

Tuesday, August 27, 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/84977763376>

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

Webinar ID:849 7776 3376

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

1. CALL TO ORDER, ROLL CALL.**2. PUBLIC APPEARANCES.**

- a. This is an opportunity for members of the public to address the Diversity, Equity, and Inclusion Committee 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 communications@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.

3. BUSINESS.

- a. Review the background of Diversity, Equity and Inclusion within the Village of McFarland and discuss our collective goals both past and present
- b. Review the DEI goal on the 2024 - 2025 strategic plan and examine the action items

4. SCHEDULE NEXT MEETING DATE.**5. 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, August 27, 2024

SECTION: Business

DEPARTMENT: Administration

CONTACT: Krystal Johnson, DEI Strategist

AGENDA ITEM: Review the background of Diversity, Equity and Inclusion within the Village of McFarland and discuss our collective goals both past and present

PREVIOUS ACTION:

ISSUE SUMMARY:

Offering a comprehensive overview of the Diversity, Equity, and Inclusion Committee's history, current initiatives, and future plans. This presentation aims to inform the public, current and new trustees, and committee members about the DEI Committee's work and its trajectory.

FINANCIAL/BUDGET IMPACT:

VILLAGE PLAN REFERENCE:

ORDINANCE REFERENCE:

BOARD, COMMISSION OR COMMITTEE RECOMMENDATION:

ATTACHMENTS:

1. DEI Journey
2. Resolution #2020-14 Honoring George Floyd
3. Resolution 2020-14 - Advance Racial Equity, Social Justice, Diversity and Inclusion within the Village of McFarland
4. Resolution 2020-19 Creation of special committee DEI
5. Public Safety Committee Operating Policies Analysis
6. DEI Municipal Code
7. McFarland DEI Report with Appendices
8. DEI SMART Goals

THE VILLAGE OF MCFARLAND'S

DEI Journey

Past, Present and Future

2020 - 2021

FIRST STEPS

2020 - 2021

THE BEGINNING

- Students at McFarland High School Organize and call for action in response to the murder of George Floyd, May 25th, 2020.
- Their call to action, prompted Resolution 2020-14 Honoring George Floyd with our actions. Passed 7-0
- Followed by Resolution 2020-14, Advancing Racial equity, social justice, diversity and inclusion within the Village of McFarland Passed 5-2- 0 acclamation

PRE WORK

- Resolution 2020-19 began the start of creating a special committee committed to advancing racial equity, social justice, diversity and inclusion.
- In result of Resolution 2020-14, the MPD conducted a comparison of current operational procedure and the #8CantWait Campaign.
- The creation of AD HOC Special DEI committee passed 7-0

SUB COMMITTEE

- The First DEI subcommittee was held on January 5th, 2021.
- Assisted in the recruitment of the new police chief of McFarland.
- Discussed and offered suggestions for MPD, including the complaint procedures and process.
- Developed DEI Initiatives and goals.
-

WORK CONTINUES

- Joined Government Alliance on Race and Equity (GARE)
- Developed a recognition calendar of various populations, communities and organizations.

INTO 2022

- Hired a consulting group to assist with goal setting and analysis.
- Established a budget for DEI work within the Village of McFarland

DEI Journey

2022

LET'S DO IT

2020 - 2021

FIRST STEPS

We launch our first
advertising platform.

2022

CONSULTANT WORK

- Worked on a SWOT (strength, weaknesses, opportunities, and threats) analysis for the entire Village of McFarland, including departments.
- Through the SWOT analysis, conducted an equity audit
- Facilitated an equity institute for the Village of McFarland, including community members, staff and elected officials.

GOALS

- DEI committee became a standing committee.
- The consultants assisted the DEI committee on creating SMART goals (specific, measurable, achievable, relevant and time-bound)

LAND ACKNOWLEDGEMENT

- Began working on a Land Acknowledgement
- Developed a relationship with the Hochunk nation.
- Put on an event to commemorate the Land Acknowledgement.
- Partnered with the school district on historical landmark signs.

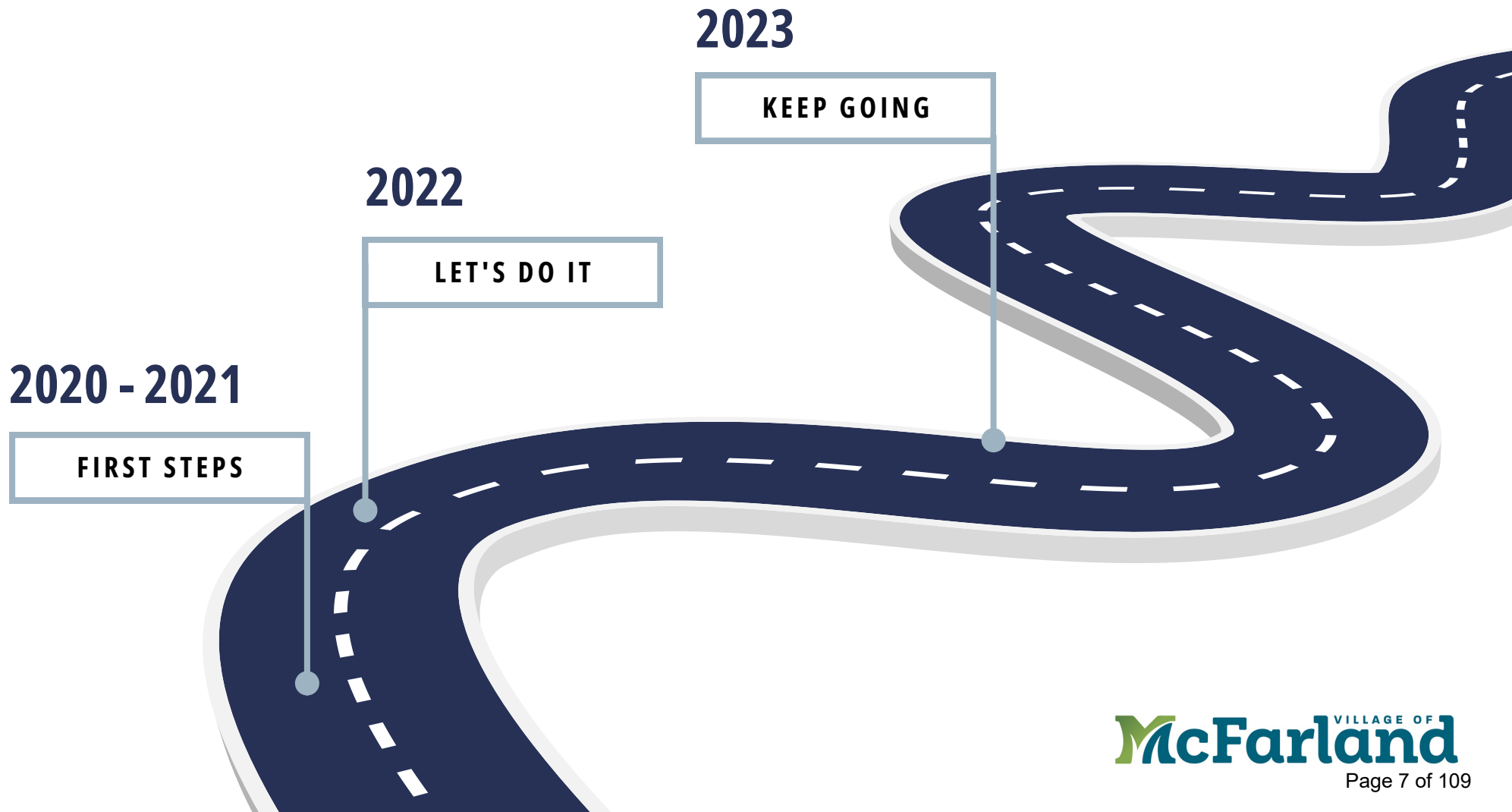
CONTINUED WORK

- Worked with the personnel committee on a new personnel policy.
- The committee assisted with but not limited to, time off, recognized holidays, benefits and more.

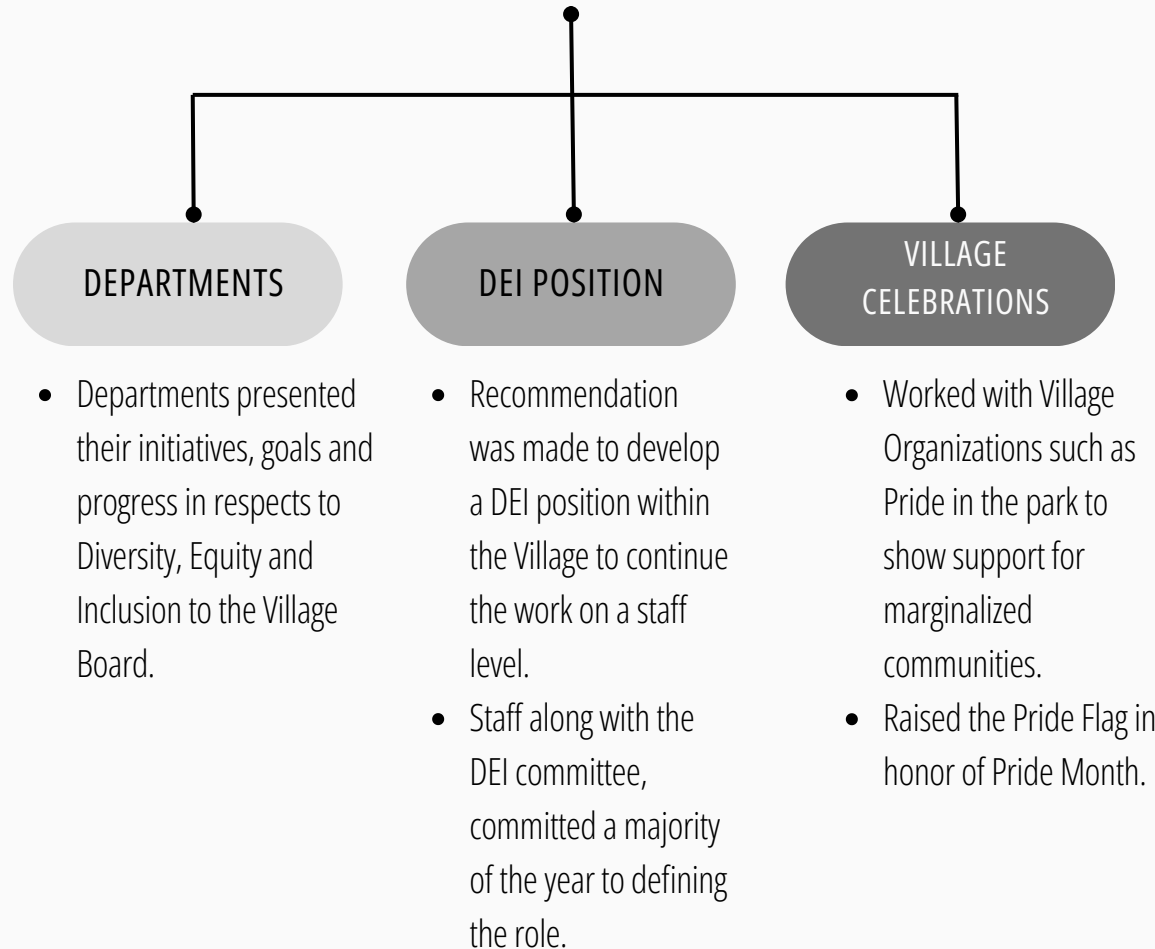
PARTNERSHIPS

- Developed a partnership with grassroots organizations within the Village such as the McFarland Equity Project
- Continued to work with the school district to ensure student voices were heard within the Village

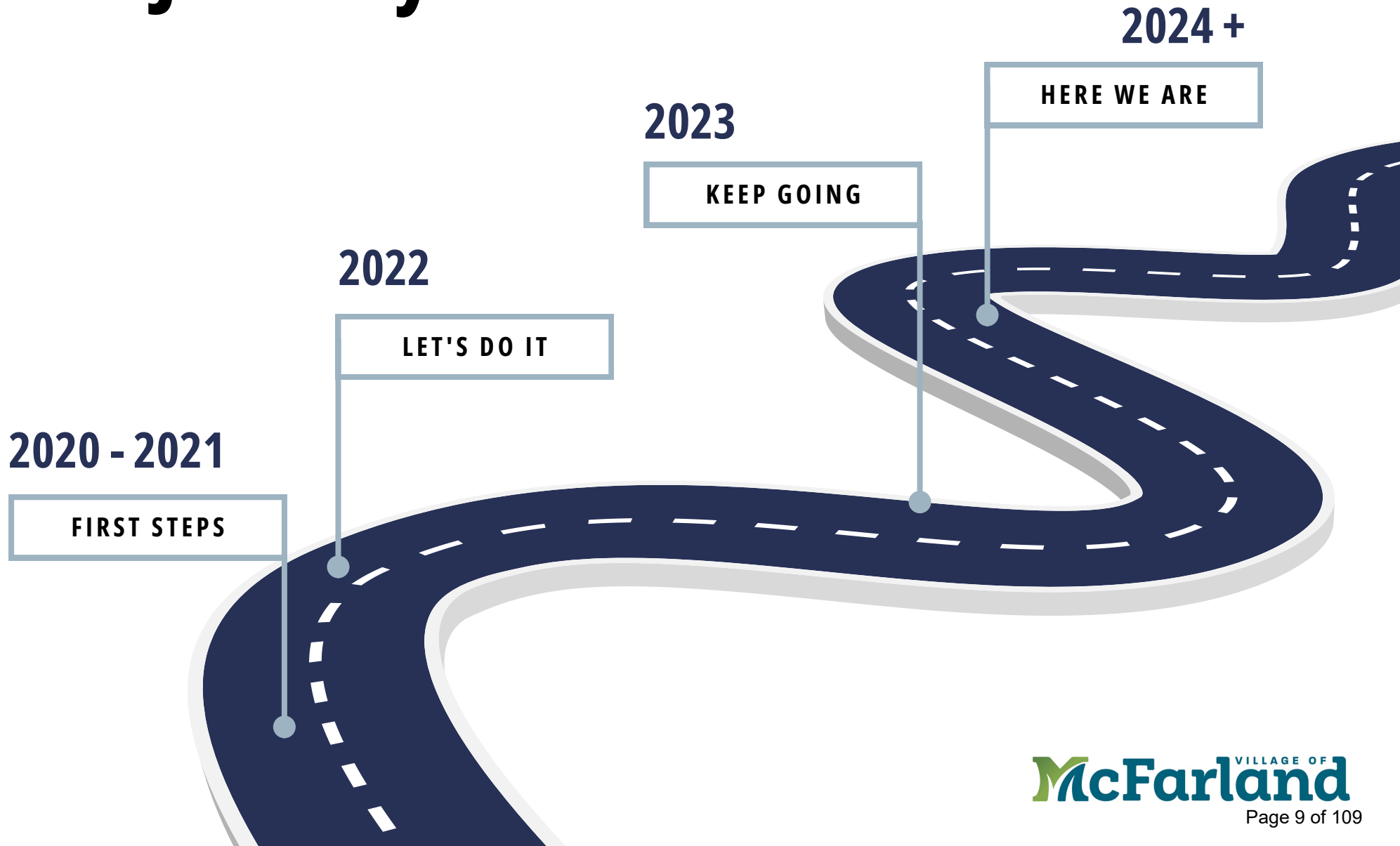
DEI Journey



2023



DEI Journey



2024 +

DEI STRATEGIST

- DEI Strategist was hired in December of 2023 and Started in January of 2024

JAN - MARCH

- Developed a running list of recognition awareness and acknowledgement days
- Assisted with religious holiday mandate for Village Staff
- Began staffing the DEI committee and getting to know the work that has been previously completed.
- Began working on Language research within the Village

