

Tuesday, October 10, 2023

5:30 PM

McFarland Municipal Center
Community Room

AGENDA

You are invited to this meeting through a Zoom webinar. The public may attend in-person or remotely through the webinar or telephone options listed below.

PLEASE CLICK THE LINK BELOW TO JOIN THE ZOOM WEBINAR:

<https://us02web.zoom.us/j/89565731979>

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

Webinar ID:

Press *9 to raise/lower hand. Press *6 to mute/unmute.

1. CALL TO ORDER.

2. ROLL CALL.

Tour of the McFarland Municipal Center - The purpose of the tour is to view the vacated space within the

3. Municipal Center to conceptualize options for the Community Center. No matter shall be considered nor shall any action be taken by the Village Board during the tour.

4. PUBLIC APPEARANCES.

- a. This is an opportunity for members of the public to address the Committee of the Whole for items that are not on the agenda. Please remember this is a hybrid meeting conducted in person and through the Zoom online meeting platform. Meeting attendees wishing to address the Committee about items not on the agenda may do so at this time. Zoom attendees should type their name and address in the Question and Answer feature within the Zoom online meeting platform at this time. Members of the public who are present in person and wish to address the Committee should fill out a public comment form and turn into the meeting chairperson. When you are called upon to speak, state your name, address, and provide your comments to the Committee for their consideration. Please adhere to the 3-minute time limit. Additionally, you may send your public comments to village.clerk@mcfarland.wi.us to be included as part of the meeting.

Members of the public may also speak during their selected agenda item as they designate on the public comment form or in the Question and Answer feature on Zoom.

5. APPROVAL OF MINUTES.

- a. Motion to approve the minutes of the September 26, 2023 Committee of the Whole meeting.

6. BUSINESS.

- a. Discussion and presentation on the Communications & Engagement Plan by Revelation PR, Advertising & Social Media.

7. SCHEDULE NEXT MEETING DATE.

8. ADJOURNMENT.

Any person who has a qualifying disability as defined by the Americans with Disabilities Act that requires the meeting or materials at the meeting to be in an accessible location or format should contact the McFarland Municipal Center at (608)838-3153, 5915 Milwaukee Street, McFarland, Wisconsin, or village.clerk@mcfarland.wi.us by 2:00 p.m. at least 5 business days prior to the meeting so that any necessary arrangements can be made to accommodate each request. If the meeting or request is less than 5 business days from the meeting, requests for accommodations may still be made and reasonable efforts will be made to accommodate each request.

VILLAGE OF MCFARLAND
Committee of the Whole Minutes

Tuesday, September 26, 2023 - 5:30 PM

1. CALL TO ORDER.

President Clow called the Committee of the Whole meeting of the Village Board to order at 5:30 PM in the Community Room.

2. ROLL CALL.

Village Board members present: Village Trustee Hilary Brandt, Village Trustee Stephanie Brassington, Village President Carolyn Clow, Village Trustee Luke Fessler, Village Trustee TJ Jerke, Village Trustee Edward Wreh(left the meeting at 6:03 p.m. and did not return), and Village Trustee Michael Flaherty (joined at 5:57 p.m.)

Village Board members not present: None.

Staff Present: Administrator Matt Schuenke, Deputy Administrator/Clerk Cassandra Suettinger, and Human Resource Generalist Andrea Anderson.

3. PUBLIC APPEARANCES.

This is an opportunity for members of the public to address the Committee of the Whole for items that are not on the agenda. Please remember this is a hybrid meeting conducted in person and through the Zoom online meeting platform. Meeting attendees wishing to address the Committee about items not on the agenda may do so at this time. Zoom attendees should type their name and address in the Question and Answer feature within the Zoom online meeting platform at this time. Members of the public who are present in person and wish to address the Committee should fill out a public comment form and turn into the meeting chairperson. When you are called upon to speak, state your name, address, and provide your comments to the Committee for their consideration. Please adhere to the 3-minute time limit. Additionally, you may send your public comments to village.clerk@mcfarland.wi.us to be included as part of the meeting.

Members of the public may also speak during their selected agenda item as they designate on the public comment form or in the Question and Answer feature on Zoom.
None.

4. APPROVAL OF MINUTES.

Motion to approve the minutes of the June 13, 2023 meeting.

Motion by Village President Carolyn Clow, second by Village Trustee Hilary Brandt, to approve the minutes of the June 13, 2023 meeting. Motion carries 7 - 0 - 0 by acclamation.

5. BUSINESS.

Discussion regarding the position description for a Diversity, Equity, and Inclusion position.

Village Administrator Schuenke provided an overview of the process to date regarding

creation of the Diversity, Equity, and Inclusion position.

The Board provided feedback and suggested revisions. Administrator Schuenke reported the position would next be referred to the Personnel Committee to finalize and classify accordingly. The Board will get the position back after the Personnel Committee to take action on creation of the position and authorize filling of the vacancy.

6. SCHEDULE NEXT MEETING DATE.

a. October 10, 2023 - 5:30 p.m. - Committee of the Whole

7. ADJOURNMENT.

Motion by Village Trustee Hilary Brandt, second by Village Trustee TJ Jerke, to adjourn at 6:17 p.m.

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

Respectfully submitted,
Cassandra Suettinger
Deputy Administrator/Clerk



**VILLAGE OF
McFarland
SUMMARY SHEET**

MEETING DATE: Tuesday, October 10, 2023

SECTION: Business

DEPARTMENT: Administration

CONTACT: Matt Schuenke, Village Administrator, Cassandra Suettinger, Deputy Administrator/Clerk

AGENDA ITEM: Discussion and presentation on the Communications & Engagement Plan by Revelation PR, Advertising & Social Media.

PREVIOUS ACTION:

On January 10th, the Village Board selected Revelation PR, Advertising & Social Media to put together a Communications and Engagement Plan for the Village.

On June 13, 2023, the Village Board approved the Public Input plan for the Communications and Engagement Plan for the Village.

ISSUE SUMMARY:

Revelation, PR, Advertising and Social Media spent the summer conducting interviews, focus groups, and surveying the community. Attached is the Communication and Engagement plans and recommendations from Revelation PR, Advertising and social media put together from their findings and feedback from the community. Brian Lee will be on hand for the Committee of the Whole meeting to present the plan and provide an overview as well as answer questions.

FINANCIAL/BUDGET IMPACT:

Creation of a Communications and Engagement Plan was included as part of the 2023 Village Budget.

VILLAGE PLAN REFERENCE:

None.

ORDINANCE REFERENCE:

None.

BOARD, COMMISSION OR COMMITTEE RECOMMENDATION:

Recommended for discussion only.

ATTACHMENTS:

1. Village of McFarland - Communications and Engagement Plan_v2 - FINAL



Communications and Engagement Plan

Prepared by Revelation PR, Advertising & Social Media

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Executive Summary

The purpose of this plan is to help the Village of McFarland enhance engagement with citizenry using cost-effective platforms tailored to local government; interconnect communications among the public, elected officials and staff; and meet the community's expectations for communication from a diverse, equitable, inclusive and sustainable standpoint.

The plan takes into account the current communications plan, comprehensive plan and strategic plan, including their goals and objectives as they relate to message conveyance. It also includes sections for emergencies/crises, special events and projects.

As you will see on the following pages, we have made recommendations on strategies and related tactics for achieving the Village's objectives. Based on staffing and financial resources, it is possible that not all tactics can be or will be executed, but the most important resource is going to be time. It will take time to strategically and rationally reorganize how the Village communicates as an organization. That requires onboarding new staff to take on these roles, and existing staff to learn new processes. Expectation on completion of these recommendations should be considered over a period of time to allow for the proper utilization of the ideas suggested.

Plan Objectives

1. Use creative solutions to enhance engagement with citizenry (herein after "enhance engagement").
2. Recommend cost effective and realistic platforms tailored to local government (herein after "platforms").
3. Interconnect communications among the public, elected officials and staff (herein after "interconnect").
4. Meet the community's expectations for communication from a diverse, equitable, inclusive, and sustainable standpoint (herein after "DEI").
5. Consider past planning, goals, and objectives as it relates to message conveyance (herein after "past planning").

Target Audiences

- Residents, including underrepresented populations
- Businesses and organizations
- Internal (staff and board)

Roles and Responsibilities (Staffing Structure)

Task: Evaluate leadership communications structure and make recommendations to improve hierarchy to disseminate information.

Recommendation: Create a PIO position

The PIO may be an entirely new position, or more likely, it can replace the Communications & Technology Director position. Alternative titles could include Communications Director/Manager/Coordinator, or Community and Outreach Director/Manager/Coordinator.

The PIO should be a director-level position within the communications department or division head-level within the administration department. Either way, the PIO should report directly to the Deputy Village Administrator or the Village Administrator.

Currently, many of the PIO tasks are being handled by the village administrator. While PIO-type positions typically are found in larger communities, the fact that the Village of McFarland has a communications department makes it structurally easier to have this defined role.

Technology should be managed by another department or area of the Village. The PIO should focus on Communication related duties.

