

Monday, August 2, 2021

Village Board
6:30 PM

McFarland Municipal Center
Community Room

AGENDA

You are invited to this meeting through a Zoom webinar. The Public is strongly encouraged to watch and participate in these meetings remotely through either the webinar or telephone options listed below.

PLEASE CLICK THE LINK BELOW TO JOIN THE ZOOM WEBINAR:

<https://us02web.zoom.us/j/81407414187>

Or by Telephone: +1 (312) 626-6799

Webinar ID: 814 0741 4187

1. CALL TO ORDER.
2. ATTENDANCE/ROLL CALL.
3. PUBLIC APPEARANCES.
 - a. This is an opportunity for members of the public to address the Village Board. Please remember this is a virtual meeting conducted through the Zoom online meeting platform. Zoom meeting attendees wishing to address the board may do so using the Question and Answer feature within the Zoom online meeting platform. You may state your name, address, and provide your comments to the board for their consideration. Members of the public who are present in person and wish to address the board should fill out a public comment form and turn into the meeting chairperson. Members of the public may speak during public appearances or during their selected agenda item as they designate on the public comment form. Please adhere to the 3-minute time limit. Additionally, you may send your public comments to cassandra.suettinger@mcfarland.wi.us to be included as part of the meeting.
4. BUSINESS.
 - a. Discussion with Department Heads regarding the proposed action plan to address the 2021-2022 McFarland Strategic Implementation Plan as the Village Board goals and objectives for the coming year.
5. 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

McFarland
SUMMARY SHEET

MEETING DATE: Monday, August 2, 2021

SECTION: Business

DEPARTMENT: Administration

CONTACT: Matt Schuenke, Village Administrator

AGENDA ITEM: Discussion with Department Heads regarding the proposed action plan to address the 2021-2022 McFarland Strategic Implementation Plan as the Village Board goals and objectives for the coming year.

PREVIOUS ACTION:

The Village Board held its first two retreat meetings on June 29th and 30th earlier this year to work on preparing the goals and objectives contained within this draft.

ISSUE SUMMARY:

Enclosed please find the updated Goals and Objectives for the coming year with associated Action Plan referred to as the 2021-2022 McFarland Strategic Implementation Plan. This is a link to when the Strategic Plan was adopted in 2020 to our current priorities for the next year.

As such, the document is prepared using the same Goals established within the Strategic Plan as well as the same Strategies. The Action Plan also carries over many of the same characteristics from the Strategic Plan but is more specific in places of need whereby opportunities have been identified. The Action Plan further defines cost, timeline, and assignment for the different items. Two nuances to what's presented here:

1. **Green/Yellow/Red Coloring** - This is meant to highlight priorities for the coming year in a similar fashion on how the Strategic Plan was established. Green means that this is something we intend to work on and complete within the next year. Yellow remains something that is likely ongoing and may span more than 1 year depending on its applicability. Red is something that while this is a goal that we wish to accomplish within the next 10 years, in the next year its not a priority to address at the present. This gives the Board flexibility to put everything out there that the Strategic Plan may have called for but highlight what it intends to prioritize in the coming year while recognizing there are other things out there also that need to be done. An example of this is Goal A. The priority for the coming year is to prepare our plan in accordance with the strategies identified and to accomplish that we follow the action plan suggested. Actual construction of that plan then is in the red, and while its out there on the horizon its not something that can be completed as of yet.
2. **Red Font Color** - These items represent changes suggested since the Strategic Plan was adopted.

We will go through this document in its totality to address remaining points and questions of the



board. Staff will be available to address questions as needed. Assuming we complete our review and the document is acceptable, we will schedule it for formal acceptance by the Village Board at the next available board meeting as is customary.

FINANCIAL/BUDGET IMPACT:

Cost implications where applicable are included within the document.

VILLAGE PLAN REFERENCE:

Most of this is based on the Strategic Plan 2020-2030 and updated to address more specific elements. The full Strategic Plan can be found [by clicking on this link](#).

ORDINANCE REFERENCE:

None.

BOARD, COMMISSION OR COMMITTEE RECOMMENDATION:

Presented for discussion.

