

Tuesday, July 9, 2024

5:30 PM

McFarland Municipal Center
5915 Milwaukee St, McFarland
Community Room

AGENDA

The public may attend in-person or remotely through the Zoom webinar or telephone options listed below.

PLEASE CLICK THE LINK BELOW TO JOIN THE ZOOM WEBINAR:

<https://us02web.zoom.us/j/85673835952>

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

Webinar ID: 856 7383 5952

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

1. CALL TO ORDER.

2. ROLL CALL.

3. PUBLIC APPEARANCES.

- a. This is an opportunity for members of the public to address the Village Board 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 Board 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 Board 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 Board 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.

4. BUSINESS.

- a. Discussion regarding 2024-2025 McFarland Strategic Implementation Plan as the Village Board goals and objectives for the coming year.
 - 1) Goal F: Transportation
 - 2) Goal G: Park/Conservancy System
 - 3) Goal H: Diversity, Equity, and Inclusion

5. SCHEDULE NEXT MEETING DATE.

- a. Tuesday, July 23, 2024 at 7:00 pm - Regular Meeting
- b. Wednesday, August 7, 2024 at 5:30 pm.
- c. Thursday, August 15, 2024 at 7:00 pm.

6. 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.

McFarland
SUMMARY SHEET

MEETING DATE: Tuesday, July 9, 2024

SECTION: Business

DEPARTMENT: Administration

CONTACT: Matt Schuenke, Village Administrator

AGENDA ITEM: Discussion regarding 2024-2025 McFarland Strategic Implementation Plan as the Village Board goals and objectives for the coming year.

PREVIOUS ACTION:

Goal A (Municipal Center Campus) and Goal B (Public Infrastructure) were reviewed by the Village Board at its meeting on June 5, 2024.

Goal C (Housing and Economic Development, Goal D (Village Government), and Goal E (Community) were reviewed by the Village Board at its meeting on June 25, 2024.

ISSUE SUMMARY:

Going forward now our objective is to revisit our goals and adjust our priorities as we provide an outlook for the next year. The former year's plan is included within this packet for reference.

Some of the things started last year may need to continue, some things may need to discontinue, and yet more there may be new ideas we want to incorporate. Again this work is meant to serve as a bridge from the Strategic Plan as we work through the years since our priorities will shift over time and this work is meant to update how we adjust from year to year. We will work from the existing goals and begin to build our implementation plan as to what the board would like to accomplish in the next year. The first part of this is really about idea development in order to align with the goals. Then Village Staff works to breath life into the ideas to fill out the remainder of the implementation plan and help show how it can be tied to the budget. Each of the remaining goals are listed on the agenda and we'll work through them as time allows. Our fourth meeting is scheduled for August 7th to meeting with Department Heads to go over the Action Plan. The Village Administrator will track the items raised and facilitate discussion as is needed.

FINANCIAL/BUDGET IMPACT:

None.

VILLAGE PLAN REFERENCE:

None.

ORDINANCE REFERENCE:

None.

BOARD, COMMISSION OR COMMITTEE RECOMMENDATION:

Presented for discussion only.



ATTACHMENTS:

1. 2023-2024 McFarland Strategic Impl. Plan 08222023 FINAL



2023-2024

McFarland Strategic Implementation Plan

August 22, 2023

Village Board Review and Acceptance

2023/2024 - McFarland Strategic Implementation Plan

Village Board Goals, Objectives, and Action Plan

Highlight notes items where new funding is required within the budget and not previously approved.

A. McFarland Municipal Center Campus

Develop of the Master Plan to include implementation of a multi-generational community center, planned expansion of the library, connecting Village plaza, and adjoining outdoor public spaces (i.e. - McFarland Municipal Campus) including the development of programs to serve seniors, youth, and families.

Objectives:

- (1) Determine future space needs and design features for the development of indoor and outdoor public spaces to support programming to be determined.
- (2) Identify and engage a broad spectrum of residents, including seniors, youth, adults, and community partners in all aspects of the planning process and operations/utilization.