Lastly, the PIO should meet with the McFarland School District monthly to discuss shared communications.

Following is a potential job description:

The PIO shall have responsibility for managing the Village's communication and public relations efforts, including the following:

- Proactively building mutually beneficial relationships between the Village and its publics.
- Responding to media inquiries and public information requests in a timely and accurate manner, sometimes acting as the Village's official spokesperson.
- Developing and distributing news releases, announcements, and other communications (e.g., newsletters) to inform the public about Village activities and issues.
- Maintaining the Village's website and social media accounts as well as responding to messages received on the website and social media accounts.
- Coordinating public outreach efforts and special events to promote Village programs and capital projects.
- Coordinating internal communications to keep Village staff and trustees informed of Village directives, news, announcements, events and projects.
- Serving as a liaison between the Village and the media and providing guidance and assistance to Village staff and trustees regarding media relations.
- Coordinating public information and media relations during an emergency, in accordance with the Village's crisis communications plan.

Recommendation: Transfer Village Administrator's PIO duties to PIO

Given that we have recommended the creation of the PIO position, the Village Administrator no longer needs to handle PIO duties, such as writing and issuing press releases. However, the Village Administrator should continue to act as the official spokesperson for the Village.

To keep staff and trustees apprised of important issues and events and apprised on how to discuss these issues and events, we recommend that the PIO, instead of the Village Administrator, send weekly communications (e.g., in an internal Microsoft Teams community) using key talking points that can be used with external audiences. The Village Administrator, PIO and DEI Coordinator should work together to create these talking points.

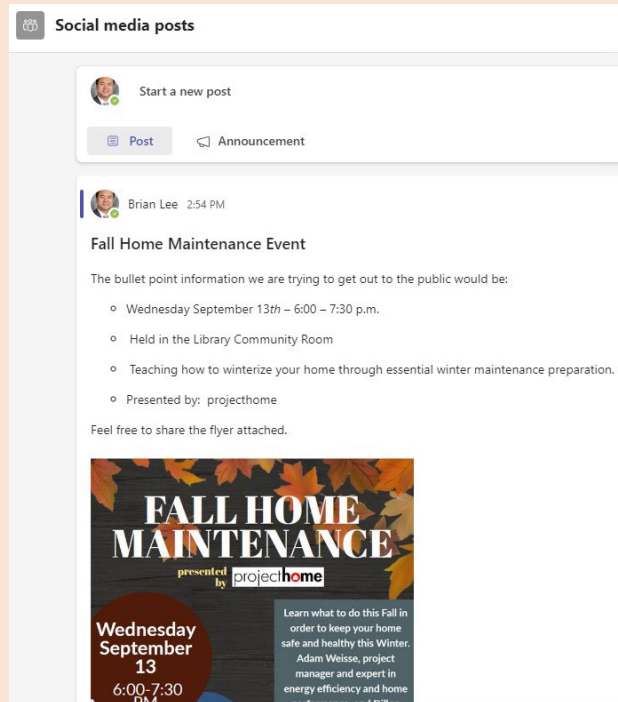
In addition, the Village Administrator should have administrator-level access to all social media accounts and communications software. The Village Administrator and PIO should add/remove access to these platforms when the other is hired/leaves.

Recommendation: All employees should redirect media requests to the Village PIO, and department heads should keep the PIO and Village Administrator informed

Employees who are contacted by the media should refer the inquiry to the PIO, who in turn shall determine the appropriate response and coordinate with the employee as necessary. Employees who receive public information requests should forward the request to the PIO for processing. (In addition, the website needs to have a media section that states all media requests should be sent to the PIO with their contact info listed.)

Department heads should submit any content requests to the PIO for inclusion on the website, in social media, in text communications and in print or electronic newsletters at least one week in advance whenever possible (or at least one week prior to the print deadline for The Outlook) via Teams. By using Teams, staff will be able to see all content requests, allowing for collaboration and input [see image]. Using Hootsuite, the PIO can share a link to a schedule of social media posts with department heads so that they know what is planned.

Department heads also should direct any department-specific updates to the Village Administrator for inclusion in weekly communications to all department heads and



trustees. This information should be submitted via Microsoft Teams at least three business days in advance whenever possible.

Recommendation: Create a separate DEI Coordinator position that reports directly to the Village Administrator

DEI is a strategy and imperative for the entire Village. Thus, for DEI to be integrated in the entire organization, the DEI Coordinator should report directly to the Village Administrator rather than be housed under the communications or HR departments. That structure aligns with studies/reports/articles that make the same case (see [Fast Company article](#) and [SHRM article](#)).

In addition, in our interview with Sun Prairie's Communications and Diversity Strategist, we learned that there is limited crossover in the communications and DEI tasks, and it doesn't appear common to find candidates who have work experience and/or skillsets in both fields. For example, the Strategist said that it would be rare to find someone with a communications background that also has a diversity certification (CDP, CDE or CCDP).

Thus, the main duty of this position will be to work with the Village Administrator and department heads on developing and executing DEI initiatives to support DEI efforts internally and externally.

In addition to the duties listed in the Village's draft job description, other duties (in red) are included below:

- Facilitating communication, coordination, and collaboration with Village departments, employees, community members, and other stakeholders to make meaningful movement toward a more equitable Village
- Developing and managing initiatives that incorporate best practices in DEI while ensuring that the initiatives align with the Village's strategic plan and operations and contribute to achievement of the Village's equity goals
- Developing and leading Village programming and events, including events on diversity, equity and inclusion, to internally and externally engage Village staff, community members and community partners
- Working with and providing support to the Village's Diversity, Equity, and Inclusion Committee **or employee resource group (ERG)**
- Leading development, implementation, and updates of the Village's DEI S.M.A.R.T Goals
- Researching and developing recommendations to Village-wide plans, programs, ordinances and policies to support the Village's diversity, equity and inclusion efforts
- Assisting Village departments to audit operations from an accessibility perspective; analyzes data; recommends solutions and improvements
- Maintaining records and data to prepare reports for the annual Equity Audit
- Managing and monitoring the Village's compliance with Americans with Disabilities Act (ADA), Title VI, and other related Federal mandates.
- Collaborating with Village staff to provide DEI leadership, training, and education to staff and the community
- Providing advice, guidance, and support on DEI to community members, businesses, and city employees and **servicing as a liaison between the Village and community groups**
- Facilitating collaboration of interdepartmental/agency task forces, teams, and working groups; build effective partnerships with external organizations, both public and private, to support and achieve broad community DEI efforts.
- **Servicing as a liaison between the Village and the McFarland School District**

General Engagement Strategies and Tactics

Strategy: Position the Village staff and trustees as knowledgeable of and approachable to discuss Village matters by interconnecting communications among the public, elected officials and staff

Objective(s) addressed: Enhance engagement, Interconnect, DEI

Examples of Tactics	KPIs	Costs
<p>Have the PIO send weekly internal communications to keep village staff and trustees apprised of important issues and events and save updates to Microsoft Teams community.*</p> <p>*Give access to this Microsoft Teams community to staff and trustees</p>	<ul style="list-style-type: none"> Awareness of Village matters among staff, trustees and the community Accurate information circulated throughout community (e.g., shared in Facebook groups) 	<ul style="list-style-type: none"> Microsoft Teams: \$6/user per month for Business Basic plan with an annual subscription
<p>Have trustees host in-person “office” hours at various family-friendly locations in the community (e.g., library) and/or virtual “office” hours in the evenings (4-7 p.m.) and/or at night (after 7 p.m.) at least once a month, using Constant Contact to collect registrations.</p> <p>NOTE: Times are supported by survey responses</p>	<ul style="list-style-type: none"> Constant Contact registrations Community engagement level (e.g., in-person/virtual meeting attendance) Awareness of Village matters among community Perception of Village DEI focus 	<ul style="list-style-type: none"> Constant Contact: \$35/month for the Standard plan
<p>Have staff (especially Village Administrator) and trustees attend community events for underrepresented groups throughout the year</p>	<ul style="list-style-type: none"> Recognition of staff and trustees among underrepresented residents [Future] Direct communications to staff and trustees from members of underrepresented groups 	
<p>Have staff and trustees wear name badges when attending community events</p>	<ul style="list-style-type: none"> Recognition of staff and trustees among residents 	
<p>Have PIO work with staff to write (blog) articles for the News section of the website and for The Outlook</p>	<ul style="list-style-type: none"> Traffic to the news section of website and individual blogs Awareness of Village matters among community 	<ul style="list-style-type: none"> Microsoft Teams: \$6/user per month for Business Basic plan with an

