stormwater Fund 605	Total
Comp/Class Study	Admin						20,000					20,000					20,000
Digital Storage Project	Admin						25,000					25,000					25,000
Equipment/Furniture	Admin	2,500										-					2,500
Workstation Replace	Admin						10,500					10,500					10,500
Facility Plan/Design	Facilities									250,000		250,000					250,000
Land Acquisition	Facilities						40,000					40,000					40,000
Muni Center Roof	Facilities										700,000	700,000					700,000
Network Equip	Facilities						5,000					5,000		2,000	2,000	2,000	11,000
Public Safety Building	Facilities									10,000,000		10,000,000					10,000,000
Sinking Fund	Facilities						100,000					100,000					100,000
	C/T											-					-
Equipment Upgrade	C/T		15,000									-					15,000
	C/T											-					-
Equipment	Police						15,000					15,000					15,000
Patrol Vehicle (Lease)	Police						40,000					40,000					40,000
Traffic Safety	Police									20,000		20,000					20,000
Car 1 Sinking Fund	Fire/EMS						5,750					5,750					5,750
EMS Equipment	Fire/EMS						7,000					7,000					7,000
Extrication Equip	Fire/EMS						5,750			32,500		38,250					38,250
Fire Equipment	Fire/EMS						23,750					23,750					23,750
Ladder Truck	Fire/EMS	700,000								705,000		705,000					1,405,000
Technology	Fire/EMS						7,000					7,000					7,000
	EM											-					-
	EM											-					-
	EM											-					-
County MN - Phase 4	DPW								837,750	430,000		1,267,750		571,000		303,750	2,142,500
Eastside Interceptor	DPW											-			1,000,000		1,000,000
Leased Equipment	DPW						12,250					12,250		4,250	4,250	4,250	25,000
Patrol Truck	DPW									47,500	20,000	67,500		47,500	47,500	47,500	210,000
Pedestrian Ways	DPW									10,000		10,000					10,000
Pickup Truck	DPW									10,000		10,000		10,000	10,000	10,000	40,000
Sinking Fund	DPW						1,000					1,000		1,000	1,000		3,000
Small Capital	DPW											-				2,500	2,500
Street Constr	DPW											-					-
Street Maintenance	DPW									300,000		300,000					300,000
Street Sweeper	DPW											-				20,000	20,000
Street Tree Planting	DPW	25,000										-					25,000
Water Valve Turner	DPW											-		100,000			100,000
	Outreach											-					-
Tables	Outreach						2,000				500	2,500					2,500
	Outreach											-					-
	Library											-					-
Comp - Workstation	Library						8,000					8,000					8,000
Sinking Fund	Library							50,000				50,000					50,000
	Library											-					-
Brandt Park	Parks			50,000						100,000		100,000	50,000				200,000
General Improve	Parks											-	50,000				50,000
Park Equipment	Parks											-	15,000				15,000
Property Acquisition	Parks											-					-
Urso/Schuetz	Parks											-					-
Brand Development	CD									50,000		50,000					50,000
Downtown Plan	CD									75,000		75,000					75,000
Small Capital	CD	2,000										-					2,000
Sinking Fund	CD						2,000					2,000					2,000
Total Projects		729,500	15,000	50,000	-	-	330,000	50,000	837,750	12,030,000	720,500	13,968,250	115,000	735,750	1,064,750	390,000	17,068,250

Capital Improvement Program

Village of McFarland — *Prior Plan Approval/Inclusion Year:* **2018** **2019** **2020** **2021** **2022** **2023** **2024** — Program Year: 2022

Funding by Project

Projects	Dept	General Fund 100	Comm/Tech Fund 200	TID #3 Fund 305	TID #4 Fund 310	TID #5 Fund 315	Capital Projects - Fund 400 Tax Levy	Grants	Intergov	Borrow	Reserve	Total	Parks Fund 405	Utility - 600 Water	Sewer	Stormwater Fund 605	Total
Digital Storage Project	Admin						25,000					25,000					25,000
Equipment/Furniture	Admin	2,500										-					2,500
Split Polling Place	Admin						25,000					25,000					25,000
Workstation Replace	Admin						11,500					11,500					11,500
Comm Center	Facilities									3,500,000		3,500,000					3,500,000
Land Acquisition	Facilities						40,000					40,000					40,000
Network Equip	Facilities						5,000					5,000		2,000	2,000	2,000	11,000
Sinking Fund	Facilities						100,000					100,000					100,000
												-					-
Equipment Upgrade	C/T		15,000									-					15,000
												-					-
Equipment	Police	8,000					7,000					7,000					15,000
Patrol Vehicle (Lease)	Police						50,000					50,000					50,000
Traffic Safety	Police									20,000		20,000					20,000
ATV Replace	Fire/EMS									30,000		30,000					30,000
Car 1 Replacement	Fire/EMS										60,000	60,000					60,000
Car 1 Sinking Fund	Fire/EMS						6,000					6,000					6,000
EMS Equipment	Fire/EMS						7,500					7,500					7,500
Fire Equipment	Fire/EMS						24,250					24,250					24,250
Patient Cots	Fire/EMS									42,000		42,000					42,000
Technology	Fire/EMS						9,500					9,500					9,500
	EM											-					-
Drone Replace	EM						5,000					5,000					5,000
	EM											-					-
Dredging	DPW					150,000			50,000		50,000	100,000				250,000	500,000
Exchange Street	DPW							1,260,750		156,000		1,416,750		1,176,250	1,265,500	264,500	4,123,000
Farwell Under Phase 2	DPW					200,000				500,000		500,000					700,000
Leased Equipment	DPW						12,250					12,250		4,250	4,250	4,250	25,000
Lift Station #2	DPW											-			800,000		800,000
Pedestrian Ways	DPW						1,000			9,000		10,000					10,000
Pickup Truck	DPW									10,000		10,000		10,000	10,000	10,000	40,000
Sinking Fund	DPW						1,000					1,000		1,000	1,000		3,000
Small Capital	DPW											-				2,500	2,500
Street Constr	DPW											-					-
Street Maintenance	DPW									300,000		300,000					300,000
Street Sweeper	DPW											-				20,000	20,000
Street Tree Planting	DPW	25,000										-					25,000
	Outreach											-					-
	Outreach											-					-
	Outreach											-					-
	Library											-					-
Comp - Workstation	Library						8,000					8,000					8,000
Sinking Fund	Library							50,000				50,000					50,000
	Library											-					-
Community Park	Parks									500,000		500,000	500,000				1,000,000
General Improve	Parks											-	50,000				50,000
Park Equipment	Parks											-	15,000				15,000
Property Acquisition	Parks									-		-					-
Urso/Schuetz	Parks									350,000		350,000					350,000
Brand Development	CD									25,000		25,000					25,000
Small Capital	CD	2,000										-					2,000
Sinking Fund	CD						2,000					2,000					2,000
Total Projects		37,500	15,000	-	-	350,000	340,000	1,310,750	50,000	5,442,000	110,000	7,252,750	565,000	1,193,500	2,082,750	553,250	12,049,750

Capital Improvement Program

Village of McFarland | *Prior Plan Approval/Inclusion Year:* **2018** **2019** **2020** **2021** **2022** **2023** **2024** | Program Year: 2023