APRIL - MAY

- Celebrated Word Day for Cultural Diversity for Dialogue and Development and established it as an annual Village of Mcfarland Community Celebration - survey was conducted
- Continued to develop relationships with the School District and community led organizations

MAY - JULY

- Continued development of creating a foundation for the DEI committee that aligns with the DEI Committee's Village Ordinance
- Supported the BSU students with their Juneteenth celebration

CURRENT +

- Utilizing the previous work such as the equity audit to develop programs, initiatives and more that are relevant to the goals and initiatives of the Village.
- Preparing for 2025 strategic goals

RESOLUTION 2020-14

A RESOLUTION HONORING GEORGE FLOYD WITH OUR ACTIONS

WHEREAS, on May 25, 2020, George Floyd, an African American man, died at the hands of four Minneapolis, Minnesota, police officers;

WHEREAS, the actions of those four Minneapolis, Minnesota, police officers do not represent the thousands of men and women that serve and protect their respective communities with the highest levels of professionalism, but their actions do impact the relationships between most communities and their police departments; and

WHEREAS, this act of intolerable violence and other similar acts that have occurred across this country in recent years are unpardonable and must serve as a wake-up call to every human being that recognizes life as both a gift and human right.

NOW, THEREFORE, BE IT RESOLVED BY THE Village Board, Village Administrator, McFarland Police Department, and all Employees for the Village of McFarland, as follows, that:

- 1) We join with America in sharing its sorrow within the shadow of this heinous act;
- 2) We recognize that we all come from a common thread as a single human race and call on our country to recognize the value of human life;
- 3) We fully support and strongly endorse peaceful unification throughout this country opposing acts of violence against persons of color and those of different ethnicity, religions, beliefs or expressions, both now and in perpetuity;

4) We call upon our Community to join with us in committing to introspective evaluation of ourselves as public servants, citizens and as fellow members of the human family; and

5) Furthermore, we invite further dialogue and action within the Community to work together by doing everything we can to build a system that finally fulfills the promise of liberty and justice for all.

ADOPTED at a regular meeting of
the McFarland Village Board this 8th day
of June, 2020.

Brad Czebotar
Village President

Attest: _____
Cassandra Suettinger
Clerk/Treasurer

RESOLUTION #2020-14	
MOTION	SECOND
ACTION	DATE
Adopted	
Referred	
Tabled	
Withdrawn	
Defeated	
Published	
INDIVIDUAL VOTING RECORD	
Brassington	Kryzenske
Clow	Rupert
Czebotar	Utter
Flaherty	
VOTING RESULTS	
Motion Carried:	
Motion Defeated:	



VILLAGE BOARD SUMMARY SHEET

MEETING DATE: Monday, June 22, 2020

SECTION: Business

DEPARTMENT: Administration

CONTACT: Matt Schuenke, Village Administrator

AGENDA ITEM: Discussion and action regarding Resolution #2020-14: a resolution to advance racial equity, social justice, diversity, and inclusion within the Village of McFarland.

PREVIOUS ACTION:

The Village Board was presented within the Community's resolution and scheduled discussion on a separate resolution at its meeting on June 8, 2020.

ISSUE SUMMARY:

Included within your packet is a resolution to advance racial equity, social justice, diversity, and inclusion within the Village of McFarland. This resolution was presented to the Village Board at our last meeting by members of Community to establish an action plan to address the issues identified. It has been revised to account for what was requested by the Community and elements considered under a different resolution by the Village Board from that same meeting. The resolution also has the full support of the Police Department through its Police Chief who has reviewed its contents and recommends its approval. Having worked with the event organizer and drafting this document, as Village Administrator I also lend my support to its contents and look forward to advancing the initiatives contained within.

FINANCIAL/BUDGET IMPACT:

Simply adopting the resolution does not require any further cost considerations. How, when, and to what extent we advance its action steps will likely have costs associated with it that the board can address on a case by case basis.

VILLAGE PLAN REFERENCE:

Included within your packet is the Vision and Mission Statement for the Village of McFarland. The resolution as drafted is line with these statements and fulfills the spirit of this message.

ORDINANCE REFERENCE:

None.

BOARD, COMMISSION OR COMMITTEE RECOMMENDATION:

Presented and recommended for approval by all involved.



ATTACHMENTS:

1. 2020-14 Resolution to Advance Racial Equity Justice Diversity and Inclusion
2. McFarland Vision-Mission Statement FINAL

RESOLUTION 2020-14

A RESOLUTION TO ADVANCE RACIAL EQUITY, SOCIAL JUSTICE, DIVERSITY, AND INCLUSION WITHIN THE VILLAGE OF MCFARLAND

WHEREAS, on May 25, 2020, George Floyd, an African American man, died at the hands of four Minneapolis, Minnesota, police officers;

WHEREAS, acknowledging that black people are three times more likely to be killed by police than white people according to the research collaborative *Mapping Police Violence*;

WHEREAS, this act of intolerable violence and other similar acts that have occurred across this country in recent years are unpardonable and must serve as a wake-up call to every human being that recognizes life as both a gift and human right;

WHEREAS, observing that more diverse families are coming to the Village; and

WHEREAS, recognizing that the Southern Wisconsin has one of the lowest probability of an individual reaching the top income quintile if they grew up in a low-income household.

NOW, THEREFORE, BE IT RESOLVED by the Village Board of the Village of McFarland on behalf of all residents and employees, as follows:

- 1) We join with America in sharing its sorrow within the shadow of this heinous act;
- 2) We recognize that we all come from a common thread as a single human race and call on our country to recognize the value of human life;

3) We call upon our Community to join with us in committing to introspective evaluation of ourselves as public servants, citizens and as fellow members of the human family; and

4) Furthermore, we invite further dialogue and action within the Community to work together by doing everything we can to build a system that finally fulfills the promise of liberty and justice for all.

BE IT FURTHER RESOLVED by the Village Board of the Village of McFarland on behalf of all residents and employees, that the Village is committed to the following responses:

1) Engage the Village Board, McFarland Municipal Court, and McFarland Police Department to partner and join in the County's Community Restorative Court program and developing policies to refer all eligible cases to the program;

2) Create a diversity and inclusion committee or special committee;

3) Annual review of committee appointments in order to appoint members of the Community of all demographics and increase education in order to engage communities of color to participate on Village boards, commissions, and committees;

4) Require and fund training for all Village Employees to participate at least annually in State and/or Nationally recognized, accredited, and/or professional training in racial equity, social justice, diversity, and inclusion within the Village;

5) Reviews of police training and use of force policies to ensure consistency with State law and/or other nationally accredited groups as might be applicable;

- 6) Continue to publish current use of force policies for the McFarland Police Department on the Village website and encourage diversity within the membership of the Police and Fire Commission;
- 7) Work with the Library to increase programming, resources and discussions about cultural awareness;
- 8) Work jointly with the School Board for the School District of McFarland on diversity and equity initiatives;
- 9) Publish an annual report regarding the initiatives the Village of McFarland is taking in order to support anti-racist policies and activities in the Community as well as progress on advancing action steps of this resolution;
- 10) Review policies that create systemic barriers to diverse participation in committees; and
- 11) Affirm a commitment to equity.

ADOPTED at a regular meeting of the McFarland Village Board this 22nd day of June, 2020.

 Brad Czebotar
 Village President

Attest:

 Cassandra Suettinger
 Clerk/Treasurer

RESOLUTION #2020-14	
MOTION	SECOND
ACTION	DATE
Adopted	
Referred	
Tabled	
Withdrawn	
Defeated	
Published	
INDIVIDUAL VOTING RECORD	
Brassington	Kryzenske
Clow	Rupert
Czebotar	Utter
Flaherty	
VOTING RESULTS	
Motion Carried:	
Motion Defeated:	

RESOLUTION #2020-19

A RESOLUTION TO CREATE A SPECIAL COMMITTEE TO ADVANCE RACIAL EQUITY, SOCIAL JUSTICE, DIVERSITY, AND INCLUSION IN THE VILLAGE OF MCFARLAND

WHEREAS, the Village of McFarland is committed to advancing racial equity, social justice, diversity, and inclusion within our Community;

WHEREAS, the Village Board for the Village of McFarland has previously adopted Resolution #2020-14 which is its commitment to the included action plan prepared by the Community to effectuate change;

WHEREAS, Resolution #2020-14 identified a commitment by the Village Board to “create a diversity and inclusion committee or special committee”; and

WHEREAS, the Village Board desires to create such a special committee to reaffirm its commitment to the Community in order to advance racial equity, social justice, diversity, and inclusion.

NOW, THEREFORE BE IT RESOLVED, that the Village Board of the Village of McFarland, Dane County, Wisconsin, does hereby create the Diversity and Inclusion Subcommittee and establishes the following conditions regarding its implementation:

1. The Diversity and Inclusion Subcommittee is formed in accordance with definition and requirements outlined in Section 2-481(b) of the McFarland Municipal Code.
2. Membership of the Subcommittee will be made up entirely of Residents of the Village of McFarland to be appointed by the Village President subject to confirmation by the Village Board. Additionally, the Village President shall appoint the Chairperson of the Subcommittee subject to confirmation by the Village Board. A minimum of 5 Residents ~~and a maximum of 9 Residents~~ will compose the membership of the Subcommittee.
3. The Diversity and Inclusion Subcommittee shall be tasked with the following:
 - a. Review and recommend approaches in outreach to engage communities of color and other demographic groups to participate in Village Government as members of the Village Board, commissions, committees, and other boards.~~appointment process to Boards, Commissions, and Committees in ensure appointment of all demographics and increase education in order to engage communities of color to participate within Village government.~~
 - b. Review and recommend training opportunities for all Village Employees to participate in at least annually in State and/or Nationally recognized, accredited, and/or professional training in racial equity, social justice, diversity, and inclusion.

c. Review of police training programs and use of force policies as needed to ensure consistency with State law and/or other nationally accredited groups as might be applicable.

d. Review and recommend programs, resources, and discussion topics to the Library to increase cultural awareness.

e. Review and recommend diversity and equity initiatives to the School Board for the School District of McFarland.

f. ~~Publish an annual report regarding~~ Review and recommend the initiatives and best practices the Village ~~can is taking~~ in order to support racial equity, social justice, diversity, and inclusion ~~anti-racist policies and activities~~ in the Community as well as assisting in the development of an annual report with Village Staff noting progress on advancing action steps of Resolution #2020-14.

g. ~~With assistance from Village Staff, r~~Review and recommend revisions to Village ordinances, procedures, and policies that create systemic barriers to diverse populations within the Community in receiving Village services, programs, and opportunities.

h. Make a recommendation to the Village Board regarding whether the Diversity and Inclusion Subcommittee should be established within the McFarland Village Code of Ordinances as a Standing Committee and the role and responsibility of the Committee in Village Government and the Community.

4. The Diversity and Inclusion Subcommittee will be advisory in nature and serve under the direct supervision and discretion of the Village Board.

5. The Subcommittee will make its recommendation by ~~October~~ September 1, 2021 unless otherwise decided or extended by the Village Board. Further, the Subcommittee will make progress reports at least every 3 months following the scheduling of their first meeting.

6. The Subcommittee will be supported by the Village Administrator with assistance and cooperation from all Village Departments as needed.

The above and foregoing Resolution was duly adopted at a regular meeting of the McFarland Village Board on XXXX XX, 2020.

Signatures to follow on the next page.

APPROVED:

Brad Czebotar, Village President

ATTEST:

Cassandra Suettinger, Village Clerk-Treasurer

RESOLUTION # 2020-19	
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INDIVIDUAL VOTING RECORD	
Brassington –	Kryzenske –
Clow –	Rupert –
Czebotar –	Utter –
Flaherty –	
VOTING RESULTS	
Motion Carried	
Motion Defeated:	

RESOLUTION #2020-19

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WHEREAS, the Village Board for the Village of McFarland has previously adopted Resolution #2020-14 which is its commitment to the included action plan prepared by the Community to effectuate change;

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3. The Diversity and Inclusion Subcommittee shall be tasked with the following:
 - a. Review and recommend approaches in outreach to engage communities of color and other demographic groups to participate in Village Government as members of the Village Board, commissions, committees, and other boards.
 - b. Review and recommend training opportunities for all Village Employees to participate in at least annually in State and/or Nationally recognized, accredited, and/or professional training in racial equity, social justice, diversity, and inclusion.
 - c. Review of police training programs and use of force policies as needed to ensure consistency with State law and/or other nationally accredited groups as might be applicable.