	<ul style="list-style-type: none"> • Recognition of staff among residents 	annual subscription
Create dedicated email address for feedback [according to survey]	<ul style="list-style-type: none"> • Community engagement level (e.g., communications to the email address) 	
Have an ambassador/greeter (e.g., trustee) at board meetings to welcome attendees and explain procedures to them [according to survey]	<ul style="list-style-type: none"> • Community engagement level (e.g., in-person/virtual board meeting attendance) • Positive feedback from attendees 	
Have trustees personally invite residents, businesses, etc. to attend community engagement meetings	<ul style="list-style-type: none"> • Recognition of trustees among residents • Community engagement level (e.g., attendance at meeting, communications with trustees) 	
Have trustees share recaps of meetings (e.g., board meetings, community engagement meetings, etc.) to their personal social media accounts	<ul style="list-style-type: none"> • Awareness of Village matters among community • Engagement parameters on the trustees' social media posts: reactions/likes, comments, shares, post clicks 	
Create social media posts in Hootsuite that highlight and/or discuss trustees' duties and how they work together	<ul style="list-style-type: none"> • Recognition of trustees among residents • Engagement parameters for the posts: reactions/likes, comments, shares, post clicks 	<ul style="list-style-type: none"> • Hootsuite: \$8,868-\$17,758/year depending on features and the number of users
Have trustees (continue) to participate in local organizations	<ul style="list-style-type: none"> • Awareness of Village matters among community • Recognition of trustees among residents • Relationship strength between trustees and local organizations • Village/trustee mentions on organizations' social media accounts 	
On website and in board agendas, explain how community members can share their input if they can't attend the meeting	<ul style="list-style-type: none"> • Community engagement level (e.g., increased input from residents through email, phone calls, etc.) 	
Have department heads go live on Facebook once a month (or when new projects/programs arise) to	<ul style="list-style-type: none"> • Facebook Live engagement level (e.g., comments, reactions, attendance) 	

answer residents' questions in real-time (e.g., 4-7 p.m.)	<ul style="list-style-type: none">• Recognition of staff among residents	
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Strategy: Use organic and paid digital media to reach target audiences and enhance engagement.
Objective(s) addressed: Enhance engagement, Platforms, DEI

Examples of Tactics	KPIs	Costs
Create social media posts that each trustee can share with their followers as they desire; these posts would be saved as drafts in Hootsuite.	<ul style="list-style-type: none"> • Post engagement parameters: reactions/likes, comments, shares, private messages, video views, post clicks • Reach, impressions, link clicks, CTR, landing page views/web traffic 	<ul style="list-style-type: none"> • Hootsuite: \$8,868-\$17,758/year depending on features and the number of users
Create Facebook groups for various Village topics (e.g., Capital projects, Village events, etc.) on the Village of McFarland Facebook page and post updates	<ul style="list-style-type: none"> • Community engagement level (e.g., number of group members, participation in group discussions) • Post engagement parameters: reactions/likes, comments, shares 	
Alert McFarland-based Facebook groups of important Village posts to share amongst their members [interviews and survey responses indicated most people engage with community Facebook groups for an external source of information]	<ul style="list-style-type: none"> • Engagement parameters on the shared posts: reactions/likes, comments, shares, post clicks • Reach, impressions, link clicks, CTR, landing page views/web traffic (for posts w/ links) on shared posts • New followers to the Village of McFarland Facebook page • Awareness of Village matters and events among community 	
Boost Facebook posts that contain important community information (e.g., yard waste pickup days, public involvement meetings, upcoming community events) and advertise this information on Nextdoor	<ul style="list-style-type: none"> • Reach, impressions, link clicks, CTR, landing page views/web traffic • Awareness of Village matters among community • Community engagement level (e.g., meeting and event attendance) 	<ul style="list-style-type: none"> • Facebook boosts: ~\$50-\$75 per boost • Nextdoor: \$5/day (~\$70 per 2-week ad; \$150-155 per 1-month ad)
Create and boost Village Facebook events, especially events serving underrepresented populations and advertise events on Nextdoor	<ul style="list-style-type: none"> • Community engagement level (e.g., event attendance, diversity of attendees) • Facebook event engagement: people “interested” or “going”, likes, comments, event discussions, shares 	<ul style="list-style-type: none"> • Facebook boosts: ~\$50-\$75 per boost • Nextdoor: \$5/day (~\$70 per 2-week ad; \$150-155 per 1-month ad)

	<ul style="list-style-type: none"> • Boost reach, impressions, link clicks, CTR, landing page views/web traffic (for boosts that include links to the website) • Perception of Village DEI focus 	
Use Hootsuite to create individual social media posts from articles in The Outlook and/or The Lookout, and boost the posts as necessary	<ul style="list-style-type: none"> • Awareness of Village matters among community • Post engagement parameters: reactions/likes, comments, shares, private messages, video views, post clicks • Post/boost reach, impressions, link clicks, CTR, landing page views/web traffic 	<ul style="list-style-type: none"> • Hootsuite: \$8,868-\$17,758/year depending on features and the number of users • Facebook boosts: ~\$50-\$75 per boost
Post YouTube video links to the website, to Facebook page (using Hootsuite) and in The Lookout, and annotate the videos	<ul style="list-style-type: none"> • Awareness of Village matters among community • You Tube video views/engagement • Outbound link clicks from the website • Link clicks in The Lookout and Facebook posts 	<ul style="list-style-type: none"> • Hootsuite: \$8,868-\$17,758/year depending on features and the number of users
Promote community events and news (e.g., Lions, school, chamber, etc.) and tag the organizations on social media	<ul style="list-style-type: none"> • Relationship strength between staff/trustees and community • Perception of Village DEI focus • Social media engagement from tagged organizations (e.g., comments, shares, likes/reactions) 	
Share/pin digital “new resident welcome” resources to the Village Facebook page monthly and have apartments/local realty groups share to their accounts [based on feedback from the survey]	<ul style="list-style-type: none"> • Awareness of Village resources among new residents • Website traffic to the resource pages • Post engagement parameters: reactions/likes, comments, shares, private messages, video views, link clicks 	
Send out a link to the “all calendars” monthly community calendar via The Lookout and post	<ul style="list-style-type: none"> • Awareness of Village events and meetings among community 	

on social media [based on feedback from the survey]	<ul style="list-style-type: none"> Website traffic to the monthly calendar 	
Use Hootsuite’s “social listening” feature to gain insights on topics residents are talking about (e.g., track conversations that mention the Village) and post content that address common inquiries and/or engage with residents	<ul style="list-style-type: none"> Post engagement parameters: reactions/likes, comments, shares, private messages, video views, link clicks [Enhanced] Awareness of the topics posted 	<ul style="list-style-type: none"> Hootsuite: \$10,668 or \$17,758/year for the packages that include social listening (5 or 10 users)
Create/share social media posts showcasing the business community to help with business retention and make McFarland businesses more visible	<ul style="list-style-type: none"> Relationship strength with McFarland Businesses Post engagement parameters: reactions/likes, comments, shares, private messages, video views, link clicks 	
Create a “Community” subpage on the website showcasing the Village’s relationship with the Ho-Chunk Nation (e.g., history, land acknowledgement, news, events, new programs)	<ul style="list-style-type: none"> Traffic to the web page Perception of Village DEI focus 	

Strategy: Use print, email and digital communications to push information into the community and meet their expectations from a DEI perspective

Objective(s) addressed: Platforms, DEI, Past Plans

Examples of Tactics	KPIs	Costs
Send more frequent direct mail communications in English and Spanish (one month out + one week out), especially for important dates or upcoming events and expand mailing radius for capital projects	<ul style="list-style-type: none"> • Participation in community events • Awareness of Village matters among community • Perception of Village DEI focus • Web traffic (if QR codes w/ UTM tracking are included) 	<ul style="list-style-type: none"> • Direct mail printing and postage costs: ~\$1,385-\$1,515 per send • Gengo: \$0.06-\$0.12 per word
Create a Spanish version of The Lookout using Gengo	<ul style="list-style-type: none"> • Awareness of Village events and matters among Spanish speakers • Perception of Village DEI focus • Web traffic (for links included in The Lookout) 	<ul style="list-style-type: none"> • Gengo: \$0.06-\$0.12 per word
Create a Spanish version the McFarland Area Senior News newsletter using Gengo	<ul style="list-style-type: none"> • Awareness of senior news, programs and events among Spanish speakers • Perception of Village DEI focus 	<ul style="list-style-type: none"> • Gengo: \$0.06-\$0.12 per word • McFarland Aea Senior News Newsletter (Spanish version) printing costs: ~\$895-\$1,200 per issue
Change the distribution schedule of The Outlook and The Lookout to monthly [according to survey]	<ul style="list-style-type: none"> • Awareness of Village events and matters • Link clicks/web traffic (for links included in The Lookout) 	<ul style="list-style-type: none"> • The Outlook printing costs: ~\$4,500 per issue • Constant Contact: \$35/month for the Standard plan
Allow Village residents to subscribe to specific topics (e.g., events vs. community projects) for email/e-newsletters in Constant Contact	<ul style="list-style-type: none"> • Subscription rates for topics • Open rates for segmented e-newsletters • Awareness of Village events and matters 	<ul style="list-style-type: none"> • Constant Contact: \$35/month for the Standard plan