Funding by Project

Projects	Dept	General Fund 100	Comm/Tech Fund 200	TID #3 Fund 305	TID #4 Fund 310	TID #5 Fund 315	Capital Projects - Fund 400 Tax Levy	Grants	Intergov	Borrow	Reserve	Total	Parks Fund 405	Utility - 600 Water	Sewer	Stormwater Fund 605	Total
Digital Storage Project	Admin						25,000					25,000					25,000
Equipment/Furniture	Admin	2,500										-					2,500
Workstation Replace	Admin						13,000					13,000					13,000
Land Acquisition	Facilities						40,000					40,000					40,000
Muni Center ParkLot	Facilities									125,000		125,000					125,000
Network Equip	Facilities						4,000					4,000		2,000	2,000	2,000	10,000
Sinking Fund	Facilities						100,000					100,000					100,000
	C/T											-					-
Equipment Upgrade	C/T		5,000									-					5,000
	C/T											-					-
Equipment	Police	5,000					10,000					10,000					15,000
Patrol Vehicle (Lease)	Police						50,000					50,000					50,000
Traffic Safety	Police									20,000		20,000					20,000
Car 1 Sinking Fund	Fire/EMS						6,250					6,250					6,250
EKG Monitors	Fire/EMS									84,500		84,500					84,500
EMS Equipment	Fire/EMS						12,000					12,000					12,000
Fire Equipment	Fire/EMS						48,250					48,250					48,250
Technology	Fire/EMS						9,500					9,500					9,500
	EM											-					-
	EM											-					-
	EM											-					-
Farwell Under Phase 3	DPW									25,000		25,000					25,000
Leased Equipment	DPW						12,000					12,000		4,250	4,500	4,250	25,000
Pedestrian Ways	DPW						9,000				1,000	10,000					10,000
Pickup Truck	DPW									10,000		10,000		10,000	10,000	10,000	40,000
Sinking Fund	DPW						1,000					1,000		1,000	1,000		3,000
Small Capital	DPW											-				2,500	2,500
Street Constr	DPW											-					-
Street Maintenance	DPW									300,000		300,000					300,000
Street Sweeper	DPW											-				20,000	20,000
Street Tree Planting	DPW	25,000										-					25,000
Mke St Town Square	DPW									750,000		750,000					750,000
Tower Clean/Paint	DPW											-		400,000			400,000
	Outreach											-					-
	Outreach											-					-
	Outreach											-					-
Boiler Replacement	Library									100,000		100,000					100,000
Comp - Workstation	Library						8,000					8,000					8,000
Facility Addition	Library									2,500,000		2,500,000					2,500,000
Parking Lot Repave	Library									50,000		50,000					50,000
Sinking Fund	Library							50,000				50,000					50,000
General Improve	Parks											-	50,000				50,000
Park Equipment	Parks											-	15,000				15,000
Property Acquisition	Parks									-		-					-
Urso/Schuetz	Parks									1,250,000		1,250,000					1,250,000
Small Capital	CD	2,000										-					2,000
Sinking Fund	CD						2,000					2,000					2,000
Total Projects		34,500	5,000	-	-	-	350,000	50,000	-	5,214,500	1,000	5,615,500	65,000	417,250	17,500	38,750	6,193,500

Capital Improvement Program

Village of McFarland — *Prior Plan Approval/Inclusion Year:* **2018** **2019** **2020** **2021** **2022** **2023** **2024** — Program Year: 2024

Funding by Project

Projects	Dept	General Fund 100	Comm/Tech Fund 200	TID #3 Fund 305	TID #4 Fund 310	TID #5 Fund 315	Capital Projects - Fund 400: Tax Levy	Grants	Intergov	Borrow	Reserve	Total	Parks Fund 405	Utility - 600: Water	Sewer	Stormwater Fund 605	Total
Digital Storage Project	Admin						25,000					25,000					25,000
Equipment/Furniture	Admin	2,500										-					2,500
Workstation Replace	Admin						15,000					15,000					15,000
Land Acquisition	Facilities						40,000					40,000					40,000
Network Equip	Facilities						5,000					5,000		2,000	2,000	2,000	11,000
Sinking Fund	Facilities						100,000					100,000					100,000
	C/T											-					-
Equipment Upgrade	C/T		5,000									-					5,000
	C/T											-					-
Equipment	Police						15,000					15,000					15,000
Patrol Vehicle (Lease)	Police						50,000					50,000					50,000
Traffic Safety	Police									20,000		20,000					20,000
Breathing Air Comp	Fire/EMS									75,000		75,000					75,000
Car 1 Sinking Fund	Fire/EMS						6,500					6,500					6,500
EMS Equipment	Fire/EMS						12,000					12,000					12,000
Fire Equipment	Fire/EMS						28,000					28,000					28,000
Technology	Fire/EMS						10,500					10,500					10,500
	EM											-					-
	EM											-					-
	EM											-					-
Farwell Under Phase 3	DPW				350,000					350,000		350,000					700,000
Leased Equipment	DPW						12,000					12,000		4,250	4,500	4,250	25,000
Paulson Road	DPW									770,000		770,000		363,750	119,500	122,500	1,375,750
Pickup Truck	DPW									10,000		10,000		10,000	10,000	10,000	40,000
Sidewalk Replace	DPW									10,000		10,000					10,000
Sinking Fund	DPW						1,000					1,000		1,000	1,000		3,000
Small Capital	DPW											-				2,500	2,500
Street Constr	DPW											-					-
Street Maintenance	DPW									300,000		300,000					300,000
Street Sweeper	DPW											-				20,000	20,000
Street Tree Planting	DPW	25,000										-					25,000
	Outreach											-					-
	Outreach											-					-
	Outreach											-					-
	Library											-					-
Comp - Workstation	Library						8,000					8,000					8,000
Sinking Fund	Library							50,000				50,000					50,000
	Library											-					-
Aquatics Devel	Parks									4,500,000		4,500,000					4,500,000
Community Park	Parks									1,000,000		1,000,000					1,000,000
General Improve	Parks											-	50,000				50,000
Park Equipment	Parks											-	15,000				15,000
Property Acquisition	Parks									-		-					-
Outdoor Rec Plan	CD						30,000					30,000					30,000
Small Capital	CD	2,000										-					2,000
Sinking Fund	CD						2,000					2,000					2,000
Total Projects		29,500	5,000	-	350,000	-	360,000	50,000	-	7,035,000	-	7,445,000	65,000	381,000	137,000	161,250	8,573,750

Village of McFarland
2020 - 2024 Capital Improvement Program
Estimated Debt Service - Village Purposes w/Notes & Bonds