Action Steps:	Cost	Timeline	Assignment
Objectives Completed.			
McFarland Municipal Center Master Plan Accepted by Village Board on May 23, 2023.			

- (3) Identify operational issues, challenges, and fiscal impacts associated with the design of recommendations from the McFarland Municipal Campus Master Plan and the construction of desired improvements thereof.
- (4) Build accepted and recommended improvements for public infrastructure in accordance with the McFarland Municipal Center Campus Master Plan.

Action Steps:	Cost	Timeline	Assignment
Accept long term financial plan as appendix to 5 year CIP that depicts implementation of all improvements for Municipal Center, Library, and surrounding public spaces.	None	August 2023	Administrator Library Village Board
Make decision(s) regarding options for facility and adjoining site plan presented within the Master Plan for the Municipal Center Project and adjoining public spaces.	None	August 2023	Administrator Village Board
Issue RFP to hire Project Manager/Owner's Representative to assist in Design through Construction.	\$300,000	September 2023	Administrator
Issue RFP to hire Architect to conduct design, bidding, and construction administration services.	\$1,500,000	October 2023	Administrator

2023/2024 - McFarland Strategic Implementation Plan

Village Board Goals, Objectives, and Action Plan

A. McFarland Municipal Center Campus (CONTINUED)

Develop of the Master Plan to include implementation of a multi-generational community center, planned expansion of the library, connecting Village plaza, and adjoining outdoor public spaces (i.e. - McFarland Municipal Campus) including the development of programs to serve seniors, youth, and families.

Objectives:

(4)	Build accepted and recommended improvements for public infrastructure in accordance with the McFarland Municipal Center Campus Master Plan (CONTINUED) .		
v.	Develop temporary operating plan for impacted Municipal Center Departments.	TBD	January 2024
			Administrator Departments
vi.	Complete design and award contract for Municipal Center Project.	None	December 2024
			Administrator Consultants Departments Village Board
vii.	Begin construction of Municipal Center Project. Implement temporary operating plan for impacted Municipal Center Departments.	TBD	January 2025
			Administrator Consultants Contractors Departments
viii.	Collaborate with the Library Board on reviewing their needs for facility expansion in association with the above referenced Master Plan. See Library Board Strategic Plan in Appendix A.	N/A	On Going
			Administrator Library
		Project Duration	Village Board

2023/2024 - McFarland Strategic Implementation Plan

Village Board Goals, Objectives, and Action Plan

B. Public Infrastructure <i>Plan for and align physical facilities and open space to support future service delivery, quality of life and infrastructure needs.</i>			
Objectives			
(1) Complete construction and transition affected Departments to a standalone public safety facility for fire, EMS, police, and court services.			
<u>Action Steps:</u>	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
Objective Completed.			
Public Safety Center on schedule to take occupancy by August 31, 2023.			
(2) Improve current Village facilities, including maintenance enhancements, and identify new systems to promote sustainability.			
(3) Develop capital improvement plans to support infrastructure needs aligned with future growth to forecast cost implications and implementation schedule.			
<u>Action Steps:</u>	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
i. Completion of a Village wide energy audit and planning to implement energy efficiencies within operations.	\$75,000	March 2024	Community Development
ii. Create policy for utilization of uniform design concepts within facilities.	None	June 2024	Senior Outreach
iii. Annual preparation of 5 year CIP to inventory and outline public improvements leading into budget process.	None	Annually August 2024	Administrator Departments
iv. Develop plan for addressing Waubesa lagoon/channel waterways as recommended for inclusion within the CIP.	TBD	August 2024	Administrator Public Works
v. Prepare inventory and develop assessment of public restrooms to identify opportunities for gender neutral facilities.	\$15,000	September 2024	Administrator Public Works
vi. Install battery storage at Public Safety Center through OEI grant award for excess power created in solar array.	\$605,000 (\$255k local)	December 2024	Community Development
vii. Continue planning with partners as applicable to develop solar array to offset municipal energy consumption.	TBD	December 2024	Community Development
viii. Continued planning combined with implementation as appropriate for digital archiving project.	\$25,000	Duration	Administration Comm and Tech