	<ul style="list-style-type: none"> Community engagement level (e.g., meeting and event attendance) 	
Distribute copies of The Outlook at senior centers, food pantries, Municipal Center, the library, etc.	<ul style="list-style-type: none"> Awareness of Village events and matters among residents of diverse backgrounds Perception of Village DEI focus 	<ul style="list-style-type: none"> The Outlook printing costs: ~\$4,500 per issue
Distribute copies of McFarland Area Senior News newsletter (English and Spanish versions) to senior centers, food pantries, Municipal Center, the library, etc.	<ul style="list-style-type: none"> Awareness of senior news, programs and events among residents of diverse backgrounds Perception of Village DEI focus 	<ul style="list-style-type: none"> McFarland Aea Senior News Newsletter printing costs (English version): ~\$3,150 McFarland Aea Senior News Newsletter (Spanish version) printing costs: ~\$895-\$1,200 per issue
Submit upcoming events to the McFarland Thistle	<ul style="list-style-type: none"> Awareness of Village events Event attendance 	
Send out text communications in English and Spanish (push notifications) as something occurs (e.g., changes to trash schedule) using CivicPlus	<ul style="list-style-type: none"> Awareness of Village events and matters Meeting/event attendance Perception of Village DEI focus 	<ul style="list-style-type: none"> Text message service (through CivicPlus): \$7,500/year Gengo: \$0.06-\$0.12 per word
Send press releases and pitch stories to outlets such as InBusiness Magazine, WisBusiness, Madison365, Spectrum 1, La Movida, etc. to reach specific audiences. Use Cision to build distribution lists and send releases	<ul style="list-style-type: none"> Awareness of Village events and matters Awareness of Village events and matters among residents of diverse backgrounds Perception of Village DEI focus 	<ul style="list-style-type: none"> Cision: ~\$7,200/year
Use inclusive pronouns (e.g., together, we) and avoid gendered pronouns (you guys, chairman)	<ul style="list-style-type: none"> Perception of Village DEI focus 	

<p>Advertise community events on specific language speaking online radio stations via Pandora or iHeartRadio</p>	<ul style="list-style-type: none"> • Awareness of Village events and matters among residents of diverse backgrounds • Perception of Village DEI focus 	<ul style="list-style-type: none"> • \$250 minimum spend
<p>Provide info to village alders/community leaders to share with their constituents/members</p>	<ul style="list-style-type: none"> • Awareness of Village events and matters 	
<p>Include Village-related news and announcements in the McFarland School District’s weekly communications (in cooperation with the District Administrator)</p>	<ul style="list-style-type: none"> • Awareness of Village events and matters among families (of all backgrounds) with school-aged children 	
<p>Send out monthly surveys in English and Spanish to gather feedback from Village businesses and residents via Constant Contact and distribute paper versions at various community hubs (e.g., Municipal Center, library, senior centers, etc.)</p>	<ul style="list-style-type: none"> • Survey submissions • Perception of Village DEI focus 	<ul style="list-style-type: none"> • Constant Contact: \$35/month for the Standard plan • Gengo: \$0.06-\$0.12 per word • Survey printing cost: ~\$135

Cable Channel

Following our recommendation to convert the Communications & Technology Director position to a PIO position, the cable channel responsibilities can be 1) reduced and 2) reassigned to another position in the communications department. Here are reasons why the responsibilities can be reduced:

Popularity of McFarland School District Content

In 2021 and 2022, the most-watched videos were MSD-related, other than the fire house tour. Examples include football games, boys' soccer games, girls' volleyball games, a high school talent show and the school board candidates forum. In fact, 23 of the top 30 most-watched videos were high school sports. As a result, we recommend that MSD gather video content using its own staff and provide it to the cable channel.

Ease of Alternatives for Recording Village Board Meetings

Since the Village Board Meetings are accessible via Zoom, we recommend that the Village record the meetings using Zoom. The resulting video file can be used for the cable channel.

At some point, the Village could also consider broadcasting the board meetings using YouTube Live, which only requires a webcam. The resulting video would then be automatically uploaded to the cable channel page.

Platform Preferences for Residents

According to the community survey, residents are primarily staying informed through Village social media accounts, "The Outlook" and the Village website. Residents also selected those three platforms for the Village to better engage with the community. Thus, more staff time and resources should be devoted to those platforms (along with "The Lookout"), and our corresponding recommendations are listed in the tactics section of this plan.

Special Events

Overview

The special events plan provides tactics and a general timeline that can be used as a template for all Village of McFarland special events, including smaller-scale events such as ribbon cuttings and grand openings, or larger community events such as the McFarland Community Festival.

For any events organized by the Village of McFarland, it is imperative to pick a date that 1) does not conflict with other (major) events taking place and 2) is not a religious holiday.

Strategies

- Leverage community members/groups and the media to spread the word
- Promote the event on social media (paid and organic)
- Use digital and print communications to build awareness

Tactics

- Disseminate information and/or provide materials (e.g., flyers, social media graphics) to local organizations (e.g., library, school district, historical society, chamber of commerce, etc.) to share with their networks
- Send a press release to relevant media outlets
- Communicate event details via Microsoft Teams to staff and trustees so they can help answer questions and engage with the public
- Post information about the event on social media channels
- Create Facebook events for official Village events
- Use social media ads to target potential attendees
- Add the event to the community calendar on the website
- Write a blog article about the event and use as event webpage; add link to registration if required
 - Use Facebook or Constant Contact to collect RSVPs
- Feature the event in The Outlook (e.g., save the dates) and The Lookout

Timeline

Two months before the event (or as early as possible)

- Add the event to the community calendar on the Village website (at least core details like name, date, time, location. Additional details can be added later if needed.)
- Publish a blog article to the website (will act as the event webpage)
- Include a save the date in The Outlook and The Lookout (Note: this may to be moved in the timeline depending on the publication deadline)
- Add the event to Facebook (create a Facebook event for official Village events) and add co-hosts if applicable (can add more details later if needed) OR add the event to Constant Contact to collect RSVPs

One month before the event

- Share the event link on social media
- Create an Instagram post and story with a “link sticker” that routes to the blog. Save the story as a highlight within an “Events” category
- Create print marketing materials (only for larger events)
- Create event info/talking points for staff and trustees
- Include a feature story of the event in The Lookout (Note: this may need to be moved in the timeline depending on the distribution schedule)

Three weeks before the event

- Distribute print and/or digital marketing materials to other organizations
- Write and send a press release (only for larger events)

Two weeks before the event

- Boost the event on Facebook (only for larger events)
- Run an ad on Nextdoor (only for larger events)
- Publish event reminder posts to Facebook and Instagram

One week before the event/week leading up to event

- Post event features on Facebook and Instagram (e.g., tease activities, vendors, etc.)

Day before the event

- Publish reminder posts on Facebook and Instagram

Day-of the event/At the event

- Post photos/video of the event to encourage last-minute attendees
- (Optional) Go live on Facebook/Instagram at the event

Ongoing:

- Update blog, calendar and Facebook/Constant Contact event with new information
- Have Village staff and trustees share social media posts, monitor social media/answer questions and engage with community

Projects

Overview

The projects plan provides tactics and a general timeline that can be used as a template for informing residents, encouraging community participation (e.g., at board meetings) and gathering feedback on capital projects.

Strategies

- Use direct outreach for community members and groups, including underrepresented populations
- Promote the projects on social media and traditional media
- Use digital and print communications

Tactics

- Host community meetings between 4-7 p.m. [according to survey]
- Communicate project details via Microsoft Teams to staff and trustees so they can help answer questions and engage with the public
- Partner with the library or other community centers to help residents without internet/computers (learn how to) attend virtual board and community meetings
- Create Facebook groups for various Village projects on the Village of McFarland Facebook page and post updates
- Send direct mail to affected residents to introduce the project
- Create fact sheets [according to survey]
- Create guide for getting involved [according to survey]
- Create a project webpage (blog post) and include all relevant documents
- Share information in The Outlook, The Lookout and social media
- Create Facebook events for board meetings and community meetings (includes Zoom link, overview of topics that will be covered and/or link to agenda) and notify target audiences (e.g., residents near the project)
- Advertise on Facebook and Nextdoor to promote project meetings
- Send a press release to relevant media outlets

Timeline

As soon as you know details:

- Create project webpage, fact sheet, involvement guide
- Create project-specific talking points
- Identify stakeholders
- Schedule community engagement events between 4-7 p.m. [according to survey]

About six months before the start of the project or another milestone (e.g., board approval):

- Send out digital and print communications (e.g., text alerts, postcards) about project and its community meetings and include information in The Outlook/The Lookout
- Introduce project on social media channels (both Village and other groups)
- Announce project and community meetings via press release
- Run ads on Facebook and Nextdoor to promote community meetings
- Add relevant project information to the website
- Add community meetings to community calendars

About five months before the start of the project or another milestone (e.g., board approval):

- Host first set of community meetings for project
- Attend community events to discuss the project with residents, especially underrepresented populations
- Post exhibits to project page (after meeting)
- Post photos from meetings to social media (after meeting)

About two months before the start of the project or another milestone (e.g., board approval):

- Send out digital and print communications (e.g., text alerts, direct mail postcards) for second set of community meetings and include information in The Outlook/The Lookout
- Publish social media posts about what happened during the first set of community meetings and what will happen during the second set of community meetings (both Village and other groups)
- Run ads on Facebook and Nextdoor to promote community meetings
- Add relevant project information to the website
- Add community meetings to community calendars

About one month before the start of the project or another milestone (e.g., board approval):

- Host second set of community meetings for project
- Attend community events to discuss the project with residents, especially underrepresented populations
- Post exhibits to project page (after meeting)
- Post photos from meetings to social media (after meeting)

About 1-2 weeks before the start of the project or another milestone (e.g., board approval):

- Create reminder posts about upcoming board meetings on social media
- Post agenda updates within FB event

Ongoing:

- Update project website
- Post project updates on social media (both Village and other groups)
- Continue to answer community answers digitally (e.g., website form comments, emails, social media messages, etc.)
- Send e-newsletters, post on social media and send text communications to share project updates related to new project phases, milestones or traffic impacts

School District

Task: Review and provide recommendations regarding the Village's relationship with the School District of McFarland as it relates to Village communication and engagement efforts.