Year Due	Existing Debt Service	2020 $4,165,000 Notes Debt Service	2021 $2,030,000 Notes Debt Service	2021 $10,000,000 Bonds Debt Service	2022 $1,940,000 Notes Debt Service	2022 $3,500,000 Bonds Debt Service	2023 $1,465,000 Notes Debt Service	2023 $3,750,000 Bonds Debt Service	2024 $1,535,000 Notes Debt Service	2024 $5,500,000 Bonds Debt Service	Combined Debt Service	Est. Tax Rate Increase*	Est. Tax Impact **
2020	1,707,581										1,707,581		
2021	1,441,259	464,950									1,906,209	0.19	53.37
2022	1,432,748	461,063	209,433	466,667							2,569,911	0.65	178.34
2023	1,444,047	462,625	212,113	550,000	177,600	175,000					3,021,385	0.44	121.31
2024	1,449,948	453,963	212,713	618,000	215,200	231,250	158,600	187,500			3,527,173	0.49	135.91
2025	1,457,600	490,300	213,175	608,375	215,400	227,500	150,950	240,625	161,400	275,000	4,040,325	0.50	137.89
2026	1,452,950	485,625	213,500	698,750	215,450	223,750	152,650	236,875	163,050	421,250	4,263,850	0.22	60.06
2027	876,200	605,838	293,688	765,625	255,350	270,000	194,200	288,125	199,450	418,188	4,166,663	(0.09)	(26.12)
2028	200,850	613,125	291,538	764,700	258,900	274,375	194,400	292,313	199,650	419,938	3,509,788	(0.64)	(176.51)
2029		679,963	319,250	768,250	257,150	273,375	189,450	291,125	199,700	421,313	3,399,575	(0.11)	(29.61)
2030			411,000	781,100	345,250	272,188	194,500	289,750	199,600	422,313	2,915,700	(0.47)	(130.02)
2031				847,900	360,500	270,813	214,250	288,188	204,350	417,938	2,603,938	(0.30)	(83.77)
2032				841,725		274,250	283,250	291,438	213,800	418,375	2,322,838	(0.27)	(75.53)
2033				840,025		272,313		289,313	267,800	418,438	2,087,888	(0.23)	(63.13)
2034				837,625		280,188		292,000		418,125	1,827,938	(0.25)	(69.85)
2035				834,525		287,500		289,313		422,438	1,833,775	0.01	1.57
2036				830,725		284,250		291,438		421,188	1,827,600	(0.01)	(1.66)
2037				831,225		285,813		288,188		419,563	1,824,788	(0.00)	(0.76)
2038				825,850		287,000		289,750		422,563	1,825,163	0.00	0.10
2039				824,775		282,813		290,938		420,000	1,818,525	(0.01)	(1.78)
2040				822,825		283,438		291,750		422,063	1,820,075	0.00	0.42
2041						378,688		382,188		418,563	1,179,438	(0.63)	(172.14)
2042								383,875		419,688	803,563	(0.37)	(101.00)
2043										560,250	560,250	(0.61)	(166.38)
2044											0	(0.79)	(215.92)
	$11,463,183	$4,717,450	$2,376,408	$14,358,667	$2,300,800	$5,134,500	$1,732,250	$5,494,688	$1,808,800	$7,977,188	$57,363,933	0.46	125.37
Est. Int. Rate		2.25%	2.75%	3.50%	3.00%	3.75%	3.00%	3.75%	3.00%	3.75%		Average for 2020-2024 CIP	

*Based on Villages 2019 Assessed Valuation $1,023,417,995

** Median Home Value as of 1/1/2019 $275,000

1/17/2020

Village of McFarland
2020 - 2024 Capital Improvement Program
Estimated Debt Service - Sewer Utility Purposes

Year Due	Existing Debt Service	2020 Debt Service	2021 $1,065,000 Debt Service	2022 $2,080,000 Debt Service	2023 Debt Service	2024 Debt Service	Combined Debt Service
2019	187,750						187,750
2020	194,450						194,450
2021	195,863						195,863
2022	192,175		144,050				336,225
2023	193,663		126,400	148,200			468,263
2024	199,932		138,650	130,450			469,032
2025	40,800		135,488	288,350			464,638
2026			137,325	296,450			433,775
2027			134,025	299,100			433,125
2028			135,725	296,450			432,175
2029			137,288	293,650			430,938
2030			138,713	295,700			434,413
2031				427,450			427,450
2032							0
2033							0
2034							0
2035							0
2036							0
2037							0
2038							0
2039							0
2040							0
2041							0
2042							
	$1,204,633	$0	$1,227,663	$2,475,800	$0	$0	$4,908,096
Est. Int. Rate		2.25%	2.75%	3.00%	3.00%	3.00%	

1/14/20

Village of McFarland
2020 - 2024 Capital Improvement Program
Estimated Debt Service - Water Utility Purposes

Year Due	Existing Debt Service	2020 $990,000 Debt Service	2021 $735,000 Debt Service	2022 $1,195,000 Debt Service	2023 Debt Service	2024 Debt Service	Combined Debt Service
2019	267,027						267,027
2020	292,795						292,795
2021	361,452	124,700					486,152
2022	364,878	125,138	91,950				581,966
2023	368,277	122,775	93,425	82,800			667,277
2024	376,477	125,413	91,363	74,800			668,052
2025	193,200	122,938	94,300	163,600			574,038
2026	103,700	120,463	97,100	159,700			480,963
2027	100,850	122,988	94,763	160,800			479,400
2028	103,000	125,400	92,425	161,750			482,575
2029		122,700	95,088	207,550			425,338
2030			97,613	206,850			304,463
2031				206,000			206,000
2032							0
2033							0
2034							0
2035							0
2036							0
2037							0
2038							0
2039							0
2040							0
2041							0
2042							
	$2,531,656	$1,112,513	$848,025	$1,423,850	$0	$0	$5,916,044
Est. Int. Rate		2.25%	2.75%	3.00%	3.00%	3.00%	

1/14/20

Village of McFarland
2020 - 2024 Capital Improvement Program
Estimated Debt Service - Stormwater Utility Purposes

Year Due	Existing Debt Service	2020 Debt Service	2021 $390,000 Debt Service	2022 $555,000 Debt Service	2023 Debt Service	2024 Debt Service	Combined Debt Service
2019	164,190						164,190
2020	166,100						166,100
2021	167,715						167,715
2022	69,040		99,300				168,340
2023	67,805		48,388	52,200			168,393
2024	71,505		47,288	50,750			169,543
2025			51,188	79,700			130,888
2026			49,950	77,750			127,700
2027			48,713	80,800			129,513
2028			47,475	78,700			126,175
2029			46,238	76,600			122,838
2030				79,500			79,500
2031				77,250			77,250
2032							0
2033							0
2034							0
2035							0
2036							0
2037							0
2038							0
2039							0
2040							0
2041							0
2042							
	$706,355	$0	$438,538	$653,250	$0	$0	$1,798,143
Est. Int. Rate		2.25%	2.75%	3.00%	3.00%	3.00%	

McFarland Capital Improvement Program (CIP)

2020 – 2024

Administration

Planned Projects:

Compensation and Classification Study

- *Description* – The Village's compensation platform is based upon a Compensation and Classification Study that was completed on January 5, 2015 by Springsted Incorporated. Section 3.05(2) of the Village's Compensation and Benefits Manual details the "Maintenance of the Pay Plan Integrity Over Time" in order to maintain internal equity and market competitiveness. Subsection B states that the Village should complete a comprehensive update every three to four years.
- *Year(s)* – 2021.
- *Funding* – Tax Levy within Capital Projects Fund (400).

Equipment/Furniture

- *Description* – Small capital contribution from the General Fund to purchase various small office, furniture, and other related needs.
- *Years* – 2020, 2021, 2022, 2023, and 2024.
- *Funding* – Tax Levy within General Fund (100).

File Storage

- *Description* – In an effort to continue paperless initiatives and be more efficient the intent of this project would be to convert the current paper method of storing documents to digital record keeping.
- *Years* – 2020, 2021, 2022, 2023, and 2024.
- *Funding* – Tax levy and borrowed money within Capital Projects Fund (400).

Workstation Replacement

- *Description* – The Village sets aside funds in order to replace computer workstations as they either fail or become obsolete. These funds are provided for through tax levy support within the Capital Fund and available for use within the organization.
- *Years* – 2020, 2021, 2022, 2023, and 2024.
- *Funding* – Tax Levy within Capital Projects Fund (400).

McFarland Capital Improvement Program (CIP)
2020 – 2024

Facilities

Planned Projects:

Community Center
- *Description* – The Village is in the midst of a planning process to plan out future priorities with respect to facility development. The most recent option allowing for the construction of a Community Center requires first the completion of a new Public Safety Building. The space vacated by Police, Municipal Court, and Fire/Rescue will be remodeled and repurposed for the remaining Departments in the Municipal Center and add in new elements of a Community Center.
- *Year(s)* – 2022.
- *Funding* – Borrowed money within the Capital Projects Fund (400).

Community Room
- *Description* – Funds were set aside in the 2020 Budget to upgrade the technology for our meeting rooms.
- *Year(s)* – 2020.
- *Funding* – Borrowed money within the Capital Projects Fund (400).