- d. Review and recommend programs, resources, and discussion topics to the Library to increase cultural awareness.
 - e. Review and recommend diversity and equity initiatives to the School Board for the School District of McFarland.
 - f. Review and recommend initiatives and best practices the Village can take in order to support racial equity, social justice, diversity, and inclusion in the Community as well as assisting in the development of an annual report with Village Staff noting progress on advancing action steps of Resolution #2020-14.
 - g. With assistance from Village Staff, review and recommend revisions to Village ordinances, procedures, and policies that create systemic barriers to diverse populations within the Community in receiving Village services, programs, and opportunities.
 - h. Make a recommendation to the Village Board regarding whether the Diversity and Inclusion Subcommittee should be established within the McFarland Village Code of Ordinances as a Standing Committee and the role and responsibility of the Committee in Village Government and the Community.
- 4. The Diversity and Inclusion Subcommittee will be advisory in nature and serve under the direct supervision and discretion of the Village Board.
 - 5. The Subcommittee will make its recommendation by October 1, 2021 unless otherwise decided or extended by the Village Board. Further, the Subcommittee will make progress reports at least every 3 months following the scheduling of their first meeting.
 - 6. The Subcommittee will be supported by the Village Administrator with assistance and cooperation from all Village Departments as needed.

The above and foregoing Resolution was duly adopted at a regular meeting of the McFarland Village Board on XXXX XX, 2020.

Signatures to follow on the next page.

APPROVED:

Brad Czebotar, Village President

ATTEST:

Cassandra Suettinger, Village Clerk-Treasurer

RESOLUTION # 2020-19	
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INDIVIDUAL VOTING RECORD	
Brassington –	Kryzenske –
Clow –	Rupert –
Czebotar –	Utter –
Flaherty –	
VOTING RESULTS	
Motion Carried	
Motion Defeated:	



PUBLIC SAFETY COMMITTEE SUMMARY SHEET

MEETING DATE: Wednesday, August 12, 2020

SECTION: Business

DEPARTMENT: Police

CONTACT:

AGENDA ITEM: Presentation of Police Department analysis report of current procedures and directives as compared to action steps relating to police reform being discussed nationally.

PREVIOUS ACTION:

None.

ISSUE SUMMARY:

The Police Department has conducted a comparison of its current operating practices and directives with the action items requested in the #8CANTWAIT campaign and local resolution 2020-14.

The department now wishes to share a report of its findings with the committee.

FINANCIAL/BUDGET IMPACT:

None.

VILLAGE PLAN REFERENCE:

None.

ORDINANCE REFERENCE:

None.

BOARD, COMMISSION OR COMMITTEE RECOMMENDATION:

This is an advisory/informational item only, no recommendation necessary.

ATTACHMENTS:

1. June 2020 Action Step Compliance Report (Aug 4)

McFarland Police Department Action Step Response Report



June 2020

McFarland Police Department

Authored by: Craig J. Sherven, Chief of Police



McFarland Police Department Action Step Response Report

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McFarland Police Department Action Step Response Report

Introduction

In response to the tragic death of Mr. George Floyd, many major American cities experienced widespread civil unrest, including numerous protests and demonstration activity. Most, if not all the demonstrations, were organized with the intent being non-violent in nature. Unfortunately, some demonstrations turned violent resulting in arson, vandalism, looting, shootings and reckless driving.

Demonstrators, local organizations and citizens alike have issued a variety of demands of law enforcement agencies in an effort to reform police use of force tactics and community policing strategies, and to bring change to the criminal justice system.

This report is prepared with the intent to inform the McFarland Community of this department's response, and to the degree possible, alignment with these local and nationwide action step demands relating to policing in America.

It is released with the intent to enhance the high level of confidence the community has in its police department, and to continue to promote the cooperative relationship the community and the department have shared and enjoyed for many years.

The department remains committed to providing the highest quality of police services possible for all.

McFarland Police Department Action Step Response Report

The #8CantWait Campaign

The #8CantWait campaign is presented by the police reform group known as Campaign Zero. The #8CantWait policies are based on studies that examined the relationship between use of force policies and fatal encounters between citizens and the police among the nation's law enforcement agencies.

In 2016, a study compiled use of force policies from the nation's 100 largest municipal law enforcement agencies in the United States. Among those agencies to which records requests were sent, 94 departments submitted use of force policies.

The #8CantWait campaign demands that all law enforcement agencies adopt 8 specific policies intended to reduce the number of people killed by the police. The 8 policies were identified as particularly relevant to decisions about how and when officers can use force.

McFarland Police Department Action Step Response Report

The #8CantWait Campaign Policy Recommendations

The following are the #8CantWait policies exactly as listed on the Campaign Zero website:

1) Requires exhaust all alternatives before shooting.

- Require officers to exhaust all other alternatives, including non-force and less lethal force options, prior to resorting to deadly force.

2) Require Use of Force Continuum.

- Establish a Force Continuum that restricts the most severe types of force to the most extreme situations and creates clear policy restrictions on the use of each police weapon and tactic.

3) Ban Chokeholds and Strangleholds.

- Allowing officers to choke or strangle civilians results in the unnecessary death or serious injury of civilians. Both chokeholds and all other neck restraints must be banned in all cases.

4) Require warning before shooting.

- Require officers to give a verbal warning in all situations before using deadly force.

5) Ban shooting at moving vehicles.

- Ban officers from shooting at moving vehicles in all cases, which is regarded as a particularly dangerous and ineffective tactic. While some departments may restrict shooting at vehicles to particular situations, these loopholes allow for police to continue killing in situations that are all too common. 62 people were killed by police last year in these situations. This must be categorically banned.

6) Require de-escalation.

- Require officers to de-escalate situations, where possible, by communicating with subjects, maintaining distance, and otherwise eliminating the need to use force.

7) Duty to Intervene.

- Require officers to intervene and stop excessive force used by other officers and report these incidents immediately to a supervisor.

8) Require Comprehensive reporting.

- Require officers to report each time they use force or threaten to use force against civilians. Comprehensive reporting includes requiring officers to report whenever they point a firearm at someone, in addition to all other types of force.

McFarland Police Department Action Step Response Report

Comparison of the #8CantWait Recommendations and current McFarland Police Department Directives, and resulting action steps

Requires exhaust all alternatives before shooting

1

Require officers to exhaust all other alternatives, including non-force and less lethal force options, prior to resorting to deadly force.

MPD Directive #101 (Use of Force) defines the justification for deadly force as “the immediate threat of death or great bodily harm” and that it is “to be used only as a last resort”. It further states “Officers shall use only that level of force that appears reasonably necessary to effectively bring an incident under control, overcome resistance, maintain control, while minimizing injuries and protecting the lives of the officer or another”.

Further, it states “This Department adopts the system of Defensive and Arrest Tactics (commonly referred to as DAT or DAAT), techniques and mechanics sanctioned by the Wisconsin Law Enforcement Standards Board. The system is also referred to in the Wisconsin Administrative Code. It incorporates a force option continuum which provides general guidelines that define the degree and type of force to be used, specifies intervention options or modes (with tactics available in each mode, and specific techniques applicable within each of those tactics), employing a system of escalation of force, using verbal presence, dialog, empty hand control, intermediate weapons, and deadly force”.

MPD Directive 101.1 (Use of Force Core Principles) states “The preservation of human life is of the highest priority in the core values and mission of the McFarland Police Department”.

Determination

The department is, and has been, in alignment with this action item. Current directives require adherence to the Use of Force Continuum prescribed by the State of Wisconsin, which provides restriction on what level of force (and any corresponding weapon) can be used in a given situation. Further, directives clearly articulate that officers are prohibited from resorting immediately to deadly force options unless very specific, life-threatening conditions exist and that the preservation of human life is of the highest priority. Use of force guidelines are developed by the State of Wisconsin and law enforcement officers are bound to adhere to them.

Steps Taken

None.

2

Require Use of Force Continuum

Establish a Force Continuum that restricts the most severe types of force to the most extreme situations and creates clear policy restrictions on the use of each police weapon and tactic

MPD Directive #101 (Use of Force) states “This Department adopts the system of Defensive and Arrest Tactics (commonly referred to as DAT or DAAT), techniques and mechanics sanctioned by the Wisconsin Law Enforcement Standards Board. The system is also referred to in the Wisconsin Administrative Code. It incorporates a force option continuum which provides general guidelines that define the degree and type of force to be used, specifies intervention options or modes (with tactics available in each mode, and specific techniques applicable within each of those tactics), employing a system of escalation of force, using verbal presence, dialog, empty hand control, intermediate weapons, and deadly force”.

In section III, the applicability of the directive and its requirements is clearly placed upon all officers of the department.

Determination

The department is, and has been, in alignment with this action item. Current directives require adherence to the Use of Force Continuum prescribed by the State of Wisconsin, which provides restriction on what level of force (and any corresponding weapon) can be used in a given situation. Use of force guidelines are developed by the State of Wisconsin and law enforcement officers are bound to adhere to them.

Steps Taken

None.

3

Ban Chokeholds and Strangleholds

Allowing officers to choke or strangle civilians results in the unnecessary death or serious injury of civilians. Both chokeholds and all other neck restraints must be banned in all cases.

MPD Directive #101 (Use of Force) dictates that officers are required to follow the provisions of the State of Wisconsin prescribed Use of Force Continuum and related training and are only allowed to utilize tactics techniques approved therein. The only exception to this is in a deadly force situation, wherein an officer may use any means necessary in the preservation of human life. The State of Wisconsin does not train or allow the use of chokeholds or strangleholds, thus officers are by directive prohibited from using them outside of a deadly force situation.

Determination

The department is, and has been, in alignment with this action item. Current directives require adherence to the Use of Force Continuum prescribed by the State of Wisconsin, which provides restriction on what level of force (and any corresponding weapon) can be used in a given situation.

Steps Taken

The Chief of Police has ordered slight revision to this directive. While the directive by inference prohibits the use of these techniques, language is being added that speaks directly to these particular tactics and the fact that they are prohibited.

4

Require Warning Before Shooting

Require officers to give a verbal warning in all situations before using deadly force.

MPD Directive #101 (Use of Force) states “Where feasible, before using deadly force, officers shall identify themselves and state an intent to shoot or use other deadly force”.

Determination

The department is in alignment with this action item to every degree that it can be. Identifying as a police officer and providing warning prior to shooting or engaging in deadly force is a regular part of firearms training, and officers are trained to do so in every situation possible. However, it would be impossible and frankly detrimental to public safety, and the safety of the officer, to expect that a warning can be given in all situations.

Example: an officer encounters a suspect who is actively threatening an individual with a deadly weapon. The provision of a warning prior to taking action may likely cause the death of the person being threatened.

Example: an officer encounters an individual, at close range, who is armed with a firearm or edged weapon. The individual points the weapon at the officer. In the next moment, either the officer or the suspect will be injured or killed. The ability to provide a warning is not present in this situation.

Steps Taken

The Chief of Police has ordered review of the portion of the directive that states “where feasible”. While current directives cover the topic of providing a warning prior to shooting, the language will be further examined to possibly provide a more in-depth definition of what “where feasible” means.

Ban Shooting at Moving Vehicles

5

Ban officers from shooting at moving vehicles in all cases, which is regarded as a particularly dangerous and ineffective tactic. While some departments may restrict shooting at vehicles to particular situations, these loopholes allow for police to continue killing in situations that are all too common. 62 people were killed by police last year in these situations. This must be categorically banned.

MPD Directive #101 (Use of Force) states “Officers should not discharge a weapon at or from a moving vehicle except as the ultimate measure of self-defense or defense of another”.

Determination

The department is in alignment with this action item to every extent that it can be. The unfortunate reality is that motor vehicles can be and are used as instruments of deadly force against officers and the public. Officers across the country are subjected to situations in which their vehicles are rammed by suspect vehicles or suspects attempting to run over an officer, or citizens, with their vehicle. This is absolutely a deadly force situation and issuing a blanket prohibition against this practice is simply unrealistic.

Likewise, and although admittedly rare, there are situations in which an officer’s only option to save the lives of others may be to fire or return fire from a moving vehicle.

That said, I do believe the language contained in current policy can be enhanced somewhat. See below.

Steps Taken

The Chief of Police has ordered review of the portion of the directive that states “except as the ultimate measure of self-defense or defense of another”. While this language is intended to refer to deadly force situations, and the department trains in that manner, possibly removing the above line altogether and simply replacing it with “deadly force situation” may make sense.

6

Require De-Escalation

Require officers to de-escalate situations, where possible, by communicating with subjects, maintaining distance, and otherwise eliminating the need to use force.

MPD Directive #101.1 (Use of Force Core Principles) states “When the safety and wellbeing of the Officer(s) and public is not jeopardized, the totality of the circumstances permit and sufficient time exists, Officers shall consider and attempt to utilize de-escalation tactics or alternative solutions in order to minimize as best they can the need for the use of force”.

Determination

In 2016, the department created directive 101.1 (Use of Force Core Concepts) and 101.2 (Alternatives to Force, De-Escalation, Disengagement). These directives were created to compliment existing directive 101 (Use of Force), and to clearly outline the department’s core principles relating to the use of force and the preservation of human life.

While these core concepts were not new and already existed in every aspect of how the department hires, trains and conducts business, prior to 2016 they were not clearly articulated in writing and as such we desired to pledge, in writing, the continuation of our longstanding practices and commitment to the protection of the community.

At that same time, while the concepts of de-escalation were not new to law enforcement, the Chiefs of our five-agency training consortium (McFarland, Verona, Oregon, Stoughton and Monona) engaged our training staff to dramatically increase and interweave the concepts of de-escalation into all aspects of our training.

The training staff responded very positively to that direction and has exceeded our expectations in their success in the inclusion of de-escalation concepts in our training programs.

Steps Taken

This action step is more than adequately covered in existing practice and directive. No further action required.

7

Duty to Intervene

Require officers to intervene and stop excessive force used by other officers and report these incidents immediately to a supervisor.