2023/2024 - McFarland Strategic Implementation Plan

Village Board Goals, Objectives, and Action Plan

C. Housing & Economic Development <i>Promote responsible growth, affordable housing, increase economic development, and grow/retain existing businesses.</i>			
Objectives			
(1) Attract and enhance new and existing commercial, restaurants, retail, mixed-use, and civic uses in the downtown area, USH 51/Farwell corridor, East Side Growth Area, and surrounding areas. (2) Develop incentives for business growth such as incubator programs, tax increment financing districts, and recruitment/retention.			
<u>Action Steps:</u>	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
i. Develop RFP, bid, hire, and begin process to recodify the Subdivision and Zoning Codes as they impact planning decisions, density, zoning, diversity, and commercial uses.	\$110,000	July 2024	Administrator Community Development Plan Commission Village Board
ii. Complete Terminal & Triangle District Plan/Redevelop. Plan 1, including new Overlay TIF District.	\$75,000	October 2024	Community Development
iii. Complete updates to the Downtown redevelopment plan.	\$75,000	October 2024	Community Development
iv. Consider property acquisition where appropriate.	Case by Case	Duration	Administrator Comm Devel
v. Consider options for funding property acquisition opportunities.	Case by Case	Duration	Administrator Comm Devel
vi. Advance East Side Plan, pursue recommendations and consider projects as applicable.	Case by Case	Duration	Community Development
vii. Participate with Chamber and business communities at least annually regarding Village updates.	\$500	TBD	Administrator Community Development
(3) Improve mix of housing within the Village, including consideration for affordable housing units within new development.			
<u>Action Steps:</u>	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
i. Finalize and implement Affordable Housing Fund Policy.	Case by Case	September 2023	Community Development
ii. Evaluate opportunities to build Affordable Housing Fund through General Fund, TIF extensions, County funding, CDBG programs, etc.	TBD	Duration	Administrator Community Development
iii. Evaluate opportunities to implement recs. from the housing studies to encourage new affordable housing.	Case by Case	Duration	Community Development

2023/2024 - McFarland Strategic Implementation Plan

Village Board Goals, Objectives, and Action Plan

D. Village Government

Creation of a dynamic work place that is inclusive and diverse in our ability to demonstrate our commitment to employee growth and development for the betterment of the Community.

Objectives:

- (1) Evaluate staffing models and organization structure to meet future service delivery needs.

Action Steps:	Cost	Timeline	Assignment
i. Update staff planning for all Depts for 2024-2033 and build into the annual budgeting process there forward. Emphasize utilization of increases in State Shared Revenue.	None	September 2023	Administrator Administration Departments
ii. Study and report on recommendations to implement curbside yard waste/leaf collection program.	TBD	September 2024	Administrator Public Works
iii. Forecast cost and tax levy impacts of operating costs. Present forecasting annually through budget process.	None	August 2024	Administration Administrator

- (2) Prioritize community-based policing practices and identify areas for diversity initiatives, outreach, education, and program development.

Action Steps:	Cost	Timeline	Assignment
i. Pursue and complete policy updates for WILEAG Accreditation.	None.	December 2023	Police
ii. Consider assignment of Community Service Officer and develop workplan for position.	TBD	June 2024	Police
iii. Address recommendations of the Communications and Engagement Plan related to crisis communications, applicable emergency response, and general resident engagement.	TBD	Duration	Administrator Comm Tech Fire and Rescue Police Village Board

- (3) Enhance public engagement and presence within the Community through the use of a broad range of media.

Action Steps:	Cost	Timeline	Assignment
i. Finish and consider implementation strategies as recommended through the Communications and Engagement Plan.	\$24,750	October 2023	Administrator Comm Tech Departments Village Board
ii. Update the Village's mission, vision, and core value statements.	TBD	April 2024	Village Board
iii. Build out future goals, objectives, action plan, and staffing recommendations based on opportunities for enhanced engagement and communications.	TBD	August 2024	Administration Administrator Communications and Technology Village Board

2023/2024 - McFarland Strategic Implementation Plan

Village Board Goals, Objectives, and Action Plan

D. Village Government (CONTINUED)

Creation of a dynamic work place that is inclusive and diverse in our ability to demonstrate our commitment to employee growth and development for the betterment of the Community.