Facility Plan/Design
- *Description* – To prepare for the construction of a Public Safety Building in 2021, funds are set aside to finalize the planning process and initiate the design process in 2020. Likewise for the Community Center implementation in 2022, funds are set aside for planning work in 2020 and design work likely in 2021.
- *Year(s)* – 2020 and 2021.
- *Funding* – Borrowed money within the Capital Projects Fund (400).

Land Acquisition
- *Description* – This reserve account sets aside funds to be used by the Organization to fund land acquisitions as might be necessary for the Village. The reserve was created as an assignment for land acquisition and not earmarked for any specific use other than that general purpose.
- *Years* – 2020, 2021, 2022, 2023, and 2024.
- *Funding* – Tax levy within the Capital Projects Fund (400).

Facilities (continued)

Mechanicals

- *Description* – All but one air conditioning unit is remaining from when this facility was constructed. The one exception is a unit that was replaced in 2019 that provides air conditioning to the Police Department. Our HVAC consultant has noted deficiencies in our remaining units that should be addressed in order to maintain the system functioning.
- *Year(s)* – 2020.
- *Funding* – Reserves within the Capital Projects Fund (400).

Municipal Center Parking Lot

- *Description* – The parking lot for the Municipal Center was constructed in 2000 when the facility was completed. It will require repaving after the Community Center project is complete as annual maintenance is no longer sufficient.
- *Year(s)* – 2022.
- *Funding* – Borrowed money within the Capital Projects Fund (400).

Municipal Center Roof

- *Description* – The roof for the Municipal Center Facility is in need of replacement in 2021 according to an assessment that was completed in 2015. This is moved up a year due to numerous leaks that continue to cause damage to various working spaces in Communications and Technology, Senior Outreach, Municipal Court, Police, and Fire/Rescue Departments. Could be combined with Community Center project in 2022.
- *Year(s)* – 2021.
- *Funding* – Reserves within the Capital Projects Fund (400).

Network Equipment

- *Description* – Funds are set aside annually for the replacement and upgrading of network equipment to help maintain the Village's technology network.
- *Years* – 2020, 2021, 2022, 2023, and 2024.
- *Funding* – Tax Levy within the Capital Projects Fund (400) with equal shares from the Utility Fund (600) and Stormwater Utility Fund (605).

Public Safety Building

- *Description* – A new Public Safety Building to house Police, Municipal Court, and Fire/Rescue has been recommended following analysis that was completed in 2019. The cost included is based upon the recommendation from the Analysis, Facilities Master Plan, and comparable projects. The Village is working with the School District on a land swap that would allow for the facility to be constructed near the southeast corner of Broadhead and Holscher roads. The construction of this facility will free up the necessary space to construct a Community Center at the Municipal Center without having to add a second floor.
- *Year(s)* – 2021.
- *Funding* – Borrowed money within the Capital Projects Fund (400).

Facilities (continued)

Public Works Facility

- *Description* – The Public Works Facility is planned for a combination maintenance and remodeling project. The maintenance includes roof replacement, lot repaving, and exterior building repair. The remodeling portion of the project will covert some spaces to new office space, make the work flow more efficient, and provide a better general work environment within the offices.
- *Year(s)* – 2020.
- *Funding* – Combination of Borrowed Money and Reserves from the sinking fund setup for facility maintenance within the Capital Projects Fund (400).

Security

- *Description* – The first phase of this work was completed in 2018 at the Library and Public Works facility with some work at the Municipal Center. The second phase from the study will be incorporated into future facility improvements. These funds are provided as an outlot for parks, wells, and other structures that require additional attention.
- *Year(s)* – 2020.
- *Funding* – Reserves within the Capital Projects Fund (400).

Sinking Fund

- *Description* – Savings set aside for the development, expansion, and/or maintenance of Village owned facilities.
- *Years* – 2020, 2021, 2022, 2023, and 2024.
- *Funding* – Tax Levy within the Capital Projects Fund (400).

McFarland Capital Improvement Program (CIP)
2020 – 2024

Communications and Technology

Planned Projects:

Equipment/Technology Upgrade

- *Description* – Funding for equipment purchases, replacements, and general upgrades to support operations and service delivery.
- *Year(s)* – 2020, 2021, 2022, 2023, and 2024.
- *Funding* – Most years, Reserves within Communications and Technology Fund (200) are utilized. 2020 includes the use of borrowed money from the Capital Projects Fund (400) as well.

McFarland Capital Improvement Program (CIP)
2020 – 2024

Police Department

Planned Projects:

Equipment
- *Description* – Several small equipment items are included within this item on a year to year basis including but not limited to Taser replacements, annual MDC replacements, evidence camera, helmets, vests, shields, radios, and other items of need as prioritized within the Department.
- *Year(s)* – 2020, 2021, 2022, 2023, and 2024.
- *Funding* – Tax Levy and Reserves within the Capital Projects Fund (400).

Patrol Vehicle (Leases)
- *Description* – This includes the annual lease payments for the Department's vehicles through the conversion of the vehicle from cars to SUV's.
- *Year(s)* – 2020, 2021, 2022, 2023, and 2024.
- *Funding* – Tax Levy within the Capital Projects Fund (400).

Technology
- *Description* – Funding for technology advancements within the Department including mobile identification unit, GPS tracking equipment, replacement monitors for security cameras, and traffic collection systems.
- *Year(s)* – 2020.
- *Funding* – Borrowed money within the Capital Projects Fund (400).

Traffic Safety
- *Description* – Annual allocation for the Department to implement various traffic safety measures including speed boards, RRFB's, flashing signs, and other related improvements.
- *Year(s)* – 2020, 2021, 2022, 2023, and 2024.
- *Funding* – Combination of Tax Levy and Borrowed Money as detailed within the Capital Projects Fund (400).

McFarland Capital Improvement Program (CIP)
2020 – 2024

Fire and Rescue

Planned Projects:

<u>ATV Replacement</u>
- *Description* – This vehicle was first acquired in 2004 by the Firefighter's Association and assists the Department in responding to grass/marsh fire, ice rescues, remote rescues, and personnel transports to larger scenes.
- *Year(s)* – 2022.
- *Funding* – Tax levy within the Capital Projects Fund (400).

<u>Car 1 Replacement</u>
- *Description* – The replacement of Car 1 which is the suburban style emergency response vehicle used as the main incident command response vehicle. There is a sinking fund setup as a vehicle replacement assignment that will be used to pay for the cost of this item.
- *Year(s)* – 2022.
- *Funding* – Reserves within the Capital Projects Fund (400).

<u>Car 1 Sinking Fund</u>
- *Description* – Annual savings set aside for the replacement of Car 1 which is the suburban style used as the main incident command response vehicle.
- *Year(s)* – 2020, 2021, 2022, 2023, and 2024.
- *Funding* – Tax Levy within the Capital Projects Fund (400).

<u>EMS Equipment</u>
- *Description* – Provides annual funding for small equipment needs, turnout gear as is needed from year to year, and other general items needed to support this service.
- *Year(s)* – 2020, 2021, 2022, 2023, and 2024.
- *Funding* – Tax Levy within the Capital Projects Fund (400).

<u>EKG Monitors</u>
- *Description* – The monitors used on the ambulance to obtain vital signs, 12-Lead defibrillation and capnography. Current units were purchased in 2013.
- *Year(s)* – 2023.
- *Funding* – Borrowed Money within the Capital Projects Fund (400).

Fire and Rescue (continued)

<u>Extrication Equipment Replacement</u>

- *Description* – This equipment is used to extract individuals who are trapped typically within vehicles as a result of car accidents.
- *Year(s)* – 2021.
- *Funding* – Combination of tax levy and borrowed money within the Capital Projects Fund (400).

<u>Fire Equipment Replacement</u>

- *Description* – Provides annual funding for small equipment needs, turnout gear as is needed from year to year, and other general items needed to support this service.
- *Year(s)* – 2020, 2021, 2022, 2023, and 2024.
- *Funding* – Tax Levy within the Capital Projects Fund (400).