Determination

Duty to Intervene concepts and related legal requirements are trained in Wisconsin Police Academies and are reinforced through individual departmental training efforts. In reviewing MPD directive language relating to the subject, it is spoken of in various areas of the manual, but not to the level of clarity and obviousness desired.

Steps Taken

The Chief of Police has ordered Duty to Intervene language be rewritten to be made clearer and more obvious in its application to use of force in the department directive manual. Language requiring officers to report inappropriate, unnecessary or excessive force will also be explored. This is being undertaken at this time.

Additionally, the department recently provided refresher training to MPD staff specific to the topic of duty to intervene. All department staff were required to participate in the training.

Require Comprehensive Reporting

8

Require officers to report each time they use force or threaten to use force against civilians. Comprehensive reporting includes requiring officers to report whenever they point a firearm at someone, in addition to all other types of force.

MPD Directive #101 (Use of Force) states- “An initial Use of Force Report Form shall be completed by the officer(s) involved and submitted to Department administration in the event of any use of force that rises above the level of handcuffing. This form will be reviewed in a timely fashion by Department Administration and is intended to aid Department Administration in determining the appropriateness of the force used. The reviewing supervisor will forward an initial finding to the Chief of Police or his/her designee, who will determine whether further investigation is warranted”.

All reported uses of force are reviewed by the Department to determine whether: Department rules, policy and procedures were followed; the relevant policy was clearly understandable and effective to cover the situation; department training requires revision.

Further, specific uses of force that require reporting include: a weapon is discharged outside the firing range; use of force results in death, injury or property damage; a device intended to be less lethal is used on a person; as part of an officer’s use of force, a weapon is drawn or displayed (including, but not limited to, the pointing of a weapon at another person); force is used which is higher or more serious on the force option continuum than presence and dialog (including, but not limited to, empty hand control, Taser, and O.C.(oleoresin capsicum).

Determination

Uses of force are reviewed for appropriateness by specially trained supervisors.

Steps Taken

Current directives adequately satisfy this action step. No further action is warranted.

McFarland Police Department Action Step Response Report

RESOLUTION 2020-14: A RESOLUTION TO ADVANCE RACIAL EQUITY, SOCIAL JUSTICE, DIVERSITY, AND INCLUSION WITHIN THE VILLAGE OF MCFARLAND

On June 22, 2020, in collaboration with a group of McFarland citizens, the Village Board of McFarland passed Resolution 2020-14. This resolution is the final product of efforts initiated and brought forth by the group of citizens, and subsequent collaboration with Village Administration and Village Department Heads.

Through passage of the resolution, the Village committed to addressing the following action steps:

- 1) Engage the Village Board, McFarland Municipal Court, and McFarland Police Department to partner and join in the County's Community Restorative Court program and developing policies to refer all eligible cases to the program;
- 2) Create a diversity and inclusion committee or special committee;
- 3) Annual review of committee appointments in order to appoint members of the Community of all demographics and increase education in order to engage communities of color to participate on Village boards, commissions, and committees;
- 4) Require and fund training for all Village Employees to participate at least annually in State and/or Nationally recognized, accredited, and/or professional training in racial equity, social justice, diversity, and inclusion within the Village;
- 5) Reviews of police training and use of force policies to ensure consistency with State law and/or other nationally accredited groups as might be applicable;
- 6) Continue to publish current use of force policies for the McFarland Police Department on the Village website and encourage diversity within the membership of the Police and Fire Commission;

- 7) Work with the Library to increase programming, resources and discussions about cultural awareness;
- 8) Work jointly with the School Board for the School District of McFarland on diversity and equity initiatives;
- 9) Publish an annual report regarding the initiatives the Village of McFarland is taking in order to support anti-racist policies and activities in the Community as well as progress on advancing action steps of this resolution;
- 10) Review policies that create systemic barriers to diverse participation in committees; and
- 11) Affirm a commitment to equity.

McFarland Police Department Action Step Response Report

Comparison of the Resolution 2020-14 Recommendations and current McFarland Police Department Directives, and resulting action steps

1

Engage the Village Board, McFarland Municipal Court, and McFarland Police Department to partner and join in the County's Community Restorative Court program and developing policies to refer all eligible cases to the program.

Steps Taken

On Monday, July 27, 2020 the Village Board and Police Department officially joined the Community Restorative Court Program by signing the Memorandum of Understanding.

2

Create a diversity and inclusion committee or special committee.

Steps Taken

While this is not within the authority or responsibility of the Police Department, the department is supportive of the concept and has pledged to assist however it can, including representation on the committee.

3

Annual review of committee appointments in order to appoint members of the Community of all demographics and increase education in order to engage communities of color to participate on Village boards, commissions, and committees.

Steps Taken

While this is not within the authority or responsibility of the Police Department, the department is supportive of the concept and has pledged to assist however it can.

4

Require and fund training for all Village Employees to participate at least annually in State and/or Nationally recognized, accredited, and/or professional training in racial equity, social justice, diversity, and inclusion within the Village.

Steps Taken

The department is supportive of this action step. While these topics have been addressed to some degree through previous training, it welcomes any additional related training the Village would offer. Additionally, efforts are in process to introduce more related training through our training consortium partners, independent of Village sponsored offerings.

5

Reviews of police training and use of force policies to ensure consistency with State law and/or other nationally accredited groups as might be applicable.

Steps Taken

Departmental directives pertaining to use of force have been posted on the PD website for quite some time and have been available for review by anyone wishing to do so. Training records are monitored by the State of Wisconsin for compliance with the requirements of the Training and Standards Board. Officers that do not complete training requirements are subject to decertification. Nonetheless, the department is supportive of this action step. Greater clarity is necessary however to determine who or what body will have the authority and responsibility, and equally as important the requisite expertise and knowledge to conduct such a review.

6

Continue to publish current use of force policies for the McFarland Police Department on the Village website and encourage diversity within the membership of the Police and Fire Commission.

Steps Taken

Departmental directives pertaining to use of force have been posted on the PD website for quite some time and have been available for review by anyone wishing to do so. While the department is supportive of diversity within the membership of the Police and Fire Commission, appointments to that commission are not made by the department.

7

Work with the Library to increase programming, resources and discussions about cultural awareness.

Steps Taken

The department is supportive of these concepts however does not have the authority to implement them.

8

Work jointly with the School Board for the School District of McFarland on diversity and equity initiatives.

Steps Taken

The department is supportive of these concepts and pledges to assist in any way possible.

9

Publish an annual report regarding the initiatives the Village of McFarland is taking in order to support anti-racist policies and activities in the Community as well as progress on advancing action steps of this resolution.

Steps Taken

The department is supportive of these concepts and pledges to provide participative information as needed.

10

Review policies that create systemic barriers to diverse participation in committees

Steps Taken

While the department does not recruit or appoint committee members, it is supportive of the concept and encourages diversity on committees.

11

Affirm a commitment to equity.

Steps Taken

The department is supportive of and dedicated and committed to equity.

McFarland Police Department Action Step Response Report

Additional References and Resources

The 2016 Use of Force Workgroup Report

In February of 2016, the Use of Force Workgroup consisting of the United Way and leaders of law enforcement and the African American community, publicly released the findings of its 8-month study on law enforcement practices in Dane County.

The McFarland Police Department, as a principal member of the Dane County Chiefs of Police Association, applauds the efforts and difficult work undertaken by the task force in the creation of the report. One unfortunate deficiency in the report is that Dane County law enforcement agencies were never asked whether they were possibly practicing many of the recommendations already, which was largely the reality. The McFarland Police Department, like several others in Dane County, had integrated many if not all of the recommended practices well prior to the study.

The report and McFarland PD's analysis and comparison can be found on the police website, and viewed by [clicking here](#).

The 2015 Special Community/Police Task Force Recommendations

In 2014 and 2015, there were several high-profile police officer-involved fatal shootings in the United States. Citizens within some of these communities, including Madison, protested these incidents. Additionally, across the country people have questioned the District Attorneys' decisions not to file charges against the officers in these cases. Without coming together and engaging in dialogue the tensions, misunderstandings and mistrust will only grow. Therefore debating, discussing, learning, collaborating and understanding the situation is the best way forward for enhancing the lives of everyone in Dane County. The report can be found on the McFarland Police website, and viewed by [clicking here](#).

McFarland Police Department Core Use of Force Directives

Related directives can be found and viewed on the McFarland Police website by [clicking here](#).

Video: Understanding Police Use of Force

This video was created by the University of Wisconsin, Madison Law School. It is an excellent resource in understanding police use of deadly force, the legalities surrounding it, and how deadly force incidents are investigated. The video can be found and viewed on the McFarland Police website, and viewed by [clicking here](#).

You and the Law: A guide for interacting with McFarland Police Officers

The McFarland Police Department is committed to promoting the best possible results in every contact with the public. An element critical to this commitment is working with a public that has a firm understanding of their rights and responsibilities under the law. As such, this publication is intended to outline those rights and responsibilities. When in contact with the police, there are some things you should do, some things you must do, and other things you cannot do. For this reason, the McFarland Police Department provides this information to you. The guide can be found and viewed on the McFarland Police website, and viewed by [clicking here](#).

McFarland Police Department Use of Force Statistics

Department policy requires officers to complete a use of force supplementary report any time force above that of simple handcuffing is implemented. This form is submitted to a department supervisor who has been specially trained in use of force investigation. The supervisor reviews all reports, video and audio evidence available and forwards a determination to the Chief of Police as to whether the level of force used was appropriate. All reports relating to the implementation of force are saved and tracked by department administration. Special attention is paid to the frequency with which force is used by each officer, as well as any other patterns that may be evident.

In keeping with the McFarland Police Department's desire to be as transparent as possible with the community, this statistical information related to the use of force is provided to the public for their review and can be viewed by [clicking here](#).

McFarland Police Department Action Step Response Report

Conclusion

As the contents of this report clearly demonstrate, the McFarland Police Department is in almost every possible way aligned with the tenets of the #8CantWait, Resolution 2020-14, and the 2016 Use of Force Workgroup recommendations.

The department, as indicated throughout the report, will be looking at modifying select directive language excerpts to more clearly align with current practice.

The department looks forward to participating in continuing discussions relating to racial equity.

2-461 Diversity, Equity, And Inclusion Committee

The Diversity, Equity, and Inclusion Committee is responsible for the following functions:

- (a) Making recommendations to the Village Board on diversity, equity, and inclusion planning, auditing, and related projects;
- (b) Serving as a resource, recommending goals, and advising the Village Board on existing and/or proposed ordinances, programs, actions, mission statements, vision statements, long-term Village-wide goals/objectives, and other best practices that promote diversity, equity, and inclusion within the community;
- (c) Serving as a resource to Village departments and staff on the development of racially and culturally inclusive structures, programs, and training with equity-sensitive leadership through the Village;
- (d) Promoting the Village's efforts to involve residents from underrepresented communities on Village boards, commissions, and committees as well as seeking employment with the Village;
- (e) Promoting the Committee to the public in order to help implement outreach and engagement strategies recommended for diversity, equity, and inclusion and assisting in informational opportunities, presentations, open houses, and other public initiatives providing information about the Committee to the public.
- (f) Making recommendations to the Village Board for widespread and ongoing diverse public involvement and assisting the Village Board by advising on methods by which the public can better participate in the decision-making process.
- (g) Holding joint meetings with the Village Board at least annually to align goals and objectives.

Editor's note(s)—Ord. No. 2022-02, §§ 41, 42, adopted Feb. 28, 2022, repealed the former § 2-461 and enacted a new § 2-461 as set out herein. The former § 2-461 pertained to jurisdiction and derived from Ord. No. 2013-08, § 2, adopted Sept. 9, 2013.

HISTORY

Repealed & Reenacted by Ord. [2022-02](#) §§ 41, 42 on 2/28/2022

Village of McFarland DEI Committee Report

"Naturally Connected"



June 20, 2022

INTRODUCTION

This Village of McFarland believes they must create an inviting, dynamic, diverse community that offers a high quality of life and a supportive environment in which all citizens may practice their individual value choices. Village elected officials and employees will maintain and enhance the quality of life of the community by delivering quality services in an efficient and accountable manner and by providing an orderly, unbiased system of government that is transparent and accessible.

The Village of McFarland (VoM) decided to follow their belief and engage in consultation with Meraki Consulting to support and guide the Village to unpack their mission and vision for the community. VoM started with a presentation to the Village Board and DEI that resulted in the following contract (Appendix A).

OVERVIEW OF PROCESS

July 26th, 2021 signing of the contract for Meraki Consulting to consult with the VoM.

August 3rd and September 8th, 2021 Prep work began Meraki Consulting met with Village Administrator and Communications and Technology Director to flush out the next steps.

September 20th, 2021 Equity Audit (Appendix B) development and sharing to collect data from all stakeholder groups. September 27th and October 4th served as check-ins related to the Equity Audit.

September 27th, 2021 Strengths, Weaknesses, Opportunities, and Threats (SWOTs) began with the Diversity, Equity, and Inclusion Committee that was formerly known as the DEI Subcommittee (Appendix C).

October 13th, 2021 SWOT completed with the Public Safety Committee (Appendix D).

October 21st, 2021 SWOT completed with the Senior Outreach Committee (Appendix E).

October 28th, 2021 SWOT Completed with the Parks, Recreation, and Natural Resources Committee (Appendix F).

November 1st, 2021 SWOT completed with the Library Board (Appendix G).

January 31st and February 1st, 2022 SWOT completed with the Community (Appendix H).

May 13th, 14th, and 15th, about 20-30 people from the respective Village committees participated in the Equity Institute. Attached you will see the results of the exit slip (Appendix I) for day 3.

EQUITY INSTITUTE OVERVIEW AND TESTIMONIALS

The Equity Institute is designed for government staff and community members who want to address equity challenges in the Village of McFarland. Through experiential based learning, participants will explore the implications of historical and contemporary discrimination in governmental policies, housing policies, economic opportunities and hiring practices on historically disenfranchised groups. Data from the Village of McFarland Equity Audit and SWOT Analyses will be used to bridge foundational learning and place it in the context of the Village of McFarland. The facilitators will use personal narratives and research-based content to engage Village of McFarland staff and community members in meaningful self-reflection, small/large group dialogue and community building.