Objectives:

- (4) Continue discussions with School District on partnerships with the Village to share and expand services for the benefit of the Community.

Action Steps:	Cost	Timeline	Assignment
i. Collaborate with the School District regarding overlapping initiatives recommended through the Communications and Engagement Plan.	TBD	December 2023	Administrator Departments Village Board
ii. Formalize partnership addressing operational impacts and financial considerations for live programming of School District events.	TBD	June 2024	Administrator Communications and Technology Village Board
iii. Explore opportunities with the School District to connect with students and faculty for program development, BCC participation, internship, and other forms of outreach as applicable.	Case by Case	Duration	Administrator Departments Village Board

- (5) Plan for and implement the inclusion of the operations for the McFarland Youth Center.

Action Steps:	Cost	Timeline	Assignment
i. Study operations of the McFarland Youth Center on how it can transition into the Village.	None.	January 2024	Administrator
ii. Prepare plan/proposal for implementation to address their ongoing operations.	TBD	July 2024	Administrator

2023/2024 - McFarland Strategic Implementation Plan

Village Board Goals, Objectives, and Action Plan

E. Community <i>Improve the Community experience for residents, businesses, and visitors through its services, safety, history, and overall desired quality of life.</i>			
Objectives			
(1) Promote Village history using statues, murals, music, special programming, etc. (2) Create a public art program that enriches the community and enhances the local quality of life.			
Action Steps:	Cost	Timeline	Assignment
i. Continued funding of signage program implemented by the Landmarks Commission to note locally historic properties.	\$20,000	June 2024	Community Development Landmarks Commission
ii. Pursue locally initiated public art and design opportunities.	Case by Case.	Duration	Community Development
iii. Developing program(s) for when and where to conduct a land acknowledgment and recognize historically indigenous properties.	None	Duration	Communications and Technology
(3) Promote the concept of a safe and healthy community in an integrated way including diversity, equity, and inclusion initiatives; from policy to planning and development.			
Action Steps:	Cost	Timeline	Assignment
i. Finalize planning and conduct recruitment for new position focused around diversity, equity, and inclusion.	\$55,000	December 2023	Administration Comm and Tech DEI Committee Village Board
ii. Draft and develop policy for Village involvement in special events including sponsorship, operational support, etc.	None	March 2024	Administration Administrator
iii. Explore inclusion within the Dane County and City of Madison C.A.R.E.S. program, encourage continued funding and support.	TBD	June 2024	Administrator Village Board
iv. Cross develop community outreach/risk reduction training to develop strategies for medical and wellness risk reduction.	\$10,000	2024	Fire and Rescue Senior Outreach
v. Participate in the Trust Building Campaign by the IACP to ensure positive partnerships and improve general well being.	Varies	Duration	Police

2023/2024 - McFarland Strategic Implementation Plan

Village Board Goals, Objectives, and Action Plan

F. Transportation				
Improve Community connectivity along pedestrian and vehicular corridors.				
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.	Continued segregation of sidewalk and trail project planning. Further track condition and improvements within RMT System.	None	August 2024	Public Works
ii.	Plan Siggelkow corridor for trail expansion from Juniper Ridge to Community Park on CTH AB.	TBD	Duration	Administrator Comm Devel Public Works
iii.	Work with Dane County on planning for connection of Lower Yahara Trail from Fish Camp Park (County) to Urso/Schuetz Park (Village).	TBD	Duration	Administrator Community Development Public Works
iv.	Work with WisDOT and Town of Dunn regarding Exchange Street, USH 51 trail extensions.	TBD	Duration	Administrator Community Development
(2)	Review opportunities to provide all forms of public transportation within and outside of the Village.			
Action Steps:		Cost	Timeline	Assignment
i.	Explore municipal and/or regional partnerships to develop localized public transportation.	TBD	Duration	Administrator Community Development
ii.	Review opportunities through new State innovative fund.	Case by Case.	Duration	Administrator Comm Devel
iii.	Pursue opportunities to add EV Charging Stations at Level 2/3 through private business, utility partnership, and/or other incentives.	Case by Case.	Duration	Community Development
(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.	Design streetscaping improvements for inclusion within Segment 7 project.	\$15,000	June 2024	Community Development
ii.	Continued partnership with WisDOT and Dane County on Segment 7 as applicable, emphasis on Siggelkow round-a-bouts, pedestrian connectivity.	TBD	Duration 2025/2026	Administrator Community Development Village Board
iii.	Continued partnership with WisDOT and Dane County on Segment 6 as applicable, emphasis on adding sidewalk, safe crossing, speed limit, round-a-bout, and bridge underpass.	TBD	Duration 2027/2028	Administrator Community Development Village Board