<u>Foam Trailer</u>

- *Description* – The trailer would provide additional foam for protection of flammable gas fires. The Department is working on an agreement with Deforest-Windsor Fire Department to have each Department provided a trailer to meet foam needs for the hazards each entity might encounter from flammable liquid facilities.
- *Year(s)* – 2020
- *Funding* – Grant funds and tax levy within the Capital Projects Fund (400).

<u>Ladder Truck</u>

- *Description* – The largest truck in the fleet and is used as part of elevated fire and rescue operations within the coverage area. Additionally, the truck may act as an engine and provides the required pump capacity that is required for the Village. Acquired in 2007 as a used truck and was originally manufactured in 1997.
- *Year(s)* – 2021.
- *Funding* – Reserves from the General Fund (100) and borrowed money within the Capital Projects Fund (400).

<u>Patient Cots</u>

- *Description* – There are currently two of these cots in use within each ambulance. They were purchased separately in 2013 and 2015. They are specialized pieces of equipment that assist in the lifting and transportation of patients into and out of the ambulance helping to save on worker’s compensation claims.
- *Year(s)* – 2022.
- *Funding* – Borrowed Money within the Capital Projects Fund (400).

Fire and Rescue (continued)

Radios

- *Description* – Replacement of the equipment & system used for our radio network within vehicles and handheld units utilized by members. Equipment acquired in 2011 and 2012.
- *Year(s)* – 2020.
- *Funding* – Borrowed Money within the Capital Projects Fund (400).

Technology

- *Description* – Annual replacement for mobile computers located within fleet vehicles. The computers provide information from dispatch and department pre-plan data for facilities. The funding provides for one replacement per year. This line also assists with other Department specific technology needs as they arise.
- *Year(s)* – 2020, 2021, 2022, 2023, and 2024.
- *Funding* – Tax Levy within the Capital Projects Fund (400).

Utility (Squad) Replacement

- *Description* – This vehicle is the primary vehicle for carrying extrication equipment and general support. Also carries necessary equipment for vehicular accidents, water/ice rescues, rehab supplies for structure fires. Acquired in 2000. The replacement vehicle is intended to be a reduction in size and equipment carried.
- *Year(s)* – 2020.
- *Funding* – Borrowed Money within the Capital Projects Fund (400).

McFarland Capital Improvement Program (CIP)
2020 – 2024

Emergency Management

Planned Projects:

Nothing planned at the present.

McFarland Capital Improvement Program (CIP)
2020 – 2024

Department of Public Works

Planned Projects:

Bucket Truck

- *Description* – Replacement of the main vehicle used for tree trimming, street light maintenance as appropriate, and other high-level access.
- *Years* – 2020.
- *Funding* –Borrowed Money within the Capital Projects Fund (400).

County MN – Phase 4

- *Description* – Phase 1, 2, and 3 of the County MN project have been completed in 2016, 2017, and 2018, respectively. A fourth phase is contemplated for design in 2020 and construction in 2021 on Broadhead Street from Holscher Road to County Highway AB.
- *Years* – 2020 and 2021.
- *Funding* – Road construction costs split with Dane County and Village share paid for through Borrowed Money within the Capital Projects Fund (400). Adjoining property owners on the two developed sites will also contribute to the project. Construction costs also spread to various utility funds as applicable.

Dredging

- *Description* – Includes the possibility of dredging two different areas to clean out sedimentation. The first being the Country Walk Detention Basin located at the corner of Holscher and Elvehjem. The second is the lagoon located at USH 51 and Severson.
- *Year(s)* – 2022.
- *Funding* – Charges for Public Services collected within the Stormwater Utility Fund (605). Cleaning out the lagoon area will be the larger of the two projects and likely require funding from TID #5 Fund (315), Dane County, and Special Assessments.

East Side Interceptor

- *Description* – The Village's growth pattern to the East requires a new sanitary sewer interceptor to collect wastewater from new developments and convey into the existing system in order to reach MMSD for treatment. The pipe will be constructed on existing public right of way and permissible private off of Devil's Lake Way to north of the railroad tracks near County Highway AB. The cost will initially be born by the Village and then converted as a deferred assessment to be paid for by future development.
- *Year(s)* – 2021.
- *Funding* – Borrowed money within the Utilities Fund (600).

Department of Public Works (continued)

Exchange Street

- *Description* – This project will be a complete reconstruction (street, curb/gutter, sidewalk, utilities, etc.) from Farwell to the Yahara River. The Village is in the process of apply for Federal funding through the Madison Area Transportation Planning Board within their 5 year Transportation Improvement Program. This would allow the Village to access Federal money set aside for smaller communities within this regional transportation area.
- *Years* – 2022.
- *Funding* – Combination of Grants and Borrowed Money within the Capital Projects Fund (400) as well as from the Utilities Fund (600) and Stormwater Utility Fund (605).

Exchange Street Bridge

- *Description* – Staff has met with the Town of Dunn to review a bridge inspection report for the shared responsibility for the bridge on Exchange Street over the Yahara River. Most of it is attributed to maintenance; however, and will be shared with the town.
- *Years* – 2020
- *Funding* – Borrowed money within the Capital Projects Fund (400).

Facility Improvements

- *Description* – This same year the roof has already been approved within this plan for replacement and additional funds are recommended to address further facility advancement. The two main themes are to convert a cold storage building to climate controlled, and renovating/constructing new office space to accommodate expanding positions within the leadership of the Department.
- *Years* – 2020
- *Funding* – Borrowed money within the Capital Projects Fund (400).

Farwell Utility Undergrounding

- *Description* – The first phase to underground certain utilities on Farwell Street was approximately 1,000 lineal feet and ran from USH 51 to 4725 Farwell Street. This was completed in 2018. There remains approximately 3,000 more lineal feet to underground through Exchange Street within the core of the Village. Two additional phases are anticipated with study preceding construction.
- *Year(s)* – 2020, 2022, 2023, and 2024.
- *Funding* – Borrowed money within the Capital Projects Fund (400) as well as TID #4 Fund (310) and TID #5 Fund (315).

Leased Equipment

- *Description* – Includes annual charges for the use of the skid steer and front end loader.
- *Year(s)* – 2020, 2021, 2022, 2023, and 2024.
- *Funding* – Tax Levy within the Capital Projects Fund (400) plus equal shares from Utility Fund (600) and Stormwater Utility (605).

Department of Public Works (continued)

Lift Station #2

- *Description* –Full replacement is recommended closer to the end of the current 5 year plan but may be delayed further and is contingent upon new development requiring it to be sized larger.
- *Year(s)* – 2023.
- *Funding* – Funding provided through Utility Fund (600).

Milwaukee Street Town Square

- *Description* – The Facilities Master Plan envisioned the vacation of Milwaukee Street between Long and Anthony in order to construct a "town square" that created an outdoor hardscape that connected the civic centers of the Community. Through that plan the vision was the connected Municipal Center that had been expanded to create a Community Center and an expanded Library. With the Public Safety uses relocated this becomes much more viable to complete with fewer conflicts.
- *Year(s)* – 2023.
- *Funding* – Funding provided through Utility Fund (600).

Mower Replacement

- *Description* – A smaller and larger format mower are scheduled for acquisition in 2020.
- *Year(s)* – 2020.
- *Funding* – Cost split between the Capital Projects Fund (400), Utilities Fund (600), and Stormwater Utility Fund (605).

Patrol Truck Replacement

- *Description* – Includes the full replacement with trade in of a Patrol Truck (Snow Plow) with associated equipment for both listed years.
- *Year(s)* – 2021.
- *Funding* – Trade-in value deducted from gross cost of the vehicle. Remaining expense split equally between Capital Projects Fund (400), Utility Fund (600), and Stormwater Utility Fund (605).