Cable Channel

The Oct. 7, 2022 version of the Communications & Technology Director job description lists duties related to the general supervision over the technical and programming operations of the cable channel. In the past, channel content has included McFarland School District (MSD) sporting events, graduation ceremonies, musical concerts and other school activities. While this programming does draw viewership—for example, 23 of the top 30 watched videos were sports, based on our analysis of the YouTube channel—**MSD should provide the content to the Village's cable channel, rather than the Village using its resources to record the events.**

As recommended in the staffing section of this plan, the Communications & Technology Director position should more closely align with the role of a PIO, and that does not include serving as a publicist for MSD. In addition, we learned from our interview with the district administrator that **MSD would consider outsourcing or hiring a videographer if that service was no longer provided to them by the Village.**

Shared Communications

A common theme that was brought up in our interviews was the need for the Village and MSD to collaborate, especially on communications. We also learned anecdotally that the average resident of McFarland is more likely to open and read communications from MSD than from the Village; however, there also are times when MSD needs to reach residents without children in school (e.g., to discuss an operational referendum).

As a result, the **Village should send important Village-related news to the district administrator for inclusion in the schools' weekly communications.** At the same time, the **Village should ask the district administrator what information or events they would like to include in the Village's communication channels,** such as The Outlook.

Until MSD hires its own PIO, which may not be for several years, the **Village of McFarland PIO should meet with the district administrator monthly to discuss shared communications.** The Village also could consider creating a Microsoft Teams community for school district and sharing access with the district administrator.

(We have incorporated these recommendations in the tactics section of this plan.)

DEI

MSD recently hired a Diversity, Equity, Inclusion, and Belonging Coordinator. We recommend that the **Village's eventual new DEI Coordinator meet with their MSD counterpart monthly.** Together, they can determine when it would make sense for joint organizational efforts for internal and external DEI events.

Key Messages

General

- The Village of McFarland is committed to maintaining and enhancing the quality of life for the community.
- We want our residents to be engaged, have their voices be heard and have a high level of confidence in Village government.
- We pledge to continue making the Village of McFarland an inclusive, safe and model place to live, work and play.

Village project

- The goal of this project is to [LIST 2-3 BENEFITS]
- We make it easy for the public to stay informed, including [LIST METHODS].
- Your input is important in shaping the project.

Business introduction

- The Village of McFarland supports our main street/locally owned/family-owned businesses, and we are pleased to welcome [BUSINESS NAME] to our community.

Special event

- This event is an example of what makes this community a desirable place to live, work and play.
- For annual events: We know the community always looks forward to [EVENT NAME], which is a staple of our active social calendar.

For use in RFPs

- The consultant shall develop and execute a public engagement plan to inform and gather input from stakeholders regarding this planning project. The plan must identify a representative group of stakeholders, including underserved communities, in addition to those who live or work within the study areas, and apply the principles of environmental justice, if applicable. The plan also must include key messages and messages tailored to each stakeholder group. Consultants are expected to work with Village Staff to inform and gather input from these stakeholders on an ongoing basis through a variety of methods, including, but not limited to, listening sessions, surveys, interviews, focus groups, open houses, virtual meetings, or other means to be suggested and determined.

Tools

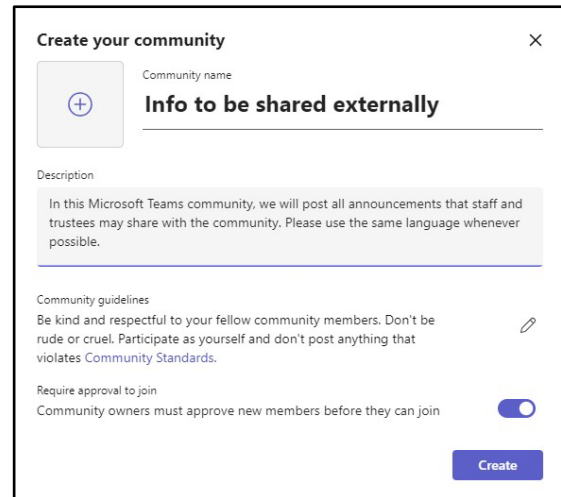
Primary

Constant Contact

- Website: <https://www.constantcontact.com/>
- Cost: Standard \$35/month
- Purpose: Send emails and newsletters to segmented lists; and use for event registration, event management and online surveys.

Microsoft Teams

- Website: <https://www.microsoft.com/en-us/microsoft-teams/group-chat-software/>
- Cost: \$6/user/month for the Business Basic plan, which includes Office 365 (Outlook, Word, Excel, etc.)
- Purpose: Intranet to store updates, messages, public-facing documents, files (up to 250 GB in size), community contacts, etc. in “communities” [see photo] for staff and board to access at any time; host internal discussions on various topics; submit requests to PIO; host team meetings with transcripts.



The screenshot shows the 'Create your community' form in Microsoft Teams. It includes a 'Community name' field with the placeholder text 'Info to be shared externally'. Below this is a 'Description' field with the text: 'In this Microsoft Teams community, we will post all announcements that staff and trustees may share with the community. Please use the same language whenever possible.' There is also a 'Community guidelines' section with the text: 'Be kind and respectful to your fellow community members. Don't be rude or cruel. Participate as yourself and don't post anything that violates Community Standards.' A toggle switch for 'Require approval to join' is currently turned on, with the text 'Community owners must approve new members before they can join' below it. A blue 'Create' button is at the bottom right.

Hootsuite

- Website: <https://www.hootsuite.com/>
- Cost: \$8,868/year (\$739/month) for five users, \$10,668/year (\$889/month) for five users with social listening feature, \$17,758/year (\$1,479/month) for 10 users with social listening feature. NOTE: Hootsuite offers up to a 30% discount on multi-year partnerships
- Purpose: Social media management tool to manage all department social media accounts, manage access to those accounts, allow collaboration among multiple users (with a workflow approval process) and organize content in an easy-to-use library; allows monitoring and “social listening” of other social media accounts and external channels and integrates with software such as Canva and Microsoft Teams.
- FedRAMP-certified and is used by more than 2,000 government and public sector agencies, including the County of Fairfax, Virginia.

Secondary

Canva Pro

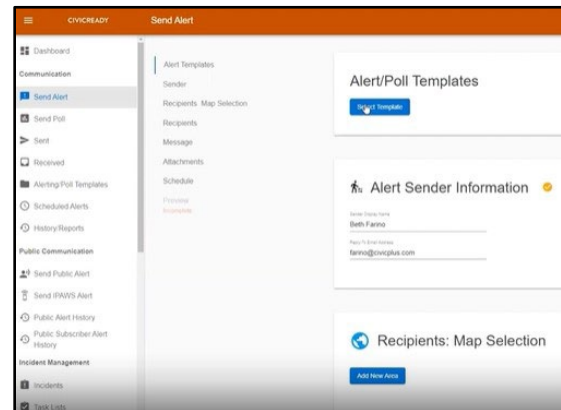
- Website: <https://www.canva.com/pro/>
- Cost: \$14.99/month (for one person) or \$119.99/year (for one person). Savings of 33% with yearly purchase.
- Purpose: Online graphic design tool that helps users create social media images, videos, animations, presentations and more.

Cision

- Website: <https://www.cision.com/>
- Cost: ~\$7,200/year
- Purpose: Acquire reporters' contact info, create media distribution lists, monitor media and social media for mentions (e.g., "Village of Cottage Grove," "Matt Schuenke," "Carolyn Clow").

CivicPlus

- Website: <https://www.civicplus.com/civicready/mass-notification-system>
 - Video demos: <http://bit.ly/2MEIQXo>
- Cost: ~\$7,500/year
- Purpose: Communicate with community via SMS, email, voice and app (including multilingual); messages can include attachments, be scheduled and be sent within a specific geographic location; send internal alerts to staff/board; send polls.
- Used by other municipalities with similar population sizes, including Marshall, PA (9,355) and Vinyard, UT (8,628).