Participants in the workshop will experience:

1. a deepened awareness of why discrimination exists
2. learning about equity challenges in the Village of McFarland
3. learning about inequities through personal narratives from facilitators
4. action planning to advance the work of the Village of McFarland DEI Committee

Testimonials just to give some perspective to the experience people had with the institute.

- “The Equity Institute was an incredibly illuminating experience. It provided a wonderful opportunity to dig in deep and understand my individual beliefs and understanding of the topic, and exposed me to new information and ideas that I know I will bring to other spaces and discussions in the community.”
- “This was an invaluable experience. The information was well-structured and provided essential groundwork that we all need to continue to develop. I am grateful for the opportunity to clean insights from this experience!”
- “The institute was an amazing experience. Percy and Rainey did an amazing job of creating an atmosphere where everyone could let their walls down, and have an honest, raw, powerful experience but in a controlled manner where the space was safe. My only one thought after going through it, it is likely best split up perhaps over a longer period of time. I know that was not an option, and we had a reason and purpose for the schedule we chose. But definitely wishing I had more time to process before coming back to unpackage things. Again not a criticism as I understand why the decisions were made.”

RESULTS

Event Development:

Guest Speaker/Program Development	Specific: • The DEI Committee will work with the Village Board to develop and implement programs that celebrate diversity within the Community. • The DEI Committee will collaborate with the Library, School District, and applicable community groups on program development within the for Village. Measurable: • Community events that acknowledge and celebrate events such as but not limited to Juneteenth, Latino Heritage Month, Black History Month, Women's History Month, etc... Attainable: • DEI Committee will review opportunities for guest speakers and program development through the quarterly review of planned recognition within the Community Calendar. Relevant: • The DEI Committee already works to provide recognition throughout the year to various groups, issues, causes, etc. that can become part of the educational of the group. Time Bound: • Community events will be developed and implemented by June of 2023 and will be ongoing.
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Community Space:	Specific: • The DEI Committee will create opportunities for community dialogue and discussion. • The DEI Committee will collaborate with the Library, School District, and applicable Community partners to develop and implement community round tables. Measurable: • In person and virtual “community roundtables • Annual schedules, topics for discussion and agendas for in person and virtual roundtable • Goal is to hold one Community Space round table event per year. Attainable: • DEI Committee in partnership with the Village Board and Staff will work through existing events or consider new events. • Opportunities for inclusion within existing events include Community Service Day, Winter Wonderland in the Village, and/or McFarland Community Festival. Relevant: • Provides opportunity to bring people together in a social setting to talk about what is important to them within the Community. Time Bound: • Community Roundtables will be developed and implemented by the Fall of 2022.
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Land Acknowledgement	Specific: • The Village of McFarland will complete a land acknowledgement by Indigenous Peoples' Day (Monday, October 10, 2022). Measurable: • The land acknowledgement is annual. • Community members become increasingly aware of Indigenous Persons Day in October. Attainable: • Village Staff in partnership with Community Partners and the DEI Committee have had preliminary discussions on this action with planning ongoing. Relevant: • Request originated from within the Community. • Has purpose and respect within the Native American Community. Time Bound: • October of 2022 will be the launch and annual recognition thereafter.
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Improve Staff Support:

Explore Resource Allocation	Specific: • Continue resource allocations to support DEI work in the Village. Measurable: • Village Staff is able to track allocations within the budget process in line with the goals and objectives of this plan. • Resources allocated will be used in alignment with the Mission and Vision of the Village as well as these goals and objectives for diversity, equity, and inclusion. Attainable: • Recommendations regarding the allocation of resources to support diversity, equity, and inclusion may be made to the Village Board by the DEI Committee and/or Village Staff as is applicable and appropriate. Relevant: • Resource allocation for diversity, equity, and inclusion supports the action steps of this plan for our goals and objectives. Time Bound: • Six to twelve months to develop and implement protocols that support equitable decision making in the budget process.
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Develop Data Collection on Applicable Demographics	Specific: • The DEI Committee will utilize the equity audit to maintain and update demographic data in the Village. Measurable: • Village departments will use equity audit data to inform areas of growth and track impact of diversity, equity, and inclusion initiatives. Attainable: • Maintain and update equity audit, review at least annually. • Community partnerships (YWCA, Anesis, etc...) Relevant: • Continuing to review key data points in the Community can help to guide Village services and our efforts to enhance diversity, equity, and inclusion. Time Bound: • Fall of 2022 and annually thereafter.
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Recruitment/Staffing	Specific: • The Village of McFarland will review its employment policies to ensure plans for recruitment, hiring, and retention reflect values of diversity, equity, and inclusion. • Consider collection of demographic data in recruitment/staffing to measure effectiveness of policy changes related to diversity, equity, and inclusion. Measurable: • Conduct revisions to employment policies to take into consideration applicable elements of diversity, equity, and inclusion. • Build partnerships within the Community to provide open position networks. Attainable: • Process overseen by Village Staff in line with policies and recruitments led by applicable Village departments. Relevant: • Actions within recruitment to reflect diversity, equity, and inclusion align with the Mission and Vision of the Village. • Helps to build a diverse work force that is knowledgeable regarding equity and inclusion within the organization/Community. Time Bound: • Completion of policy updates scheduled by December of 2022 for implementation in 2023.
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Training Program	Specific: • The Village of McFarland will develop and implement a DEI professional learning plan to support the growth of Village staff. Measurable: • The Village will commit resources to support DEI professional learning for Village staff. • Village will schedule DEI professional learning for staff at least annually. Attainable: • Village Staff will be working to prepare a training program for the Village that is system wide and includes aspects of diversity, equity, and inclusion. Relevant: • Topics of diversity, equity, and inclusion are important to the continued growth and development of Staff to fulfill the Mission and Vision of the Village. • Core development within these skill sets help broaden and improve outreach within the Community. Time Bound: • Work on developing the training program by December of 2022 for implementation in 2023.
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CONCLUSION

In conclusion there has been great growth within the Village. When building the Beloved Community the framework of Information gathering, Education, Commitment, Negotiation, Direct Action, and Reconciliation are a must! The Village of McFarland have lived over the last 1.5 years in many of these areas and have moved to the next stage of “Direct Action”. This journey is never complete, however, there is continued growth that takes place with those that are engaging in the building of the “Beloved Community.” The Village Board in consultation with the Diversity, Equity, and Inclusion Committee are planning to meet jointly to discuss goals and objectives within the board year. Through that process this work can continue to evolve from year to year as the Community makes progress completing some items while desiring to grow in other areas. Next steps will be to finalize action steps that are relevant, measurable, attainable, time bound and realistic. The equity institute supported in the development of these goals and the focus of these goals. Please see the structure above.

APPENDICES

Appendix A	McFarland Equity Consulting Proposal
Appendix B	Equity Audit for the Village of McFarland
Appendix C	Diversity, Equity, and Inclusion Committee SWOT Analysis
Appendix D	Public Safety Committee SWOT Analysis
Appendix E	Senior Outreach Committee SWOT Analysis
Appendix F	Parks, Recreation, and Natural Resources Committee SWOT Analysis
Appendix G	Library Board SWOT Analysis
Appendix H	McFarland Community SWOT Analysis
Appendix I	Equity Institute Exit Slips



Village of McFarland Consultant Proposal:

This agreement is by and between Meraki Consulting LLC and the Village of McFarland (herein referred to as VOM). For the purposes of this agreement, reference to the Village of McFarland through the acronym VOM will refer to the municipal organization and the use of the word Community shall refer to the Village at large. The parties agree to the following terms:

1. Consultant, Rainey Briggs (Meraki Consulting) shall participate as trainer/facilitator for VOM administrator and community based teams in the development of systemic critical consciousness for the remainder of 2021 and 2022, ending on June 30, 2022.
2. Sub-Consultant, Percy Brown (Critical Consciousness) shall assist the lead Consultant as a trainer/facilitator for VOM administrator and community based teams in the development of systemic critical consciousness for the remainder of 2021 and 2022, ending on June 30, 2022.
3. Scope of Work: Consultation with VOM staff on the planning and preparation for each session.

A. **Equity Audit**

- i. Description – Quantitative data collection and analysis of the VOM as an organization based on areas selected by the Village Board upon recommendation of the DEI Subcommittee and Department Heads. Dates to be determined in consultation with VOM leaders.
- ii. Definition – The goal of an Equity Audit is to identify institutional practices that produce discriminatory trends in data that affect communities, students, school systems, and organizations. Equity Audits are conducted to analyze data in three key areas: Departmental Equity; Recruitment, Hiring and Retention Equity; and Community Collaboration Equity (Skrla, McKenzie & Scheurich, 2009). In Section 3(A)(iii) are examples of guiding questions related to each of the three areas of equity to study. These questions help community leaders find areas of concern that may require further investigation.

iii. Guiding Questions:

Departmental Equity

- Which population groups are underrepresented in particular areas of focus?
- Which groups are overrepresented or underrepresented in particular departments etc?

Recruitment, Hiring and Retention of VOM Staff Equity

- What efforts have taken place to recruit and hire VOM staff that reflects McFarland?
- What are the current demographics of VOM staff?
- What efforts have taken place to provide village staff equity based professional learning opportunities?
- Are there certain departments that have high employee mobility? Why?

VOM and Community Collaboration Equity

- In what ways does the VOM collaborate with the McFarland School District?
- In what ways does the VOM collaborate with community-based stakeholders (community-based organizations, clergy, chamber of commerce, etc...)?
- What is the purpose and mission of the VOM DEI Committee?

When the Meraki Consulting facilitates equity audits with organizations, we work together to discover the institutional changes that will ensure equitable, diverse and inclusive environments for all community members.

iv. Data Collection and Review – An equity audit requires data collection from stakeholders across the VOM organization. Organizations collect data in many forms to provide them with a wide range of influences that contribute to better service for all residents of the VOM. Data collection can come from a variety of sources, including but not limited to the following:

- Listening sessions with stakeholders/community leadership;
- Organization observations;
- Focus group interviews with community members;
- Reviews of VOM policies, mission statement, vision statement, and ordinances;
- Information provided on the organization's website;
- Organization climate surveys;
- Attrition and retention reports; and
- State reports based on the organization.

Several community characteristics help tell the story of data. These include race, gender and gender identity, family income, national origin. Data indicators for community achievement include job opportunities; incarceration rates; restorative opportunities within the community with criminal justice system; and family and community engagement and leadership etc.

v. Deliverables – The deliverables of this process will be identifying challenges in the Community regarding diversity, equity, and inclusion. Additionally it will provide involvement from people who do not always have a voice at the table to give them a chance to be heard. That input collected through this audit will be crucial in plan development within the institute process to shape desired outcomes that consistently address the challenges outlined within the audit and SWOT analysis. This alignment between these efforts are key to ensure our message is consistent so that our targeted outcomes can be achieved. The Consultant will work with the VOM on the development of a survey template in order to extract and collect the necessary data from the organization. Consultant will organize and engage data collection where necessary as identified in Section 3(A)(iv) of this proposal with assistance from VOM as needed.

B. **SWOT Analysis**

- i. Description – Planned to run concurrently with or adjacent to the Equity Audit as a means to gather more information about the Village as an organization and how it operates within the Community. SWOT analysis with following groups: Families, VOM staff, Students, and Board members and other stakeholder groups as recommended by the Village Administrator. (Dates to be determined in consultation with VOM leaders.)
- ii. Definition – SWOT stands for Strengths, Weaknesses, Opportunities, and Threats. The analysis will look at these four elements against the organization drawing vantage points from several different stakeholders both internal and external the organization. The intent is to partner this information with the data collected in the Equity Audit in order to fuel the learning process in the Equity Institute and recommendation planning within Leadership Development.
- iii. Deliverables – Each session will be approximately 90-120 minutes in length led by the Consultant(s). A report will be prepared upon completion of the sessions that summarizes the findings and input received. Consultant will provide presentation to Village Board and DEI Subcommittee on preliminary findings at the conclusion of this item.

C. **Equity Institute**

- i. Description – Equity Institute for up to 60 individuals within key stakeholder groups to be determined by the Village Board upon recommendation of the DEI Subcommittee. Dates to be determined in consultation with VOM leaders.
- ii. Definition – The Equity Institute is designed for government staff and community members who want to address equity challenges in the VOM. Through experiential based learning, participants will explore the implications of historical and contemporary discrimination in governmental policies, housing policies, economic opportunities and hiring practices on historically disenfranchised groups. Data from the Equity Audit and SWOT Analysis will be used to bridge foundational learning and place it in the context of the VOM. The facilitators will use personal narratives and research-based content to engage participants in meaningful self-reflection, small/large group dialogue and community building.

- iii. Deliverables – The Institute will take place over the period up to three workshops with dates/times to be determined with the Consultant. Flexibility can be provided to conduct this work over consecutive days, nights, and weekends at the availability of all involved. The objective of the institute is to deepen the awareness of inequities in the VOM and its relationship to inequities across Dane County and the State of Wisconsin. Outcomes of the institute will be the development of recommendations, benchmarks, and progress monitoring tools that will guide the work of the VOM. Participants in the workshop will experience:
- A deepened awareness of why discrimination exists.
 - Learning about equity challenges in the Community.
 - Learning about inequities through personal narratives from facilitators.
 - Action planning to advance the work of the VOM DEI Subcommittee.

D. Leadership Development

- i. Description – Delivery of a full day in person or virtual leadership development in the area of diversity, equity and inclusion for the VOM including the Village Board, Diversity, Equity, and Inclusion (DEI) Subcommittee, and Department Heads. Dates to be determined in consultation with VOM leaders and responsive discussion of next steps.
- ii. Definition – Leadership Development is an exercise to take all the data through the audit, gather all the input through the SWOT analysis, and create education awareness through the institute in order to prepare recommendations for the VOM. These recommendations will outline goals and objectives on key diversity, equity, and inclusion initiatives that are specific to improving the VOM and its work within the Community. Additionally this will also include built in tools to monitor progress on how these recommendations can be implemented and maintained.
- iii. Deliverables – This step will take place over the course of a workshop at a time and date to be determined. It will be completed with a report provided outlining the recommendations developed and monitoring tools provided.