Paulson Road Reconstruction

- *Description* – This would be the full reconstruction of the current Paulson Road from Siggelkow Road to the dead end. The current road remains an rural cross section and this would convert it to an urban cross section with replacement to the road, sewer, water, stormwater, etc.
- *Year(s)* – 2024.
- *Funding* – Borrowed money within the Capital Projects Fund (400) as well as associated support from utilities for their respective work in the project.

Department of Public Works (continued)

Pedestrian Ways

- *Description* – Annual funds to repair and replace sidewalks, bike paths, and other pedestrian ways. The 2020 project is a combined project with the Stormwater Utility to reconstruct the path and improve drainage along the Lower Yahara River Trail on Elvehjem Road.
- *Year(s)* – 2020, 2021, 2022, 2023, and 2024.
- *Funding* – Borrowed Money and/or Tax Levy as applicable within the Capital Projects Fund (400). Some fund in 2020 from Stormwater Utility Fund (605).

Pickup Truck Replacement

- *Description* – Replacement of a pickup truck for general service responsibilities.
- *Year(s)* – 2020, 2021, 2022, 2023, and 2024.
- *Funding* – Cost split equally between the Capital Projects Fund (400), Utilities Fund (600), and Stormwater Utility Fund (605).

Pipe Cutter

- *Description* – Equipment within the Water Utility to assit in maintenance work to respond to main breaks and improve the system.
- *Year(s)* – 2020
- *Funding* – Borrowed money within the Utilities Fund (600).

Sinking Fund

- *Description* – Annual savings set aside for the replacement of the Director's vehicle.
- *Year(s)* – 2020, 2021, 2022, 2023, and 2024.
- *Funding* – Tax Levy within the Capital Projects Fund (400) plus Utility Fund (600).

Small Capital

- *Description* – The Stormwater Utility is provided funds for small capital items for its administration including equipment, materials, and other supplies as needed.
- *Year(s)* – 2020, 2021, 2022, 2023, and 2024.
- *Funding* – Charges for Public Services collected within the Stormwater Utility Fund (605).

Street Construction

- *Description* – Water main replacement combined with repaving work will take place on North Autumn Lane and Burma Road in 2020.
- *Year(s)* – 2020.
- *Funding* – Borrowed Money within the Capital Projects Fund (400) with corresponding contribution from the Utility Fund (600).

Department of Public Works (continued)

<u>Street Maintenance</u>

- *Description* – Includes street repairs needed on an annual basis that have a longer than one year useful life including chip sealing, crack filling, and various areas for patch work.
- *Year(s)* – 2020, 2021, 2022, 2023, and 2024.
- *Funding* – Borrowed Money within the Capital Projects Fund (400).

<u>Street Resurfacing</u>

- *Description* – Creamery Court is planned for a basic resurfacing next year.
- *Year(s)* – 2020.
- *Funding* – Borrowed Money within the Capital Projects Fund (400).

<u>Street Sweeper</u>

- *Description* – Annual savings set aside for the future replacement of the street sweeper.
- *Year(s)* – 2020, 2021, 2022, 2023, and 2024.
- *Funding* – Charges for Public Services collected within the Stormwater Utility Fund (605).

<u>Street Tree Planting</u>

- *Description* – Implementation of a program to address the Ash Tree population as a response to the Emerald Ash Borer.
- *Year(s)* – 2020, 2021, 2022, 2023, and 2024.
- *Funding* – Fund Balance within the General Fund (100).

<u>Technology</u>

- *Description* – Radio replacement in combination as a joint project with the Fire and Rescue Department.
- *Year(s)* – 2020.
- *Funding* – Tax levy within the Capital Projects Fund (400) along with contributions from both the Utilities Fund (600) and Stormwater Utilities Fund (605).

<u>Tower Clean/Pain</u>

- *Description* – Consideration for cleaning and repainting the water towers to keep up with their exterior maintenance requirements.
- *Year(s)* – 2023.
- *Funding* – Cost is paid for by water funding within the Utilities Fund (600).

<u>Utility Van</u>

- *Description* – This vehicle is used within the utilities specifically to address maintenance and service needs of the sewer and water system.
- *Year(s)* – 2020.
- *Funding* – Cost is split between sewer and water funding within the Utilities Fund (600).

Department of Public Works (continued)

<u>Water Valve Turner</u>

- *Description* – This piece of equipment within the water utility will improve the efficiency of exercising water valves for general maintenance and during main breaks as needed. It takes what is currently an invasive manual function into a controlled mechanical operation which is good for the worker and the infrastructure.
- *Year(s)* – 2021.
- *Funding* – Cost is paid for by water funding within the Utilities Fund (600).

<u>Wayfinding Design</u>

- *Description* – This project would use the Village's new brand to develop a Community wide wayfinding signage system that helps alter drivers to certain public locations.
- *Year(s)* – 2020.
- *Funding* – Borrowed money within the Capital Projects Fund (400).

<u>Well Maintenance</u>

- *Description* – Every so often the water wells need to be removed from service for general maintenance, cleaning, and repair in order to prolong their useful life. The facilities that house the wells also need some improvement through basic maintenance as part of this project.
- *Year(s)* – 2020.
- *Funding* – Cost is paid for by water funding within the Utilities Fund (600).

McFarland Capital Improvement Program (CIP)
2020 – 2024

Senior Outreach

Planned Projects:

Tables
- *Description* – Replacement of tables and related furnishings that support the meal program.
- *Year(s)* – 2021.
- *Funding* – Tax Levy within the Capital Projects Fund (400).

McFarland Capital Improvement Program (CIP)
2020 – 2024

Library

Planned Projects:

Boiler Replacement

- *Description* – The boiler will have exceeded its useful life by this point and could be evaluated for replacement based upon projected maintenance needs.
- *Year(s)* – 2023.
- *Funding* – Borrowed money within the Capital Projects Fund (400).

Computer – Workstation(s)

- *Description* – Includes funds to replace both computers used by the public for either adults, teens, or children and those used by Staff on an annual basis.
- *Year(s)* –2020, 2021, 2022, 2023, and 2024.
- *Funding* – Tax Levy within the Capital Projects Fund (400).

Facility Addition

- *Description* – An addition is proposed to the Library to increase its usable space for books, programs, and other uses to be defined.
- *Year(s)* – 2023.
- *Funding* – Tax Levy within the Capital Projects Fund (400).

Facility Reserve

- *Description* – Annually the Village collects an Impact Fee for the development of the Library. This had previously been applied to Debt Service to help pay for the cost of the current facility that was constructed about 15 years ago. The money is now collected to fund reserves to support future improvements to the facility.
- *Year(s)* –2020, 2021, 2022, 2023, and 2024.
- *Funding* – Impact Fees collected within the Capital Projects Fund (400).

Parking Lot Replacement

- *Description* – This parking lot was completed shortly after the building was complete in the early 2000's and is proposed for replacement in line with the Municipal Center.
- *Year(s)* – 2023.
- *Funding* – Borrowed money within the Capital Projects Fund (400).

Site Improvements

- *Description* – Externally it is proposed to add bike racks and replace existing benches.
- *Year(s)* – 2020.
- *Funding* – Tax levy within the Capital Projects Fund (400).

McFarland Capital Improvement Program (CIP)
2020 – 2024

Parks

Planned Projects:

Aquatics Plan/Design

- *Description* – The Village completed an Aquatics Feasibility Study in 2019 and these funds are proposed to continue to advance alternatives from that study. This would require additional planning and design to further detail the desired outcome for aquatics which will require continued discussion as to what we are attempting to accomplish.
- *Year(s)* – 2020.
- *Funding* – Borrowed Money within the Capital Projects Fund (400).