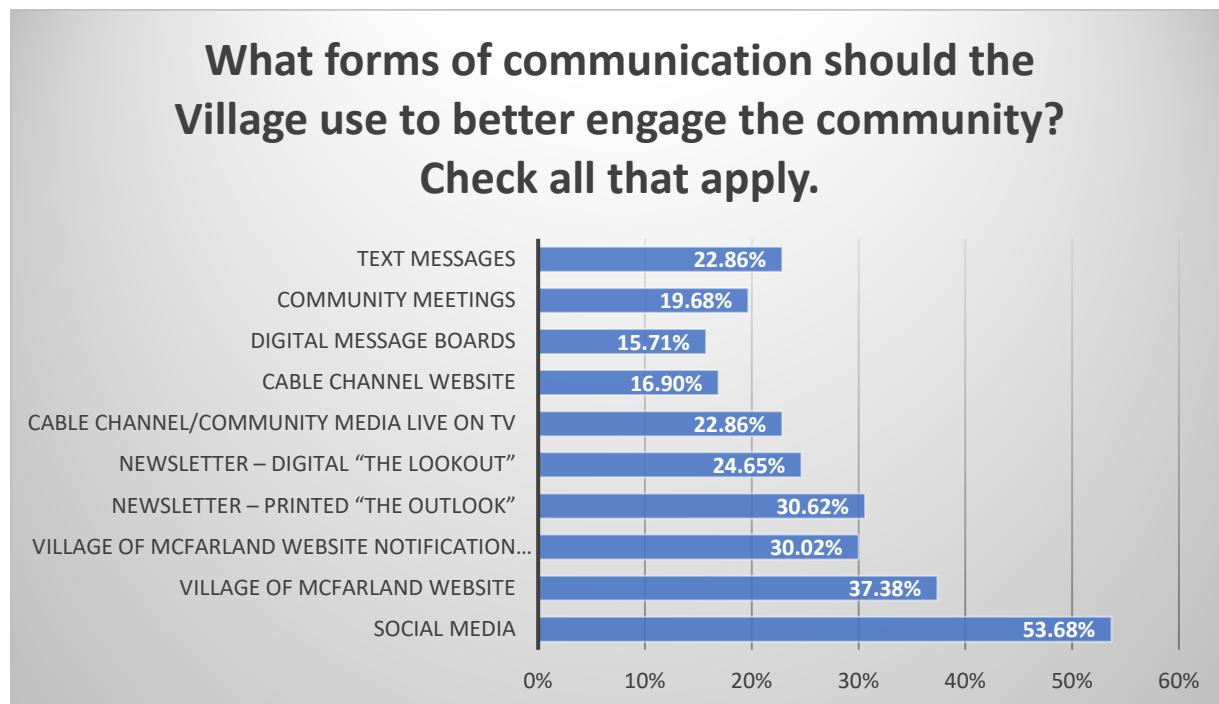
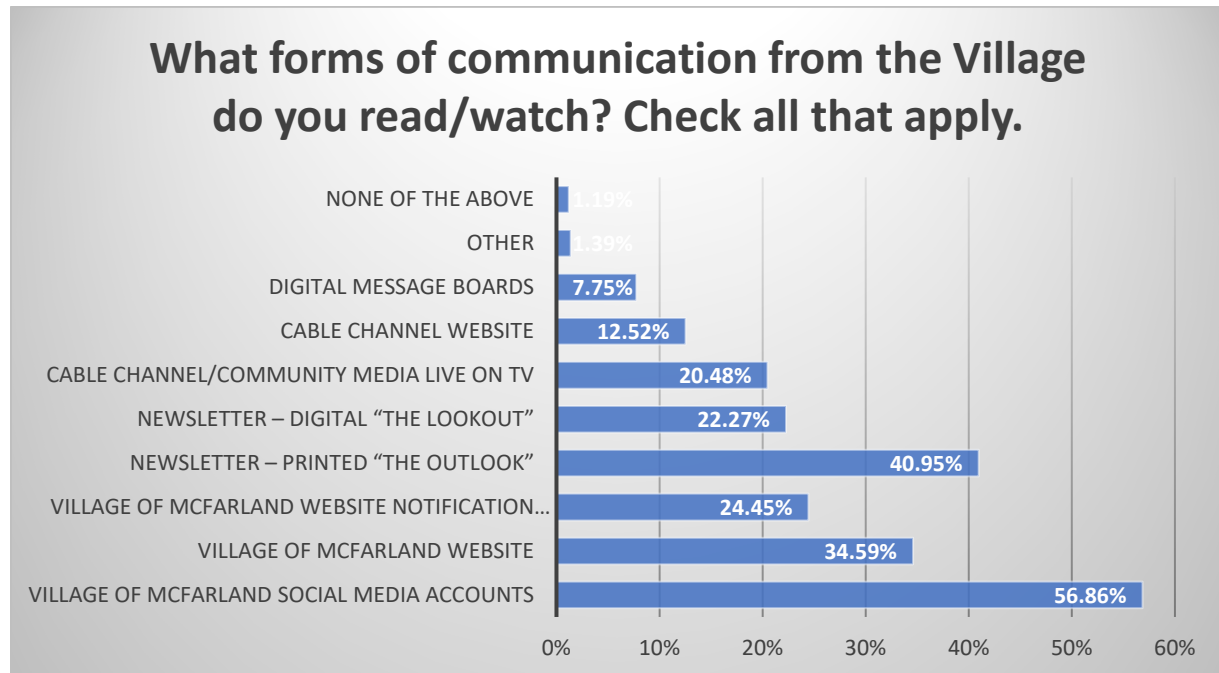


Gengo

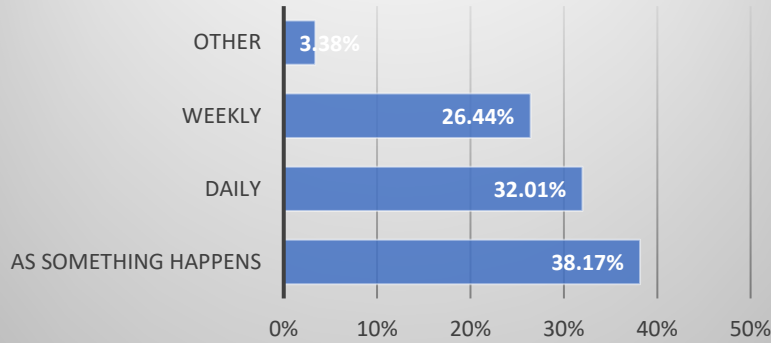
- Website: <https://gengo.com/>
- Cost: Standard: \$0.06 per word (best for casual content like internal communication, social media posts, emails and user reviews), \$0.12 per word (best for content requiring more accuracy like presentations, reports, mobile apps and websites)
- Purpose: Provides high-quality translation solutions from professional translators. Uses translation technology such as translation memory, automated quality checks and streamlined project management to provide a solution from start to finish.

Appendix A: Survey Results

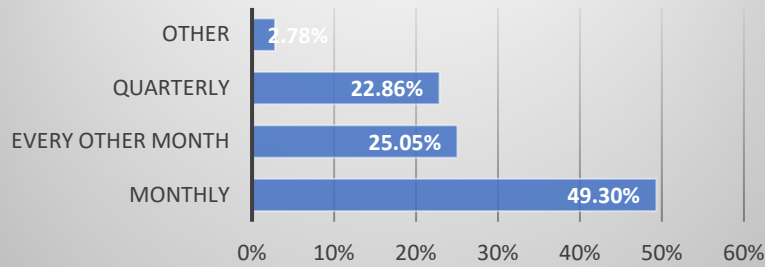
Summary: Using Facebook ads, we polled residents of McFarland ages 18-65+ from Aug. 18 to Aug. 31 and received 503 responses. According to the U.S. Census Bureau’s July 2022 estimate, the Village of McFarland had a population of 9,378. That means the survey had a margin of error of $\pm 4\%$ with a confidence level of 95%.



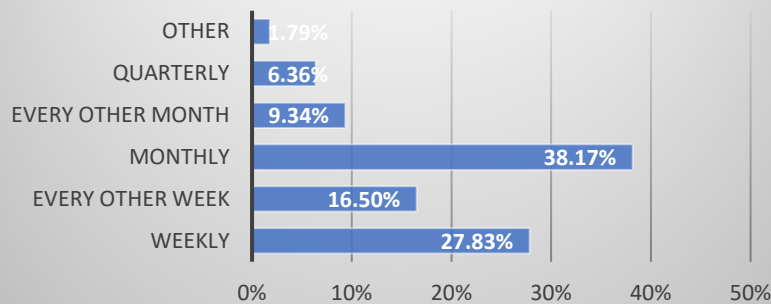
How frequently should the Village communicate on social media?