2023/2024 - McFarland Strategic Implementation Plan

Village Board Goals, Objectives, and Action Plan

G. Park/Conservancy System

Support the development of active and passive park amenities that appeal to all.

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. Finish construction of new Skate Park amenities within McFarland Park.	\$645,000	October 2023	Public Works
ii. Finish community park phase 1 with in ground irrigation.	\$1,500,000	October 2023	Public Works
iii. Construct new gender neutral public restroom at Highland Oaks Park.	\$150,000	April 2024	Public Works
iv. Plan, Design, and/or Construct Phase 1 and 2 of the proposed Inclusive Park at Waubesa Intermediate School.	\$2,500,000	September 2024	Administrator Parks/Rec Committee Public Works School District Village Board
v. Consider land acquisitions where applicable to expand and/or create new opportunities within the parks.	Case by Case.	Duration	Community Development

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

Action Steps:	Cost	Timeline	Assignment
i. Improve access within dog park by installing new limestone path.	\$75,000	October 2023	Public Works
ii. Complete new tree management plan in line with tree inventory to help advise future management initiatives.	\$7,500	December 2023	Public Works
iii. Renovate bathrooms at Brandt Park to improve fixtures and enhance security, access control. Evaluate ability for gender neutral facilities.	\$110,000	May 2024	Public Works
iii. Replace playground equipment at Highland Oaks Park.	\$125,000	August 2024	Parks/Rec Committee Public Works

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

Action Steps:	Cost	Timeline	Assignment
i. With location determined, finalize conceptual plan to estimate site plan, elevations, and probable cost.	\$10,000	February 2024	Administrator
ii. Discuss future capital/operating costs, gather public input, economic impact, determine fund raising parameters, create community partners as needed.	None	Duration	Administrator Parks and Recreation Committee Village Board

2023/2024 - McFarland Strategic Implementation Plan

Village Board Goals, Objectives, and Action Plan

G. Park/Conservancy System (Continued)

Support the development of active and passive park amenities that appeal to all age groups and abilities.

Objectives

- (4) Develop and implement park master plans that prioritize future developments.

Action Steps:	Cost	Timeline	Assignment
i. Drafting and development of 2024-2028 Parks and Open Space Plan.	\$10,000	December 2024	Comm Devel Public Works
ii. Advance permitting process for McDaniel Park Beach Project to include dredging to improve accessibility.	\$25,000	December 2024	Administrator Public Works
iii. Continue planning and engagement for design process on Phase 2 of Community Park.	\$175,000	December 2024	Administrator Parks/Rec Committee Public Works

- (5) Expand, enhance, and develop programs to increase access and promote greater use of the lakefront, wetland conservancy, and waterways.

Action Steps:	Cost	Timeline	Assignment
i. Design and construct lake access improvements at Lewis Park.	\$250,000	July 2024	Parks/Rec Committee Public Works
ii. Review opportunities for funding through Dane County at Lewis Park for lake access project.	TBD	July 2024	Administrator
iii. Continued promotion of McDaniel Park for commercial partnerships including new priority for water craft rental.	Case by Case.	Duration	Administrator
iv. Review opportunities within the system to acquire property to expand lake access.	Case by Case.	Duration	Community Development

2023/2024 - McFarland Strategic Implementation Plan

Village Board Goals, Objectives, and Action Plan

H. Diversity, Equity, and Inclusion

Create opportunities to advance initiatives that support the growth of diversity, equity, and inclusion within the Community and organization.