Aquatics Development

- *Description* – At the very end of this 5-year plan there is funding included for the construction of a swimming pool**. It cannot be overstated**, <u>that has not been decided</u> but would be the high end of capital costs for the Village if ultimately selected. The Village through this plan is scheduled to conduct further study and design of the issue that would yield a clearer picture on cost and timeline in the future. Including it in the plan, at the very end simply keeps it as a placeholder until those details can be further determined. Those details to be determined include location, type of amenities, fundraising support, operation consideration, etc.
- *Year(s)* – 2024.
- *Funding* – Borrowed Money within the Capital Projects Fund (400).

Brandt Parking Lot

- *Description* – Provide funding to construct a parking lot in an area to be determined within Brandt Park. Originally considered in 2019 but deferred to 2021 to allow more time to assess need.
- *Year(s)* – 2021.
- *Funding* – Borrowed Money within the Capital Projects Fund (400) as well as a contribution from the Parks Fund (405) and TID #3 Fund (305).

Community Park

- *Description* – Funding is proposed to conduct a master planning effort surrounding property purchased in 2019. Construction of the first amenities then within this park will be scheduled for 2022 with a possible second phase in 2024. The costs and actual construction will be established upon completion of the Master Plan for its use.
- *Year(s)* – 2020, 2022, and 2024.
- *Funding* – Borrowed Money within the Capital Projects Fund (400).

Parks (continued)

General Improvements

- *Description* – Money set aside annually to be used for general park improvements through the use of fees collected within new developments.
- *Year(s)* – 2020, 2021, 2022, 2023, and 2024.
- *Funding* – Impact Fees collected within Parks Fund (405).

Larson Park

- *Description* – Due to the increased utilization of Larson Park, it is recommended a hard pervious surface be created at the far west end of the park to better accommodate events held there. Increased demand for the park for food carts, concerns, social gatherings, and other events are requiring additional maintenance and other ongoing concerns.
- *Year(s)* – 2020.
- *Funding* – Impact Fees collected within Parks Fund (405).

McDaniel Park

- *Description* – Projects to add another small shelter, gateway signage, and facility expansion.
- *Year(s)* – 2020.
- *Funding* – Impact Fees collected within Parks Fund (405) plus borrowed money contribution from Capital Projects Fund (400).

McFarland Park

- *Description* – It is proposed a new master plan be developed for this park to help guide the Village in making future decision on land use as the variety of needs continue to grow.
- *Year(s)* – 2020.
- *Funding* – Borrowed Money within the Capital Projects Fund (400).

Park Design

- *Description* – One of the objectives for the Village Board in 2020 is to design a park for individuals with special needs. This funding would be used to engage a consultant for that purpose to create an area designed specifically for their use as well as determine the best location for this amenity.
- *Year(s)* – 2020.
- *Funding* – Tax levy within the Capital Projects Fund (400).

Park Equipment

- *Description* – Annually the Village looks to replace and/or repair certain park amenities and play structures as well as park signage as needed.
- *Year(s)* – 2020, 2021, 2022, 2023, and 2024.
- *Funding* – Impact Fees collected within Parks Fund (405).

Parks (continued)

Property Acquisition

- *Description* – Annually this is held as a placeholder depending on needs and opportunities that may arise. No acquisitions are presently targeted within this 5 year plan.
- *Year(s)* – 2020, 2021, 2022, 2023, and 2024.
- *Funding* – Borrowed Money within the Capital Projects Fund (400).

Ridgeview Tot Lot

- *Description* – Funding is included to replace and reconstruct this playground which has amenities designed for very young kids but has outlived its useful life.
- *Year(s)* – 2020.
- *Funding* – Impact Fees collected within Parks Fund (405).

Siggelkow Road Park

- *Description* – This park presently has no amenities on it other than greenspace not programmed for any defined use. The Parks and Open Space Plan identified this as an area that could developed into a collection of pickle ball courts with associated off-street parking and other amenities.
- *Year(s)* – 2020.
- *Funding* – Impact Fees collected within Parks Fund (405).

Urso/Schuetz Park

- *Description* – In 2019 we approved a contract to construct a Frisbee golf course in accordance with the Master Plan for the property. This will be completed in the Spring of 2020. Additional woodland restoration and clearing is planned in 2019 going into 2020. Also, next year it is proposed to construct a parking lot at the entrance for the dog park and a shelter to provide for bathrooms, dog walking station, and small outdoor area fur refuge. This facility will also be accessible via a path to the Lower Yahara River Trail that is located on Elvehjem Road next to the project. We will continue to further evaluate expansion options of the dog park as well as future improvements to the park as recommended in the Master Plan.
- *Year(s)* – 2020, 2022, and 2023.
- *Funding* – Borrowed Money within the Capital Projects Fund (400) plus various contributions from the Parks Fund (405) as detailed within the plan.

McFarland Capital Improvement Program (CIP)
2020 – 2024

Community Development

Planned Projects:

Affordable Housing Study

- *Description* – As an action step within their Goals and Objectives, the Village desires to move forward several initiatives related to affordable housing. This study is meant to better understand the gap and what alternatives could be offered to help close it in the future.
- *Year(s)* – 2020.
- *Funding* – Borrowed money within Capital Projects Fund (400).

Branding Development

- *Description* – The rebranding study was completed in 2018 and funding in future years is put into phases to support this effort through new signage, vehicle identification, personal items, and other organization materials containing the brand.
- *Year(s)* – 2020, 2021, and 2022.
- *Funding* – Borrowed money within Capital Projects Fund (400).

Small Capital

- *Description* – The Department is provided funds for small capital items within the office including furniture, equipment, and other supplies as needed.
- *Years* – 2020, 2021, 2022, 2023, and 2024.
- *Funding* – Tax Levy within the General Fund (100).

Sinking Fund

- *Description* – Annual contribution towards savings for the future replacement of the Building Inspector's vehicle.
- *Years* – 2020, 2021, 2022, 2023, and 2024.
- *Funding* – Tax Levy within the Capital Projects Fund (400).

Sustainability Assessment

- *Description* – Assess facilities for sustainability projects to improve energy efficiency.
- *Year(s)* – 2020.
- *Funding* – Borrowed money within the Capital Projects Fund (400).

Village of McFarland
2020 - 2024 Capital Improvement Program
Estimated Debt Service - Village Purposes (CIP Notes Only)

Year Due	Existing Debt Service	2020 $4,165,000 Debt Service	2021 $2,030,000 Debt Service	2022 $1,940,000 Debt Service	2023 $1,465,000 Debt Service	2024 $1,535,000 Debt Service	Combined Debt Service	Est. Tax Rate Increase*
2020	1,707,581						1,707,581	
2021	1,441,259	464,950					1,906,209	0.19
2022	1,432,748	461,063	209,433				2,103,244	0.19
2023	1,444,047	462,625	212,113	177,600			2,296,385	0.19
2024	1,449,948	453,963	212,713	215,200	158,600		2,490,423	0.19
2025	1,457,600	490,300	213,175	215,400	150,950	161,400	2,688,825	0.19
2026	1,452,950	485,625	213,500	215,450	152,650	163,050	2,683,225	(0.01)
2027	876,200	605,838	293,688	255,350	194,200	199,450	2,424,725	(0.25)
2028	200,850	613,125	291,538	258,900	194,400	199,650	1,758,463	(0.65)
2029		679,963	319,250	257,150	189,450	199,700	1,645,513	(0.11)
2030			411,000	345,250	194,500	199,600	1,150,350	(0.48)
2031				360,500	214,250	204,350	779,100	(0.36)
2032					283,250	213,800	497,050	(0.28)
2033						267,800	267,800	(0.22)
2034							0	(0.26)
2035							0	0.00
2036							0	0.00
2037							0	0.00
2038							0	0.00
2039							0	0.00
2040							0	0.00
2041							0	0.00
2042							0	0.00
2043								
	$11,463,183	$4,717,450	$2,376,408	$2,300,800	$1,732,250	$1,808,800	$24,398,891	
Est. Int. Rate		2.25%	2.75%	3.00%	3.00%	3.00%		