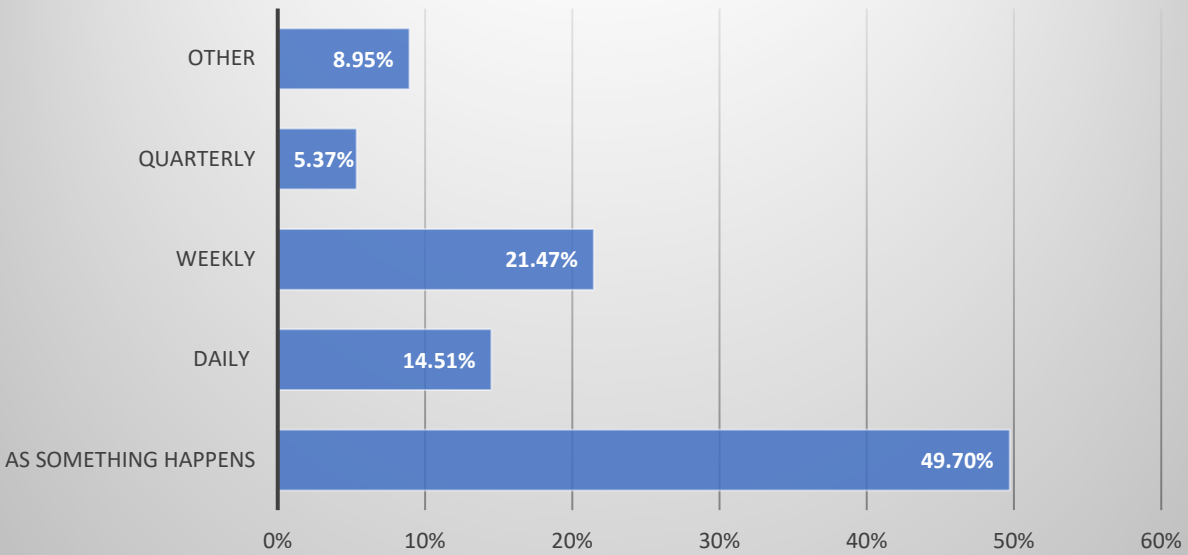
How frequently should the Village communicate via The Outlook?



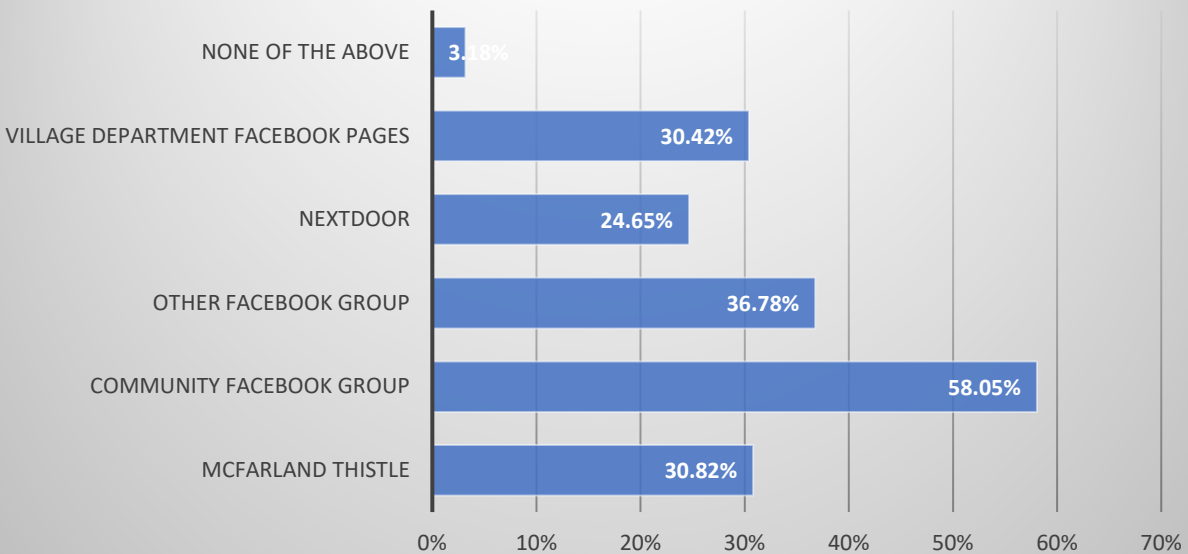
How frequently should the Village communicate via The Lookout?



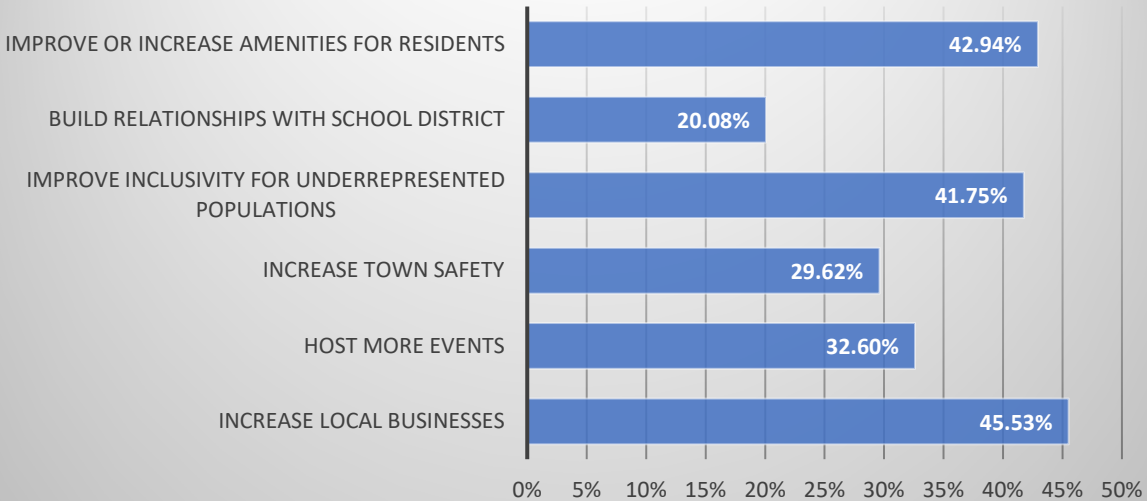
How frequently should the Village communicate via text message (if added in the future)?



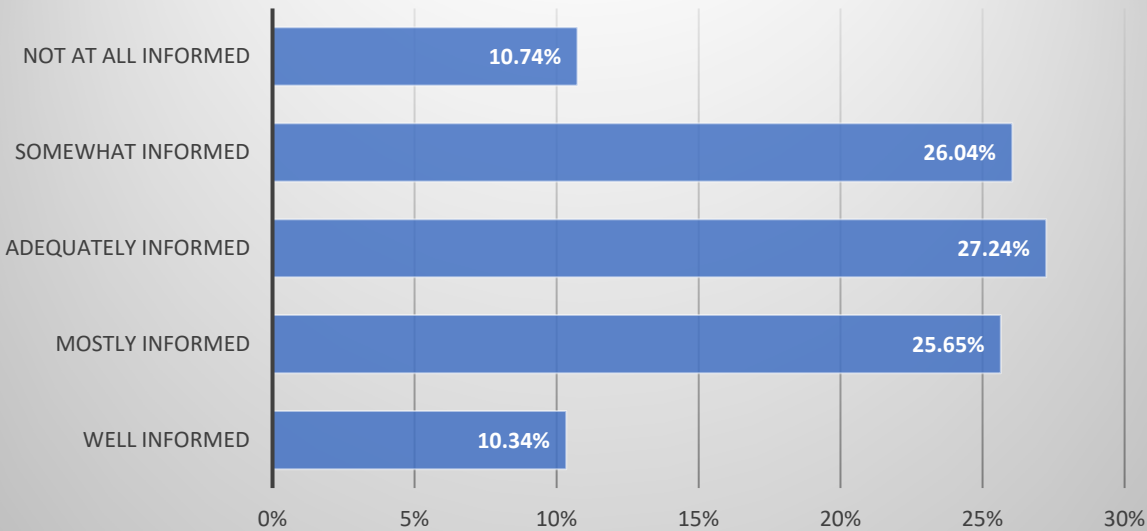
Which external sources do you use to get your Village information? Check all that apply.



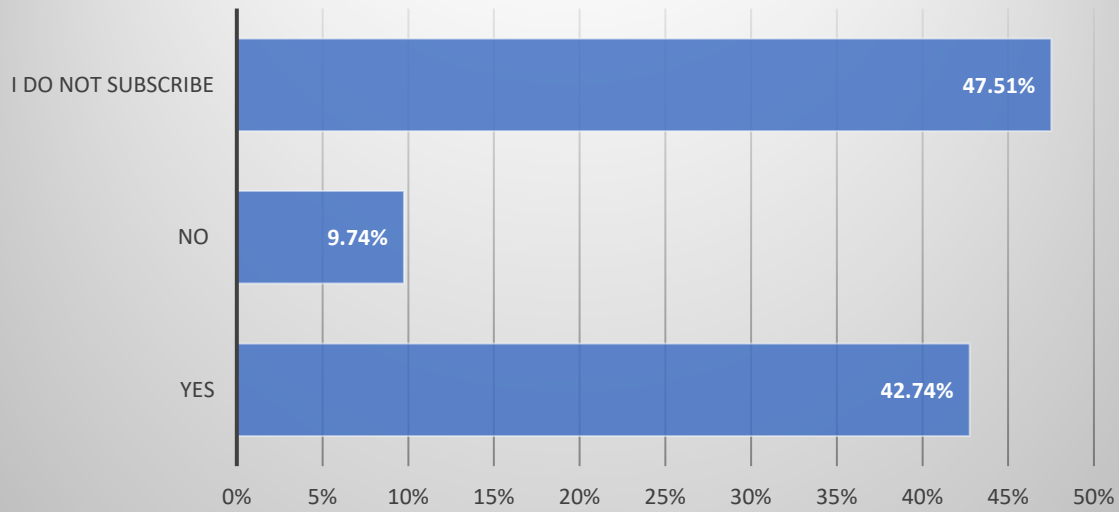
What are the top things you'd like to see the Village focus on? Select up to three.