ATTACHMENTS:

1. 2021-2022 McFarland Strategic Impl. Plan 07292021 DRAFT



2021-2022

McFarland Strategic Implementation Plan

August 9, 2021

Village Board Review and Acceptance

Village of McFarland

Updated July 26, 2018

VISION STATEMENT

The vision of the Village of McFarland is to create an inviting, dynamic, diverse community that offers a high quality of life and a supportive environment in which all citizens may practice their individual value choices. The community actively seeks to preserve its proud heritage, protect its abundant natural resources, plan for responsible and balanced residential and commercial growth, promote a viable economic base, support educational excellence, provide diverse leisure options, and foster a healthy social fabric.

MISSION STATEMENT

With direction encouraged from an engaged citizenry, Village elected officials and employees will maintain and enhance the quality of life of the community by delivering quality services in an efficient and accountable manner and by providing an orderly, unbiased system of government that is transparent and accessible. To create and sustain a high level of confidence in Village government, we pledge to function with: professional integrity; fiscal responsibility; open communications; environmental sustainability; sensitivity to the values of each individual; full cooperation in achieving the priority goals determined by the community.

2021/2022 - McFarland Strategic Implementation Plan

Village Board Goals, Objectives, and Action Plan

All goals should be consistent with the Village Mission statement and vision statement.

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

Strategies (i.e. - Objectives)

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

Action Steps:	Cost	Timeline	Assignment
i. Review former Facilities Master Plan and prepare further definition as to the development of a Community Center and connecting plaza space.	N/A	December 2021	Administrator Municipal Center Depts Village Board
ii. Collaborate with the Library Board on reviewing their needs for facility expansion.	N/A	December 2021	Administrator Library
iii. Consider committee/group representation for review and input.	N/A	January 2022	Administrator Village Board
iv. Draft, develop, and solicit Request for Proposals (RFP) to create plan outlining facility improvements at the Municipal Center, Library, and Plaza. Analysis will include developing facility improvements as well as programs to utilize new spaces.	N/A	March 2022	Administrator Village Board Library Board Library Municipal Center Depts
v. Further evaluate partnership with the School District regarding ongoing delivery of Community Recreation services.	TBD	June 2022	Administrator Village Board
vi. Select and award contract for lowest qualified Consultant for facility planning RFP.	\$150,000	June 2022	Village Board
vii. Complete facility planning project outlined within RFP.	N/A	June 2023	Administrator

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

Action Steps:	Cost	Timeline	Assignment
i. Complete Design	\$750,000	July 2023	Administrator
ii. Bid Project/Hire Contractor	\$25,000	June 2024	Administrator
iii. Construct Facility	\$20-\$25 mil.	July 2024	Administrator
iv. Recommend including specific language within the project plans to address sustainability in line with the Village Sustainability Plan.	TBD	Duration	Administrator

2021/2022 - McFarland Strategic Implementation Plan

Village Board Goals, Objectives, and Action Plan

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

Strategies (i.e. - Objectives)

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

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

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

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

Action Steps:	Cost	Timeline	Assignment
i. Continue to update 5 year CIP to inventory and outline all improvement needs for all Village Facilities, Infrastructure. Budget year to be used as base year plus the next 5 years thereafter.	N/A	March 2021	Administrator
ii. Review and implement recommendations from Sustainability Plan including facility energy audits.	\$25,000	September 2022	All Departments Community Development
iii. Develop, Advance, and Implement new GIS Technology through field work, training, and applications.	\$10,000	December 2022	Community Development
iv. Develop plan and implement digital archiving project.	\$100,000	December 2022	Public Works Administration
A. Factor archiving needs into facility planning within Goal A.			Comm and Tech

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

Action Steps:	Cost	Timeline	Assignment
Integrated into Goal A.			

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

Action Steps:	Cost	Timeline	Assignment
Integrated into Goal A.			

2021/2022 - McFarland Strategic Implementation Plan

Village Board Goals, Objectives, and Action Plan

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

Strategies (i.e. - Objectives)

- (1) Enhance commercial and retail uses in the downtown area.
- (2) Improve the mix of commercial development along Highway 51.
- (3) Develop incentives for business growth, such as incubator programs and tax increment financing districts (TIF) districts.
- (4) Identify areas for expanding commercial and industrial development.
- (5) Improve business retention and recruitment efforts.

Action Steps:

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

- (6) Promote Village history using statues, murals, music, special programming, etc.