Objectives

- (1) Provide support for the ongoing development and utilization of the Diversity, Equity, and Inclusion Committee.

Action Steps:	Cost	Timeline	Assignment
i. Onboard new position focused around diversity, equity, and inclusion and integrate their work with Committee.	None.	January 2024	Communications and Technology Departments
ii. Consider recommendations from the Communications and Engagement Plan as it may pertain to the Committee and/or diversity, equity, and inclusion.	TBD	Duration	Communications and Technology
iii. Review parameters and limitations for data collection, establish concept for ongoing auditing.	None.	April 2024	Administration Administrator Comm and Tech
iv. Create policy for data collection and its impacts for use going forward (i.e. - tracking, evaluating, sharing, etc.)	None.	Duration	Administration Administrator Comm and Tech

- (2) Continued implementation of the Diversity, Equity, and Inclusion (DEI) Report.

Action Steps:	Cost	Timeline	Assignment
i. Consider holiday recognition and event schedules. Update policy as applicable.	None	December 2023	Comm and Tech
ii. Review DEI Report and reconcile progress.	None	June 2024	Communications and Technology
iii. Continue to support other events, initiatives, programs, trainings, etc. within the Community through the Village, School District, and other local groups.	Case by Case	Duration	Administration Communications and Technology
iv. Alignment of equity audit with expectations for data collection to be evaluated by the DEI Committee.	None.	Duration	Administration Administrator Comm and Tech

- (3) Work with Community Partners on the creation of a lasting land acknowledgement.

Action Steps:	Cost	Timeline	Assignment
i. Support public recognition of the land acknowledgement previously adopted during the Community Festival.	TBD.	September 2024	Administration Administrator Communications and Technology

- (4) Continue discussions with School District on partnerships with the Village for the advancement of diversity, equity, and inclusion within the Community.

Action Steps:	Cost	Timeline	Assignment
i. Engage and network with School District via DEIB Coordinator position.	None.	Duration	Administration Administrator Comm and Tech



2024 - 2029 Strategic Plan

MISSION

To provide high-quality materials and services to fulfill the informational, recreational, educational, and cultural needs of the entire community in an atmosphere that is welcoming and respectful.

VISION

Welcoming all to an engaging environment,
providing state-of-the-art library services.

INTRODUCTION

E. D. Locke Public Library's current strategic plan was approved by the Library Board on July 1, 2019. The five-year plan dated 2019 through 2024, identified five major goals with primary objectives. Despite major interruptions to service and operations during the COVID-19 pandemic, E. D. Locke Public Library staff have successfully worked through the goals and objectives of that plan. Anticipating the conclusion of the previous strategic plan, Library Director Heidi Cox assembled an ad-hoc Strategic Planning Committee and with the support of the Library Board, engaged Rachel Arndt Consulting, LLC in early 2023. Rachel Arndt facilitated the work of the Strategic Planning Committee, culminating in a new five-year strategic plan covering 2024 through 2029.

METHODOLOGY

The Strategic Planning Committee was made up of community members, library supporters, and library staff members. The committee members represent a variety of key library stakeholders including library staff, young families, students, older adults, volunteers, business owners, community organizations, village government, and non-profit sectors. The ad-hoc committee was approved by the Library Board on December 5, 2022.

Heidi Cox – Library Director

Kelly Heasty – Assistant Library Director

Ann Engler – Adult Services Library Assistant

Ken Machtan – Library Board President

Hilary Brandt – McFarland Equity Project, Village Board Trustee

Andrew Briddell – community member

Staci Fritz – Library Board & Friend of McFarland Library

Lara Mays – Public Relations/Marketing Director & Foundation Executive Director -
Stoughton Health

Shawn Miller – Youth Center Board President, Bird Festival Committee member

Rob Sherman – McFarland Lions Club, Library Volunteer

Aaron Tarnitzer – McFarland School District Superintendent

In preparation, Consultant Rachel Arndt reviewed the following documents:

- E. D. Locke Public Library Strategic Plan 2019 – 2024
- E. D. Locke Facilities Study 2022
- Village of McFarland Strategic Plan 2020 – 2030

The Strategic Planning Committee met monthly from February through July 2023. Facilitated discussions established the current status of the community and library. The committee worked collaboratively through facilitated, participatory discussions, created a community asset map, performed a SWOT analysis, and completed visioning exercises, all designed to elicit significant feedback about E. D. Locke Library and its future.