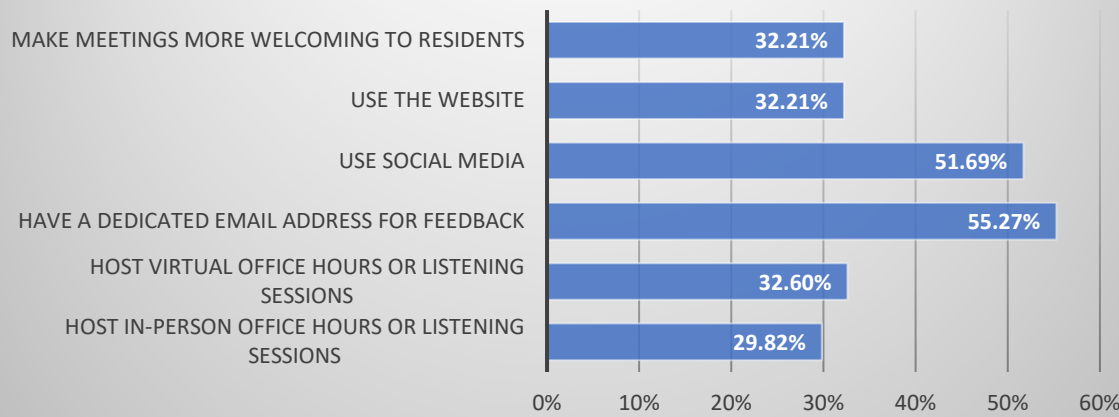
How would you rate how informed you are with upcoming capital projects in the Village?



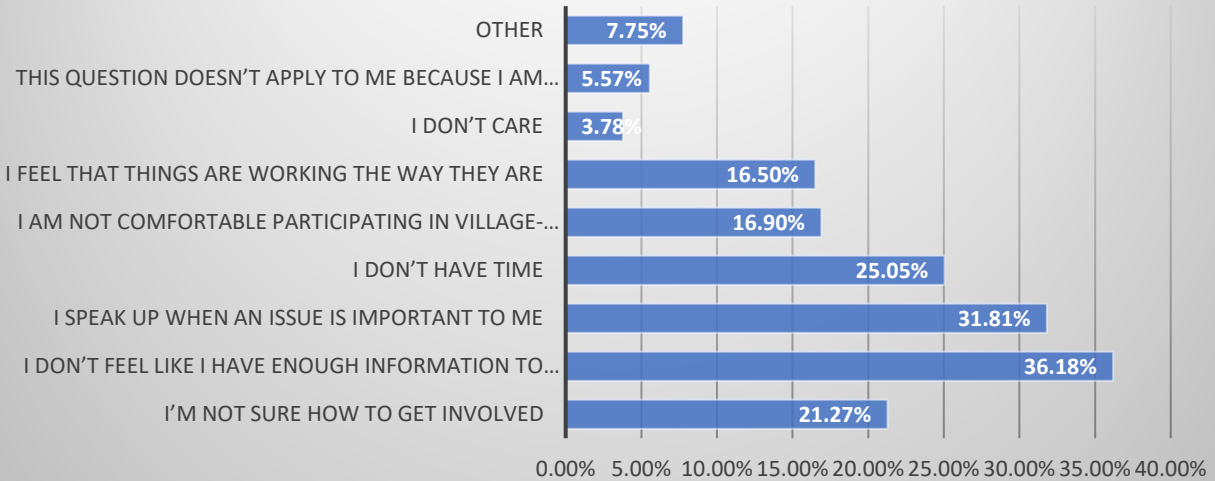
If you subscribe to the police department's alert service (Rave), do you find it useful?



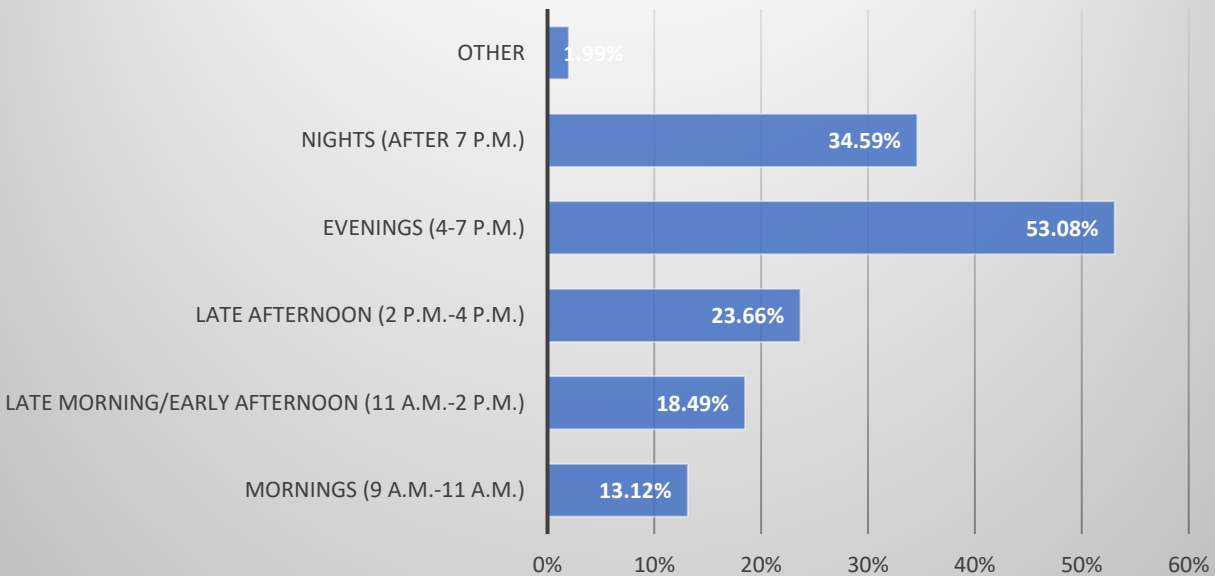
What should the Village and the board of trustees do to gather feedback from the community? Check all that apply.



If applicable, what are some of the reasons you haven't regularly engaged with or don't regularly engage with the Village? Check all that apply.



In general, what time of day would work best for you to attend in-person/virtual/hybrid public meetings? Check all that apply.



**What additional feedback do you have related to Village of McFarland communications?
(open-ended question)**

Social media accounts have been great - keep up the good work! Also, I hope that a splash pad/outdoor pool is in the works!

Communication on social media is the main way we find out info, please keep sharing on Facebook!

I do not find the website useful at all. I would like to get an organized monthly calendar with all meetings and links to meetings in one place.

I don't believe I have ever seen any communication directly from the village.

Should do these more often just to get feedback and insight. Thanks, have a good one! :)

I would love to hear more about what you guys are doing!!

I love the newsletter when it is delivered. It is an excellent resource for new members of the community and provides useful information about happenings around town.

Is there a welcome package for new residents? I don't know what's here or what I can be involved in.

It's important that we find ways to speak to our older community members who may not be using social media. And a way to communicate and get feedback from non-home owning residents/engage renters in village matters like safety and how being involved creates a stronger / better community.

I think what would be good is to have an outlet where people can submit ideas or advice through an email address and have a person who can write back to about their ideas. Maybe there is one already, but maybe making that more known then. Also, we do have a lot of new people who have moved into the area. We are a newer family too. Sometimes I think there just isn't a lot of communication out there to new people and how to get involved or when village meetings take place. Can public attend? Maybe having weekly communications on the McFarland Community page might help or weekly updates to the Village Facebook page. Maybe having village President do Facebook lives or Facebook posts on community happenings might help. Maybe hiring a social media person might help.

Needs to be more widely shared. A fifty plus house structure with a half mile of my home should mean notifying residents.

Events that involve multiple community groups (such as movie nights with Girl Scouts serving popcorn and Boy Scouts selling soda and the Lions Club selling burgers) would be a great way to increase attendance, offerings, and involvement while allowing natural mechanisms for fundraising.

You have been getting better over the years! Keep it up and keep up with technology.

I would like information via email to be complete and rather not just a link to the website to get the full details.

The Facebook posts are handy to see topics I otherwise would never see or admit I don't take the time to look at all committee agendas, topics etc.

I would like to see a big increase in communication from the Village, especially on Capital improvements.

Would be good to know how to learn about the various local social media options; I like the Outlook & that it's mailed, well organized & informative, thanks.