4. Cost Proposal: VOM agrees to pay Meraki Consulting LLC for services rendered as follows:

A. **Year 1- 2021/2022** – VOM agrees to pay educational consultant for services rendered as follows:

- i. Equity Audit – \$8,000 for the items listed in Section 3(A). Paid within 30 days of completion.
- ii. SWOT Analysis – \$7,000 for the items listed in Section 3(B). Cost is per group that is paid within 30 days of the workshop.
- iii. Equity Institute – \$20,000 for the items listed in Section 3(C). Paid within 30 days of workshops.
- iv. Leadership Development – \$8,000 for the items listed in Section 3(D). Responsive discussion, goal setting, & next steps. Paid within 30 days of the workshop.
- v. If applicable- mileage to be paid at the rate of \$.58 per mile.

B. **Year 2- 2022/Beyond** – Community Engagement to be determined.

5. The parties agree and understand that Meraki Consulting, LLC retains sole and exclusive right and title to all intellectual property produced under this agreement. Furthermore, the parties agree VOM retains the right to use the work products from the consulting engagements to support the VOM boards, commissions, committees, and departments in DEI activities. The right does not extend to hosting workshops using the consultant's intellectual property or materials.

6. Consultants enter into this agreement as, and shall continue to be, an independent contractor. In no circumstances shall educational consultants look to VOM as her/his employer, partner, agent, or principal. Educational Consultant shall not be entitled to any benefits accorded to VOM.

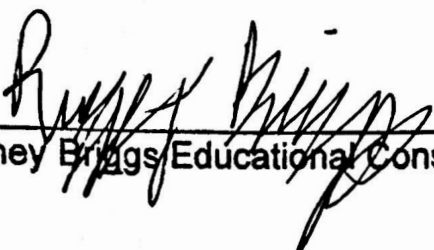
7. The undersigned Consultants shall be solely liable and responsible to pay all required taxes and other obligations including, but not limited to, withholding and Social Security.

8. The Consultants will maintain insurance coverage and shall provide the VOM with a copy of the Certificate of Insurance.

9. The Consultants will adhere to all privacy policies, practices and laws with regard to information, events, anecdotal, qualitative and quantitative data collected and used as part of this contract.

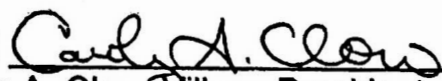
10. This contract may be terminated under mutual agreement of both parties or due to negligence or violations of policy, statute, or federal law.

For Meraki Consulting, LLC:

Signed 
Dr. Rainey Briggs Educational Consultant

Date 7/26/2021

For Village of McFarland:

Signed 
Carolyn A. Clow, Village President

Date 7/26/2021

Signed 
Cassandra Suettinger, Village Clerk/Treasurer

Date 7/26/2021

2020 Equity Audit for the Village of McFarland

Prepared by Rainey Briggs, Meraki Consulting and Percy Brown, Critical Consciousness, 2020

	2018	2019	2020
A. General Data			
1. Number of residents in the Village of McFarland	8,527	8,700	8,952
2. Number of single family homes in the Village of McFarland	2,863	2,839	2,889
3. Number of businesses in the Village of McFarland			
4. Number of students in the McFarland School District	2,607	2,591	2,483
B. Demographic Breakdown	2017	2018	2019
1. Residents identified as American Indian in the Village of McFarland	0	6	6
2. Residents identified as Asian in the Village of McFarland	88	90	97
3. Residents identified as Black in the Village of McFarland	164	191	202
4. Residents identified as Hawaiian/Pacific Islander in the Village of McFarland	0	0	0
5. Residents identified as Hispanic in the Village of McFarland	106	117	61
6. Residents identified as 2 or more races in the Village of McFarland	121	109	93

Residents identified as White in the Village of McFarland	7837	7979	8191
C. Police Department Data			
1. Citations received	See Appendix C1	See Appendix C1	See Appendix C1
2. Arrests made	See Appendix C2	See Appendix C2	See Appendix C2
3. 911 Calls	See Appendix C3	See Appendix C3	See Appendix C3
D. Affordable Housing			
1. Home ownership	See Appendix D1	See Appendix D1	See Appendix D1
2. Average Price Per Home			
E. Fire and Rescue			
1.Fire & Rescue calls made	See Appendix E1	See Appendix E1	See Appendix E1
2. Fire & Rescue calls made by neighborhood	See Appendix E2	See Appendix E2	See Appendix E2

F. Fire and Rescue			
1. Business Ownership	See Appendix F1	See Appendix F1	See Appendix F1
G. Park & Recreation			
1. Budget by park	See Appendix G1	See Appendix G1	See Appendix G1
2. Geographical location of parks	See Appendix G2	See Appendix G2	See Appendix G2
H. School District			
1.Academic Reading Proficiency	See Appendix	See Appendix	See Appendix

	H1	H1	H1
2. Office Discipline Referrals K-5	See Appendix H2	See Appendix H2	See Appendix H2
3. Office Discipline Referrals 6-8	See Appendix H3	See Appendix H3	See Appendix H3
4. Office Discipline Referrals 9-12:	See Appendix H4	See Appendix H4	See Appendix H4
5. Police Calls resulting in citation or arrest	See Appendix H5	See Appendix H5	See Appendix H5
I. Village Construction Projects			
1. Contract Bidding	See Appendix I1	See Appendix I1	See Appendix I1
J. Senior Outreach Services			
1. Case Management	See Appendix J1	See Appendix J1	See Appendix J1
2. Nutrition Services	See Appendix J2	See Appendix J2	See Appendix J2
3. Health and Wellness Activities	See Appendix J3	See Appendix J3	See Appendix J3
4. Educational Programs	See Appendix J4	See Appendix J4	See Appendix J4
5. Social Groups	See Appendix J5	See Appendix J5	See Appendix J5

Appendix C1 Citations Received

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	All Residents	American Indian	Asian	Black	Hawaiian/ Pacific Islander	Hispanic	White	2 or more races	Residents with Disabilities	Residents without Disabilities	Male	Female
2018	2,150	18	55	242	Unknown	39	1,792	0	Not Collected	Not Collected	1,276	874
2019	2,552	9	75	376	Unknown	41	2,039	0	Not Collected	Not Collected	1,530	1,022
2020	1,276	12	30	237	Unknown	35	955	0	Not Collected	Not Collected	834	442

Appendix C2 Arrests Made

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	All Residents	American Indian	Asian	Black	Hawaiian/ Pacific Islander	Hispanic	White	2 or more races	Residents with Disabilities	Residents without Disabilities	Male	Female
2018	143	2	1	28	Unknown	2	110	N/A	Not Collected	Not Collected	104	39
2019	143	0	2	39	Unknown	0	101	N/A	Not Collected	Not Collected	99	44
2020	83	0	0	19	Unknown	2	62	N/A	Not Collected	Not Collected	61	22

Appendix C3

911 Calls

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	Total Calls Made	American Indian	Asian	Black	Hawaiian/ Pacific Islander	Hispanic	White	2 or more races	Residents with Disabilities	Residents without Disabilities	Male	Female
2018	319	Data Not Collected.										
2019	388											
2020	446											

Appendix D1

Home Ownership

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	Total # of Homeowners	American Indian	Asian	Black	Hawaiian/ Pacific Islander	Hispanic	White	2 or more races	Residents with Disabilities	Residents without Disabilities	Male	Female
2017	2,657	0	38	0	0	18	2,588	31	736	7,484	1,729	1,620
2018	2,688	6	40	0	0	50	2,608	34	946	7,794	1,683	1,741
2019	2,615	6	46	0	0	28	2,563	0	946	7,687	1,713	1,696

Appendix E1 Fire & Rescue Calls Made

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	Total Calls Made	American Indian	Asian	Black	Hawaiian/ Pacific Islander	Hispanic	White	2 or more races	Residents with Disabilities	Residents without Disabilities	Male	Female	Male to Female	Female to Male
2018	661	n/a	1	22	n/a	11	592	n/a	Not Collected	Not Collected	320	338	0	n/a
2019	740	n/a	n/a	36	n/a	4	597	n/a	Not Collected	Not Collected	348	364	1	2
2020	860	1	5	25	2	13	638	3	Not Collected	Not Collected	356	354	2	1

Appendix E2 Fire & Rescue Calls Made by Neighborhood

(Insert neighborhood names or areas of the Village into headers below)

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	Total Calls Made													
2018														
2019														
2020														

Please see maps for 2018, 2019, and 2020 at the end of this document.

Appendix F1 Business Ownership

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	# of Businesses	American Indian owned	Asian owned	Black owned	Hawaiian/ Pacific Islander owned	Hispanic owned	White owned	2 or more races owned	Residents with Disabilities owned	Male owned	Female owned
2018											
2019											
2020											

Appendix G1 Budget by Park

(List names of parks in headers below)

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	Capital Budget by Park	Arnold Larson	Brandt	Cedar Ridge	Community Park	Discovery Garden	Egner	Jaeger	Lewis	McDaniel	Dog Exercise Area	Orchard Hill
2018	\$2,685,000	0	\$396,933	0	0	\$200,562	\$45,955	\$304	0	\$275,787	0	\$183,741
2019	\$3,800,000	0	(\$839)	0	\$867,936	0	0	0	0	\$79,537	0	\$38,574
2020	\$1,665,000	\$11,724	0	\$26,314	\$10,319	0	0	0	\$12,292	\$405,326	\$710,569	\$2,070

Cont.	Ridgeview Tot Lot	Siggelkow Road	William McFarland		Presently, we do not have a mechanism to track operating expenses according to individual parks. This would require a pay code for each park and employees would need to track their time according to which park they worked on. Additionally, we would need to establish an activity code within accounts payable to track which expenses applied to which park. It's not impossible, but just noting it would require a shift in procedure and time to adjust. -MGS
2018	0	0	\$665	\$1,103,946	
2019	0	0	0	\$985,209	
2020	\$17,627	\$5,824	\$9,439	\$1,211,503	

Appendix G2
Geographical location of parks
(List names of neighborhoods in headers below)

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	Total # of parks		Please visit our Parks Facilities website . <i>Map of the geographical location of each park within the Village's inventory has been provided at the end of this document.</i>
2018	The Village of McFarland is home to 16 parks, 2 tot lots, and 8 conservancy areas (26 in total).		
2019			
2020			

**Indicates affordable housing in the area*

Appendix H1
4th Grade Reading Proficiency
(Include total number of students and percent proficient)

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	Total # of Students in 4th grade	American Indian	Asian	Black	Hawaiian/ Pacific Islander	Hispanic	White	2 or more races	Students with Disabilities	Students without Disabilities	ELL	Not ELL	Male	Female
2018-2019	175	2 1.14%	1 0.57%	0 0.00%	0 0.00%	3 1.71%	86 49.14%	5 2.86%	7 4.00%	90 51.43%	1 0.57%	96 54.86%	47 26.86%	50 28.57%
2020-2021	142	0 0.00%	2 1.41%	0 0.00%	0 0.00%	4 2.82%	53 37.32%	4 2.82%	5 3.52%	58 40.85%	1 0.70%	62 43.66%	33 23.24%	30 21.13%

Appendix H2
Office Discipline Referrals K-5
[Return to top](#)

	Total # of referrals	American Indian	Asian	Black	Hawaiian/ Pacific Islander	Hispanic	White	2 or more races	Students with Disabilities	Students without Disabilities	EL4L	Not ELL	Male	Female
2018-2019	604	0	1	15	0	14	466	108	175	429	4	600	550	54
2019-2020	543	0	2	5	0	5	423	108	186	357	2	541	498	45
2020-2021	100	0	1	1	0	1	88	9	34	66	1	99	78	22

Appendix H3
Office Discipline Referrals 6-8
[Return to top](#)

	Total # of referrals	American Indian	Asian	Black	Hawaiian/ Pacific Islander	Hispanic	White	2 or more races	Students with Disabilities	Students without Disabilities	ELL	Not ELL	Male	Female
2018-2019	729	0	5	21	0	16	628	59	322	407	7	722	574	155
2019-2020	473	0	5	7	0	12	379	70	252	221	7	466	362	111
2020-2021	336	0	5	20	0	11	253	47	133	203	3	333	233	103

Appendix H4
Office Discipline Referrals 9-12
[Return to top](#)

	Total # of referrals	American Indian	Asian	Black	Hawaiian/ Pacific Islander	Hispanic	White	2 or more races	Students with Disabilities	Students without Disabilities	ELL	Not ELL	Male	Female
2018-2019	3,051	10	155	213	0	300	2,111	262	631	2,420	110	2,941	1,971	1,080
2019-2020	1,917	5	37	91	0	126	1,517	141	535	1,382	44	1,873	1,337	580
2020-2021	1,490	9	18	107	0	107	1,156	93	337	1,153	28	1,462	998	492

Appendix H5
Police Calls to Schools Resulting in Citation or Arrest
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	Total # of police calls to the school district	American Indian	Asian	Black	Hawaiian/ Pacific Islander	Hispanic	White	2 or more races	Students with Disabilities	Students without Disabilities	ELL	Not ELL	Male	Female
2018														
2019														
2020														

Appendix I1 Contract Bidding

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	Total # of Contract Bids	American Indian	Asian	Black	Hawaiian/ Pacific Islander	Hispanic	White	2 or more races	Residents with Disabilities	Residents without Disabilities	Male	Female
2018	5	<i>Demographics not collected.</i>										
2019	3											
2020	2											

Appendix J1 Case Management

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	Total # of residents with case managers	American Indian	Asian	Black	Hawaiian/ Pacific Islander	Hispanic	White	2 or more races	Residents with Disabilities	Residents without Disabilities	Male	Female
2018	121	0	0	0	0	4	121	Unknown	n/a	n/a	43	78
2019	138	1	1	2	0	2	138	Unknown	n/a	n/a	47	95
2020	165	1	0	2	0	4	162	Unknown	n/a	n/a	52	113