*Based on Villages 2019 Assessed Valuation - $1,023,417,995

1/9/2020

**updated 1/14/20

Village of McFarland, WI

2020 General Obligation Promissory Notes

Village Purposes

Preliminary - January 2020

Debt Service Schedule

Calendar Year	Principal	Coupon	Interest	Total P+I
2020	-	-	-	-
2021	340,000.00	2.250%	124,950.00	464,950.00
2022	375,000.00	2.250%	86,062.50	461,062.50
2023	385,000.00	2.250%	77,625.00	462,625.00
2024	385,000.00	2.250%	68,962.50	453,962.50
2025	430,000.00	2.250%	60,300.00	490,300.00
2026	435,000.00	2.250%	50,625.00	485,625.00
2027	565,000.00	2.250%	40,837.50	605,837.50
2028	585,000.00	2.250%	28,125.00	613,125.00
2029	665,000.00	2.250%	14,962.50	679,962.50
-	**$4,165,000.00**	-	**$552,450.00**	**$4,717,450.00**

Yield Statistics

Bond Year Dollars	$24,553.33
Average Life	5.895 Years
Average Coupon	2.2500000%
Net Interest Cost (NIC)	2.2500000%
True Interest Cost (TIC)	2.2487305%
Bond Yield for Arbitrage Purposes	2.2487045%
All Inclusive Cost (AIC)	2.2487305%

IRS Form 8038

Net Interest Cost	2.2500000%
Weighted Average Maturity	5.895 Years

Village of McFarland, WI

2021 CIP Notes

Village Purposes

Preliminary - January 2020

Debt Service Schedule

Calendar Year	Principal	Coupon	Interest	Total P+I
2021	-	-	-	-
2022	135,000.00	2.750%	74,433.33	209,433.33
2023	160,000.00	2.750%	52,112.50	212,112.50
2024	165,000.00	2.750%	47,712.50	212,712.50
2025	170,000.00	2.750%	43,175.00	213,175.00
2026	175,000.00	2.750%	38,500.00	213,500.00
2027	260,000.00	2.750%	33,687.50	293,687.50
2028	265,000.00	2.750%	26,537.50	291,537.50
2029	300,000.00	2.750%	19,250.00	319,250.00
2030	400,000.00	2.750%	11,000.00	411,000.00
-	**$2,030,000.00**	**-**	**$346,408.33**	**$2,376,408.33**

Yield Statistics

Bond Year Dollars	$12,596.67
Average Life	6.205 Years
Average Coupon	2.7500000%
Net Interest Cost (NIC)	2.7500000%
True Interest Cost (TIC)	2.7481684%
Bond Yield for Arbitrage Purposes	2.7480849%
All Inclusive Cost (AIC)	2.7481684%

IRS Form 8038

Net Interest Cost	2.7500000%
Weighted Average Maturity	6.205 Years

Village of McFarland, WI

2022 CIP Notes

Village Purposes

Preliminary - January 2020

Debt Service Schedule

Calendar Year	Principal	Coupon	Interest	Total P+I
2022	-	-	-	-
2023	100,000.00	3.000%	77,600.00	177,600.00
2024	160,000.00	3.000%	55,200.00	215,200.00
2025	165,000.00	3.000%	50,400.00	215,400.00
2026	170,000.00	3.000%	45,450.00	215,450.00
2027	215,000.00	3.000%	40,350.00	255,350.00
2028	225,000.00	3.000%	33,900.00	258,900.00
2029	230,000.00	3.000%	27,150.00	257,150.00
2030	325,000.00	3.000%	20,250.00	345,250.00
2031	350,000.00	3.000%	10,500.00	360,500.00
-	**$1,940,000.00**	**-**	**$360,800.00**	**$2,300,800.00**

Yield Statistics

Bond Year Dollars	$12,026.67
Average Life	6.199 Years
Average Coupon	3.0000000%
Net Interest Cost (NIC)	3.0000000%
True Interest Cost (TIC)	2.9978049%
Bond Yield for Arbitrage Purposes	2.9977378%
All Inclusive Cost (AIC)	2.9978049%

IRS Form 8038

Net Interest Cost	3.0000000%
Weighted Average Maturity	6.199 Years

Village of McFarland, WI

2023 CIP Notes

Village Purposes

Preliminary - January 2020

Debt Service Schedule

Calendar Year	Principal	Coupon	Interest	Total P+I
2023	-	-	-	-
2024	100,000.00	3.000%	58,600.00	158,600.00
2025	110,000.00	3.000%	40,950.00	150,950.00
2026	115,000.00	3.000%	37,650.00	152,650.00
2027	160,000.00	3.000%	34,200.00	194,200.00
2028	165,000.00	3.000%	29,400.00	194,400.00
2029	165,000.00	3.000%	24,450.00	189,450.00
2030	175,000.00	3.000%	19,500.00	194,500.00
2031	200,000.00	3.000%	14,250.00	214,250.00
2032	275,000.00	3.000%	8,250.00	283,250.00
-	**$1,465,000.00**	**-**	**$267,250.00**	**$1,732,250.00**

Yield Statistics

Bond Year Dollars	$8,908.33
Average Life	6.081 Years
Average Coupon	3.0000000%
Net Interest Cost (NIC)	3.0000000%
True Interest Cost (TIC)	2.9977642%
Bond Yield for Arbitrage Purposes	2.9977635%
All Inclusive Cost (AIC)	2.9977642%

IRS Form 8038

Net Interest Cost	3.0000000%
Weighted Average Maturity	6.081 Years

Village of McFarland, WI

2024 CIP Notes

Village Purposes

Preliminary - January 2020

Debt Service Schedule

Calendar Year	Principal	Coupon	Interest	Total P+I
2024	-	-	-	-
2025	100,000.00	3.000%	61,400.00	161,400.00
2026	120,000.00	3.000%	43,050.00	163,050.00
2027	160,000.00	3.000%	39,450.00	199,450.00
2028	165,000.00	3.000%	34,650.00	199,650.00
2029	170,000.00	3.000%	29,700.00	199,700.00
2030	175,000.00	3.000%	24,600.00	199,600.00
2031	185,000.00	3.000%	19,350.00	204,350.00
2032	200,000.00	3.000%	13,800.00	213,800.00
2033	260,000.00	3.000%	7,800.00	267,800.00
-	**$1,535,000.00**	**-**	**$273,800.00**	**$1,808,800.00**

Yield Statistics

Bond Year Dollars	$9,126.67
Average Life	5.946 Years
Average Coupon	3.0000000%
Net Interest Cost (NIC)	3.0000000%
True Interest Cost (TIC)	2.9977176%
Bond Yield for Arbitrage Purposes	2.9976260%
All Inclusive Cost (AIC)	2.9977176%

IRS Form 8038

Net Interest Cost	3.0000000%
Weighted Average Maturity	5.946 Years

VILLAGE OF
McFarland

VILLAGE BOARD SUMMARY SHEET

MEETING DATE: **Monday, February 10, 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:

- February 10th - Committee will be presented complete draft of Strategic Plan including all attachments and comments received to date. Review will focus on Attachment A as we work to finalize the Implementation Action Plan. Generally our objective here is to complete our review of the document in its entirety so that it can proceed to final drafting prior to the next meeting.
- February 24th - Unless there are outstanding items, Committee will conduct its final review 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

VILLAGE OF
McFarland