- (7) Create a public art program that enriches the community and enhances the local quality of life.

Action Steps:

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

2021/2022 - McFarland Strategic Implementation Plan

Village Board Goals, Objectives, and Action Plan

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

Strategies (i.e. - Objectives)

(1) Evaluate staffing models and organization structure to meet future public safety service delivery needs.			
Action Steps:	Cost	Timeline	Assignment
iv. Create long term staffing plans, identify efficiencies, and align with 2020 Compensation and Classification Study.	N/A	March 2022	Fire and Rescue Police
i. Study the future inclusion of a multi-disciplinary Case Manager within the Village to assist Police, Fire/Rescue, and Senior Outreach in alternative emergency response and followup.	N/A	June 2022	Administrator Fire and Rescue Police Senior Outreach
iii. Intergovernmental cooperation between like Departments.	Case by Case	Duration	Fire and Rescue Police
(2) Prioritize community-based policing practices and identify areas for extended diversity initiatives, outreach, education, and program development.			
Action Steps:	Cost	Timeline	Assignment
i. Prioritize and enhance opportunities for community outreach and education within the Police Department.	\$2,500	November 2021	Police
i. Review policies and procedures on use of force and align with allowable best practices.	Case by Case	Duration	Police
ii. Research, advise, develop, train, etc. on Community Based policing best practices.	TBD	Duration	Police
iii. Utilization of Community Restorative Court (CRC).	None	Duration	Police
(3) Enhance pedestrian safety for walkers and bicyclists throughout the community, including areas of Highway 51 that go through the Village.			
Action Steps:	Cost	Timeline	Assignment
i. Review opportunities for pedestrian safety enhancements.	\$25,000	September 2022	Police
ii. Work with WisDOT on Environmental Document for USH 51 to improve pedestrian safety including the addition of sidewalks and work with Dane County on an underpass at Babcock Park.	TBD	Duration	Administrator Public Works
(4) Promote the concept of a healthy community in an integrated way including diversity, equity, and inclusion initiatives; from policy to planning and development.			
Action Steps:	Cost	Timeline	Assignment
i. Continue to partner with the DEI Subcommittee on shared initiatives and community engagement.	Case by Case	October 2021	Administrator Comm and Tech
ii. Work with Consultant to conduct the Equity Audit, SWOT Analysis, Equity Institute, and Leadership Development for Diversity, Equity, and Inclusion.	\$43,000	June 2022	Administrator Comm and Tech All Departments
iii. Research and document best practices to integrate healthy living, draft related policies, and train/educate as needed. Consult recommendations from the Sustainability Plan.	TBD	Duration	Community Development Senior Outreach

2021/2022 - McFarland Strategic Implementation Plan

Village Board Goals, Objectives, and Action Plan

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

Strategies (i.e. - Objectives)

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

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

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

Strategies (i.e. - Objectives)

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

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

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

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

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

Action Steps:	Cost	Timeline	Assignment
i. Study and evaluate the feasibility of water access within Lewis Park.	\$10,000	December 2022	Public Works
ii. Identify options to add access points, consider targeting properties adjacent to McDaniel Park.	None	Duration	Public Works
iii. Estimate Costs of increasing access points and review funding sources to add access points.	TBD	Duration	Public Works
iv. Develop long range funding plan to add access points.	TBD	Duration	Public Works

2021/2022 - McFarland Strategic Implementation Plan

Village Board Goals, Objectives, and Action Plan

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

Strategies (i.e. - Objectives)

(1) Develop new and diverse park system amenities for indoor and outdoor use that are not currently offered in our Community.

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

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

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

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

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

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

Action Steps:	Cost	Timeline	Assignment
Integrated into Goal A.			

2021/2022 - McFarland Strategic Implementation Plan

Village Board Goals, Objectives, and Action Plan

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

Strategies (i.e. - Objectives)

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

Action Steps:

<u>Action Steps:</u>	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
Complete Master Plans for Community Park and i. McFarland Park.	\$50,000	September 2021	Administrator Community Development Public Works
Develop multi-year phasing plan for all desired park ii. capital improvements, build phased improvements into the 5 year CIP.	N/A	December 2021	Administrator Community Development Public Works

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

Action Steps:

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