Appendix J2 Nutrition Services

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	Total # of residents receiving nutrition services	American Indian	Asian	Black	Hawaiian/ Pacific Islander	Hispanic	White	2 or more races	Residents with Disabilities	Residents without Disabilities	Male	Female	Other
2018	156	n/a	n/a	2	n/a	7	144	n/a	Not Collected	Not Collected	47	109	3
2019	173	1	1	4	n/a	6	159	n/a	Not Collected	Not Collected	58	115	2
2020	154	1	1	1	n/a	8	139	n/a	Not Collected	Not Collected	56	98	2

Appendix J3 Health and Wellness Activities

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	Total # of residents participating in health & wellness activities	American Indian	Asian	Black	Hawaiian/ Pacific Islander	Hispanic	White	2 or more races	Residents with Disabilities	Residents without Disabilities	Male	Female
2018	<i>No data collection was taken before 2020.</i>											
2019												
2020	260	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown	n/a	n/a	32	228

Appendix J4 Educational Programs

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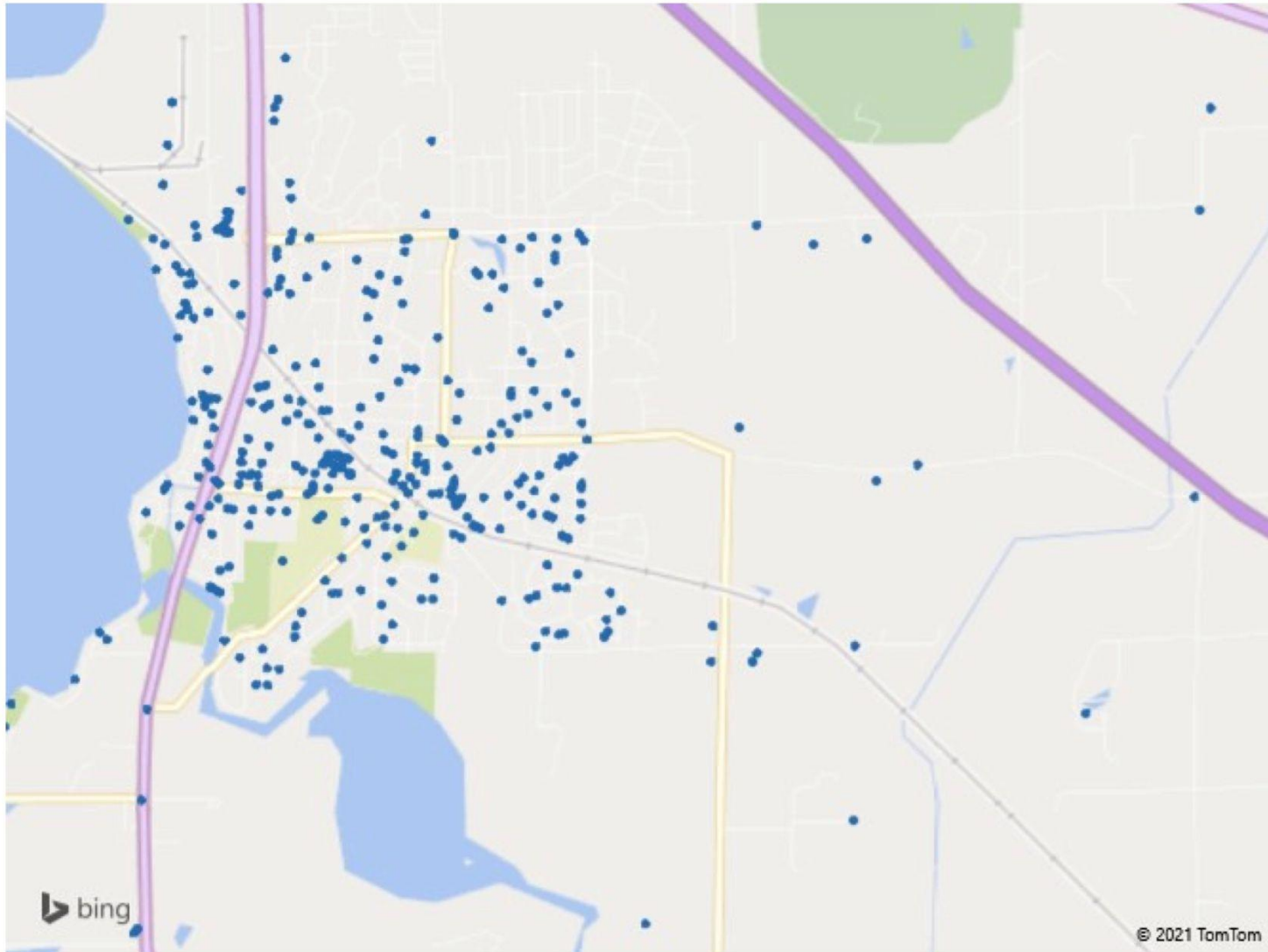
	Total # of residents participating in educational programs	American Indian	Asian	Black	Hawaiian/ Pacific Islander	Hispanic	White	2 or more races	Residents with Disabilities	Residents without Disabilities	Male	Female
2018	<i>No data collection was taken before 2020.</i>											
2019												
2020	15	0	0	1	0	0	14	Unknown	n/a	n/a	3	12

Appendix J5 Social Groups

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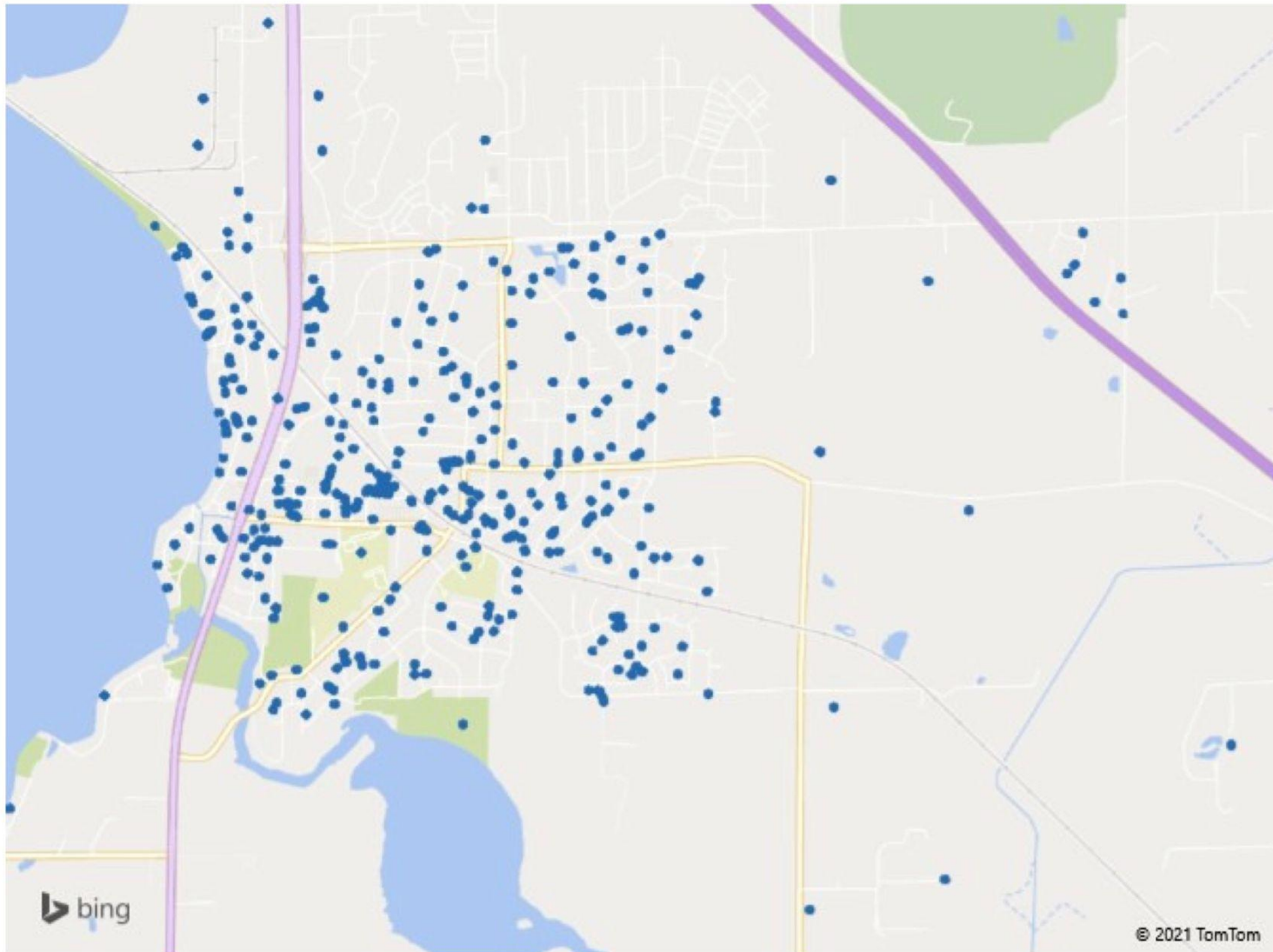
	Total # of residents participating in social group activities	American Indian	Asian	Black	Hawaiian/ Pacific Islander	Hispanic	White	2 or more races	Residents with Disabilities	Residents without Disabilities	Male	Female
2018	<i>No data collection was taken before 2020.</i>											
2019												
2020	123	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown	n/a	n/a	Unknown	Unknown

E2. Fire & Rescue Calls (2018)



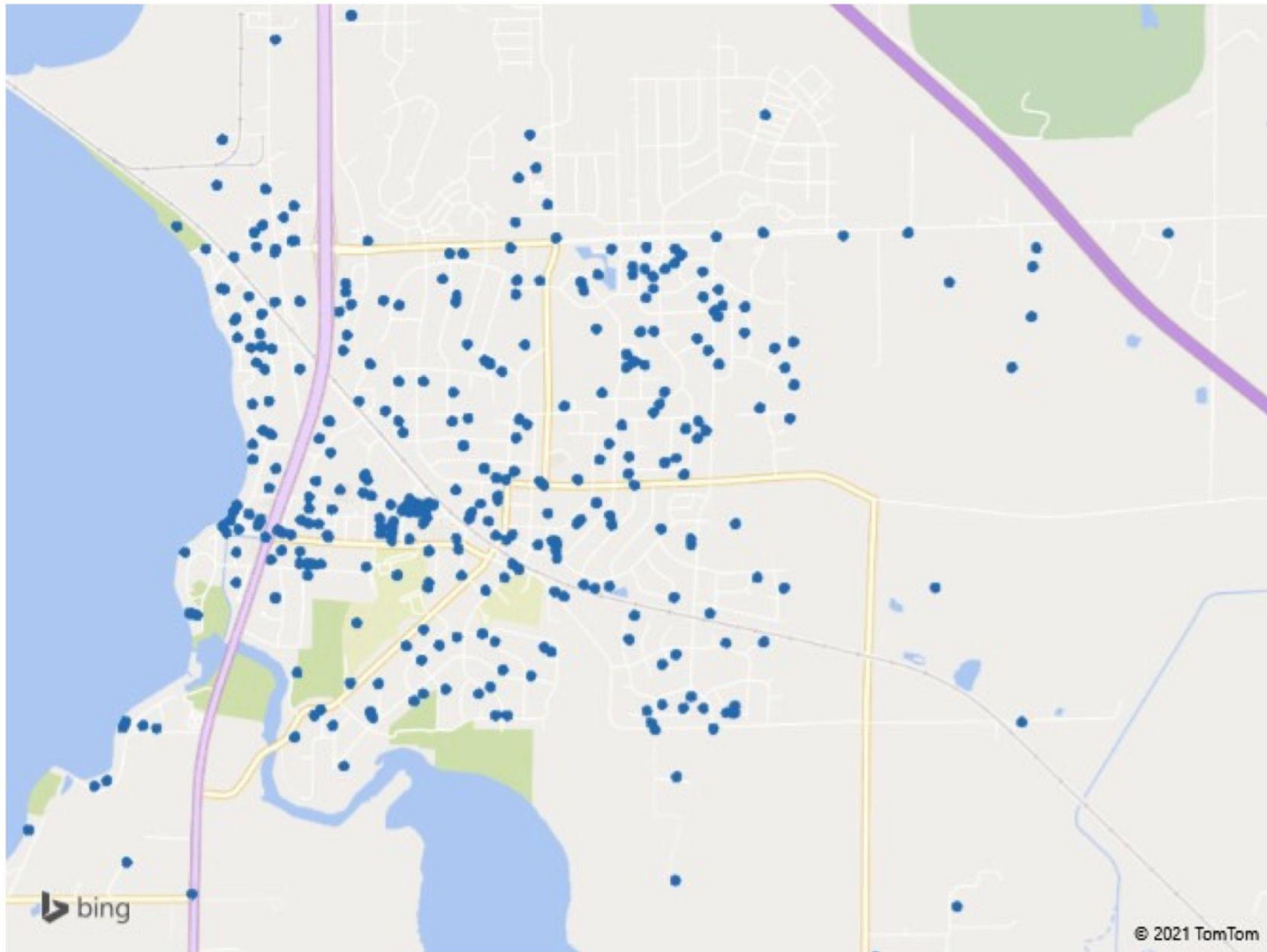
2018

E2. Fire & Rescue Calls (2019)