METHODOLOGY (con't)

Monthly meetings typically had seven or more participants. The Strategic Planning Committee was highly engaged in the facilitated meetings with all attendees participating in discussions and exercises. The consultant facilitated individual and group exercises during which the committee members shared their ideas and thoughts. Participants recorded and logged their feedback during each meeting and the consultant presented a summary at each subsequent meeting to ensure accuracy.

In addition, the consultant held a facilitated listening session for E. D. Locke Public Library staff on June 21, 2023 to gather feedback and ideas to incorporate into the strategic plan.

FINDINGS

A review of E. D. Locke Public Library's 2019 – 2024 Strategic Plan demonstrates that the library director and staff addressed all goals and objectives within the duration of the strategic plan timeframe. Feedback from the Strategic Planning Committee affirmed that E. D. Locke Public Library has a positive reputation for success and engagement within the McFarland community.

Library Director Heidi Cox shared data with the Strategic Planning Committee that shows the E. D. Locke Public Library service area is positioned for both population and library user growth.¹ Library data demonstrates the growth of E. D. Locke Public Library's statistical measures on cardholders, circulation, and program attendance. That continued success is pushing the capacity limits of the current facility and staff members.

Through a facilitated asset mapping activity, the Strategic Planning Committee identified that McFarland community members derive a strong identity through their involvement with local organizations, indoor and outdoor recreation, and local events. The asset mapping activity determined that this involvement is an important component of the community's quality of life. Community members also benefit from local investment in infrastructure and municipal projects. In an assessment of the types of people that leverage community assets, the committee identified a wide range of ages and lifestyles that attend community events and use the library.

¹ Village of McFarland Market Data <https://www.mcfarland.wi.us/183/Market-Data>

FINDINGS (con't)

The asset mapping activity also showed that challenges the community face include: commuter lifestyles that pull residents away from McFarland resources and businesses, lack of jobs in the immediate McFarland community, no clearly defined public square/village center, limited low-income/affordable housing, and limited social services, local media, and public transit in the village. *Some of these challenges are also addressed as part of the McFarland Village Strategic Plan 2020 – 2030.*

The Strategic Planning Committee also participated in a SWOT analysis to assess E. D. Locke Public Library's strengths, weaknesses, opportunities, and threats. The committee concluded that at the conclusion of the 2019 – 2024 strategic plan, E. D. Locke Public Library is working from a position of strength and effectively utilizing its planning documents for the benefit of the library and community. The committee agreed that the library leadership and staff contribute significantly to the success of the library resulting in meaningful program participation and library use. The committee shared that the library staff knowledge and expertise led to a positive, welcoming, and helpful environment for patrons using the library. The efforts to have library staff participate in community events and outreach were also viewed and beneficial to the community and the library.

Library staff provided feedback that library youth programming strongly attracts young families to E. D. Locke Public Library. The staff were proud of the library staff culture which they described as solution-oriented, supportive of the community, and focused on quality of service. They noted that patron feedback is positive about the library's collections, programs, and services.

The committee and staff discussed that the lack of flexible space and study/meeting rooms in the library is not responsive to current community needs. The library has presently outgrown its current programming space and that has required ticketing for popular events, which results in turning people away from library programs. The volume of programming has also pushed the storage limits of the facility. A robust programming schedule also means that spaces must be changed over quickly and require more flexible furniture and equipment. In addition, the aging facility requires ongoing maintenance and replacement of mechanical systems.

The committee also identified that, despite library efforts, some community members remain unaware of library programs and services or sometimes missed library marketing materials. This effort to generate publicity is time consuming and strategies must be adjusted due to the rapid changes in social media tools and technology.

FINDINGS (con't)

The committee also brainstormed potential threats to the library's future success that included: staff turnover, changes to community or municipal support, and a reduction in available resources either through a large-scale financial recession or municipal budget changes. The Strategic Planning Committee affirmed that E. D. Public Library is not imminently facing these threats. By noting these potential threats, the strategic plan can offset the possibilities with sound goals and objectives.

Through strategic visioning exercises, the Strategic Planning Committee generated concepts and ideas that resulted in the following goals and objectives for E. D. Locke Public Library, presented to the Library Board of Trustees on August 7, 2023.

E. D. Locke Public Library

2024 - 2029 Strategic Plan

Goal 1) The Library's collections, programs, and services reflect the needs of the community.

- Develop a library service model for outreach, community engagement and satellite or express library.
- Create library outreach kit for community events.
- Expansion of youth and teen programming.
- Adult programming appeals to community interests and connects patrons to library materials and collections.
- Pilot all-age programming to appeal to broader audiences and interests.
- Establish and use diversity, equity, and inclusion criteria for collections, programs, services, displays, and book recommendations.
- Seek grants and partnerships to support library efforts for diversity, equity, and inclusion.
- Facilitate community dialogue to gather information and data on community needs.
- Establish a communication plan for effectively sharing library marketing materials to reach specific audiences for programs and services.
- Expand collection with a *Library of Things*, made up of library-loaned objects, gadgets, tools, games, or kits.
- Collaborate with the school district to participate in leveled literacy challenges that support readers at all developmental stages.

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Goal 2) The Library is recognized as a valuable community contributor.

- Community engagement and event participation showcases the library prominently.
- The library actively participates in community decisions and engages municipal leaders about library plans, assets, and benefits.
- Engage library users and supporters in library awareness and advocacy.

Goal 3) The Library cultivates and expands strong community support.

- Reinvigorate Friends of the Library through membership growth.
- Establish priorities for Library Finance Committee.
- Continued growth of library endowment.
- Seek sponsorship opportunities to underwrite programs or provide technology or equipment.
- Develop patron feedback mechanism.

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Goal 4) The Library leverages technology, new tools, and services to benefit library staff and patrons.

- Launch and evaluate reservation software for library spaces.
- Evaluate and pilot express, self-service, or off-hours services for patron convenience.
- Assess alternatives to current library copy/print/fax and translation technologies.
- Utilize library technology such as push notifications, the library website, search engine ads, and social media accounts to identify and reach the specific audiences that use these technologies.
- Explore hands-on technology teaching opportunities for library users, especially older adults.
- Explore feasibility of digital signage on exterior of library.

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Goal 5) The Library pursues improvements to the library building and internal spaces which are necessary to enhance library collections, programs, and services.

- Investigate shelving alternatives and reorganize current collections to gain efficiency, visibility, and accessibility.
- Explore alternate sites for library programs or services through satellite or express locations.
- Evaluate early literacy center (ELC) equipment for children's area.
- Identify areas to align safety and security protocols and language with other municipal departments and school district.
- Using the findings from 2022 facilities study and ongoing facility maintenance reports, determine library expansion and funding plans.
 - Any immediate improvements should be incorporated into library expansion to maximize budget investment.
 - Priority placed on programming space, meeting and study rooms, and overall flexibility.
 - Include dedicated teen space.
 - Perform an efficiency review of staff work spaces.

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Goal 6) The Library uses a continuous growth model for the professional development and management of library staff.

- Evaluate staff alignment to ensure organizational structure meets library service needs.
- Staff receive relevant continuing education on best practices, service improvements, and library technology.
- Perform systematic policy/procedure review.
- Hold yearly in-service for all library staff.

CONCLUSION

These goals and objectives were reviewed and endorsed by the Strategic Planning Committee at the July 13, 2023 meeting. A copy of this plan will be presented to the Library Board of Trustees on August 7, 2023. Upon approval of the plan, the consultant will deliver final copies of the strategic plan to the Library Director and the Library Board of Trustees.

PREPARED AND SUBMITTED BY:



Library Consultant

August 1, 2023

Rachel Arndt Consulting, LLC