2019

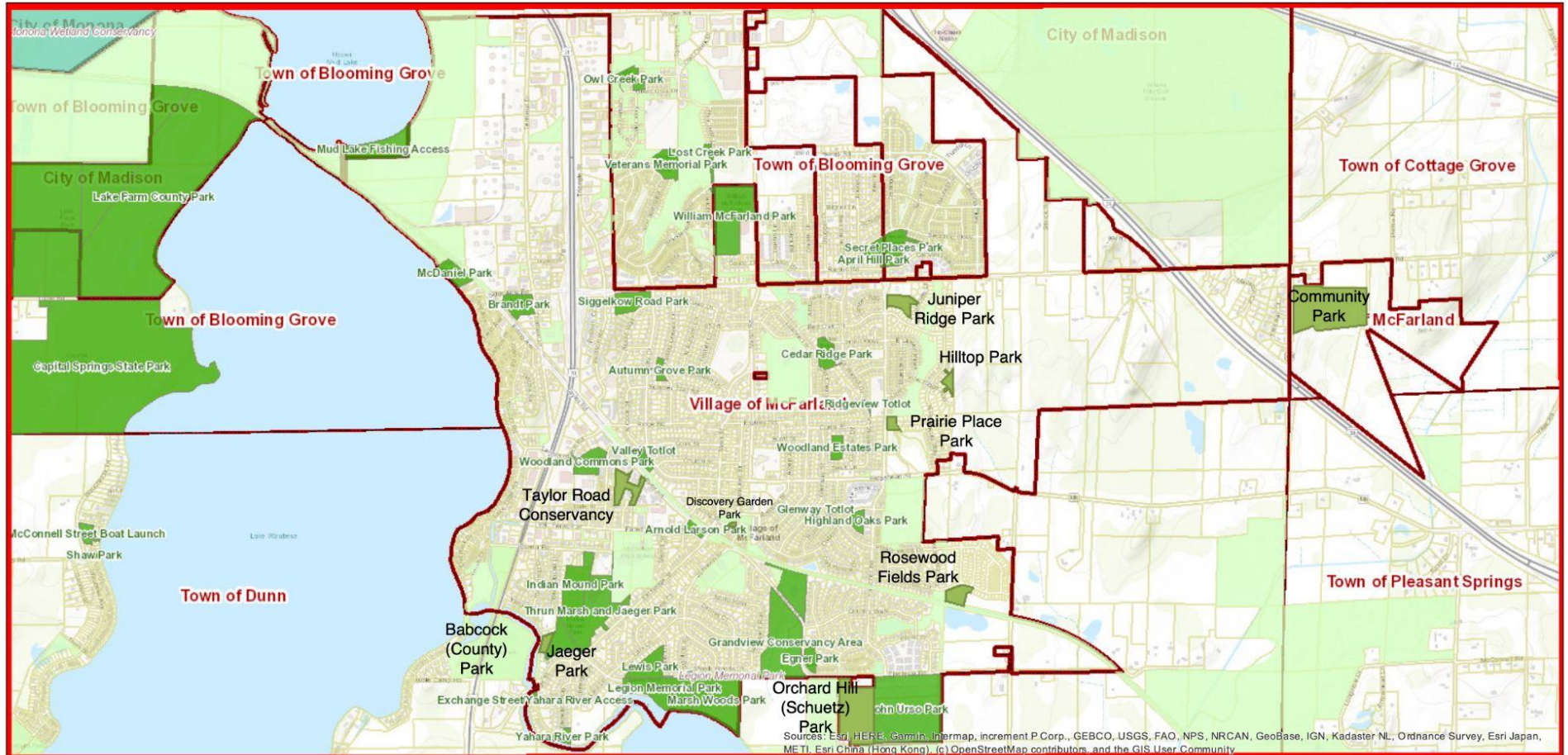
E2. Fire & Rescue Calls (2020)



2020

G2. Parks Map

Dane County Map



October 5, 2021

Dane County Mask

Municipal Parks

Municipalities

- | | |
|--|---|
|  Dane County Mask |  City |
|  Park |  Village |
|  Natural Area |  Town |
|  Other Public Lands |  Parcels |

0 1,150 2,300 4,600 Feet



DEI Committee SWOT

STRENGTHS

What does the DEI do well that matters to the stakeholders of the Village (e.g., students, parents, and the community)?

- Original resolution helped us focus as a subcommittee and community
- Connecting the school and village
- Collaborative approach
- Result-oriented
- Engaging with the public, esp with concerns
- Progress that has been made by committee and Village staff, as well as efforts to sustain

WEAKNESSES

What are the areas with which DEI either struggles or fails to deliver?

- Gov't [sub]committee and understanding the process that it takes
- Attracting more diversity to subcommittee
- Scope of responsibilities; power to true change
 - i.e. budget
- Identify what works and what doesn't within the public sector/municipal entity
- Early on, what to focus on
- Employment & diverse talent
- Training [internally] - not a part of regular curriculum for staff
- Communications/Marketing - purpose and goals

OPPORTUNITIES

Are there emerging trends or situations that could prove beneficial to either improve a weakness or further develop a strength?

- Communications/Marketing - purpose and goals
- Educational opportunities within community
 - Communicate effectively & be a resource
 - Don't come off as aggressive or blaming
- Partner with school district
- Create safe spaces with community members for thoughts they want to share
- Exposure; getting to know the issues

THREATS

Are there emerging challenges that DEI should be aware of in order to better position itself for the future?

- Lack of communication between school, village, community members; leads to misinformation
- [Financial] support, esp from village residents
- Alienating those while still trying to be inclusive
 - balance
- Communication and messaging
- External and internal threats
- Remembering that it's not just about race, but also gender, religion, sexual orientation, etc.

Public Safety Committee SWOT Group 1

STRENGTHS

What does Public Safety do well that matters to the stakeholders of the Village (e.g., students, parents, and the community)?

- McPD- support racial diversity & providing resources
- McPD- making public statements in support of DEI
- PS providing open & honest communication within the committee (which then benefits our shareholders (community))
- McPD/EMS understanding diverse needs (eg: special needs residents and the need for family/community support)
- PS/McPD/EMS/community: all willing to listen, grow and adapt to demand for change
- Willingness to be involved (members, committees, community)
- Diversity within our committee (organically, recruitment based)
- Community sense of value for Public Safety (financial, social, time commitment)

WEAKNESSES

What are the areas with which Public Safety either struggles or fails to deliver?

- Visibility to groups outside of mainstream (eg: schools, municipal events, etc); for example: families with children <5yo, no children, elderly, etc?
- Diversity within the workforce ("majority of PD force is white male")
- Recruitment (police, fire, EMS) aside from part time staffing (within and without diversity)
- Space/storage/training limitations (new Public Safety Center in 2022!)
- Providing an avenue for outside feedback based on encounters of the Public with members of our safety teams (PD, fire, EMS) without fear or concern for retaliation (neutral third party feedback system?)
- Work life balance vs training & maintaining competence

OPPORTUNITIES

Are there emerging trends or situations that could prove beneficial to either improve a weakness or further develop a strength?

- Leverage social media (enhance transparency between PS and community)
- Create/form new relationships (post COVID interaction surge)
- "Department 360" "Post Hoc analysis" "Post response Huddle" "After Action Report"
- Safety Teams from MHS/IMMS/WIS/CEPS (diversity recruiting from the diversity within our schools)- school to work programs
- pay/benefit increases across positions within public safety teams (current compensation analysis in process)
- Potential federal dollars for COVID support?

THREATS

Are there emerging challenges that Public Safety should be aware of in order to better position itself for the future?

- Misinterpretation of motives (eg: fake news, etc)
- Being "ahead" of the negativity narrative and divisive dialogue (eg: fostering collaboration vs being engaged in the threat)
- Missing (or fear of missing?) the proactive ways to find common ground
- Constant threat of division (not just racially, but politically, and other ways, as well)
- THEME: DEHUMANIZING FACTORS
- Staffing to meet demands of a growing community
 - Allocation and reallocation of resources

Senior Outreach Committee SWOT

STRENGTHS

What does the Senior Outreach Specialist do well that matters to the stakeholders of the Village (e.g., students, parents, and the community)?

- Reaching out and connecting to senior citizens.
- Commitment from the Director of Senior Outreach Services
- Ability to identify and secure funding
- Current programming: Meals on Wheels and other social services are strong
- Effective in reaching seniors outside of the Village
- Commitment from long standing community members
- The Director has vision for the future
- Depth and width of experience the committee members have
- McFarland Area Outreach Endowment
- Commitment from department staff
- Tax levy has more than tripled
- Coffee in the park
- 96% of residents have technology and access to internet

WEAKNESSES

What are the areas which Senior Outreach Specialists either struggle or fail to deliver?

- Lack of space needed for staff
- Inability to provide programming because of space and how department is structured
- Cross communication between department and subcommittees.
 - Ex. Parks having discussions without considering senior citizens perspectives
- Communication and alignment between the Village board members, departments and subcommittees
- No Senior Center for one stop shop servicing (recreation, community building, reading, etc...)
- Department is understaffed
- Space is a huge barrier to programming and opportunities for senior citizens
- Call to sacrifice social services funding for recreation
- Senior citizens may not be as civically engaged as others in the community when lobbying for resources
- Communicate programming to everyone in the village. Some residents don't have internet, cell phones, etc...

OPPORTUNITIES

Are there emerging trends or situations that could prove beneficial to either improve a weakness or further develop a strength?

- Design a new program focused on the needs and wants of the community.
- Developing square footage for office space and programming at the Senior Citizen community center
- Building on programming that is currently strong
- Building on people that are nearing senior citizen status
- Considering what the village can do for the community b/c of the increase in tax levy
- Financial opportunities (Dane County funding, meals program, etc...)
- 110 square miles of area serviced by the Senior Outreach Services Dept. The Village may find opportunity to do more specific to the village if services beyond the village are discontinued
- Shared resources with building and space for more opportunities
- Wellness component
- Practical goal setting or blue print
 - Short term and long term goals
- Building a village for walkers

THREATS

Are there emerging challenges that Senior Outreach Specialists should be aware of in order to better position itself for the future?

- Pushback on spending because of other projects
- The pandemic has opened eyes about the ways in which senior citizens are served
- In person programming because of the pandemic
- The senior community has a diverse range and make up 16% of the population. The senior community is not as unified as it should be to support lobbying for programming and services
- More community based care and people living with limited capabilities much longer
- Gun violence and sexual assault across the greater Madison area
- Diversity: Uptick in racial slurs being used in schools and parents reaction
- Mission is so broad that nothing is accomplished
- Access to affordable housing, transportation and health care
- The village was built for cars
- Communication
- Varying degrees of communication styles within the community

Parks, Recreation and Natural Resources **SWOT**

STRENGTHS

What does the Parks, Recreation and Natural Resources do well that matters to the stakeholders of the Village (e.g., students, parents, and the community)?

- Completed a 15 month project for new parks
- Provides sound long term planning
- Parks provides a resource for community members of all ages, particularly the youth
- Open mindedness
- Committee provides diverse perspectives
- Support to village staff
- Planning project involved the community to get their voice
- Electronic and print surveys
- Newspaper to communicate with the community
- Collaboration with other groups

WEAKNESSES

What are the areas with which Parks, Recreation and Natural Resources either struggles or fails to deliver?

- Short term projects can get lost because of detailed long term planning and the amount of time it takes.
- Public input may be skewed (most times from people who are against) and not reflective of the broader community.
- Not much open space/Parks are limited and small
- Connecting with the community in a more effective way (COVID)
- Village Board representation turnover
- Groups that the committee collaborate with are not diverse/reflective of the community
- The new park may not be accessible to families (low-ses, not in proximity for certain community members, etc...)
- Disconnect between the Village and the school district with programming. The school district runs the programs and has community space but isn't really community b/c there are school based programs always using the space.

OPPORTUNITIES

Are there emerging trends or situations that could prove beneficial to either improve a weakness or further develop a strength?

- Village Board approval of the parks plan
- Community Center
- Align programming between parks, school district
- Making park equipment more accessible for users
- Linking up with neighboring communities with trails
- Outreach and engagement internally and externally
- CDA and looking for other partnerships to support the well being of the village.

THREATS

Are there emerging challenges that Parks, Recreation and Natural Resources should be aware of in order to better position itself for the future?

- Fundraising and borrowing money to fund projects
- Ongoing maintenance of pools, parks, landscaping, etc...
- Balance between capital and operating costs
- Population

Library Board Committee SWOT

STRENGTHS

What does the Library Board do well that matters to the stakeholders of the Village (e.g., students, parents, and the community)?

- One service where it is truly inclusive and serves the majority of the community.
- 95% of McFarland checkouts are in the McFarland branch.
- Madison, Town of Dunn and McFarland make up the users of the library.
- Mapping project to locate users of the library.
- Listened to the community and eliminated late fines.
- The library offers a variety of programs for the youth and senior citizens. The programs are free of charge.
 - Cooking Club: People represent a variety of ethnic and racial backgrounds
 - Go Big Read
 - Book club with a speaker from Ghana to speak on immigration
- Participation rates for programming were high!
 - During the pandemic, more than 100,000 people participated.
- Amazing library staff!
- Bilingual and Sensory story time: Partnered with the school districts
- Senior Citizen
 - Memory text
 - Financial planning for retirement/estates
 - Book clubs
 - Hybrid programming
- The public supports the library based on feedback

WEAKNESSES

What are the areas with which the Library Board either struggles or fails to deliver?

- Limited resources.
- Connecting or marketing to community members who are non users or don't have access to technology.
- Library space is maxed out.
- As the Village grows, accessibility may become a problem.
- Lacking bilingual support.
- Identifying underserved populations and building a bridge to access the library.
- Books published in different languages
-

- Endowment for start up funding
- Teen librarian is working closely with McFarland High School
 - 120 9th and 10th graders toured the library this year.
- Amazing children's library
- Technology Support
- Bilingual apps

OPPORTUNITIES

Are there emerging trends or situations that could prove beneficial to either improve a weakness or further develop a strength?

- Partnerships/collaboration with outside organizations and other departments within the village.
- Identifying parts of the community that are underserved.
- New endowment fund.
- Long range plan that includes an expansion and remodeling of the current building.
- More space can create more programming and diversity of offerings.
- Partnering with the community festival board for the Community Festival.
- New community center will be in close proximity to the library.
- Stronger partnerships/collaboration with the school district.
- Taking advantage of grant opportunities
 - Strong grant writer on staff
 - Received grants from Southeast Asian and African studies

THREATS

Are there emerging challenges that the Library Board should be aware of in order to better position itself for the future?

- The demographics of the service is a challenge and not really a threat.
- Divided community from political polarization
 - Not as intense as other communities
- Climate change
- Climate control at the library...lol!
- Voices of color are not legitimated.
- Financial/Limited Resources
- People who will be unwilling to change their mindset about embracing diversity
- Village board elections
- Subcommittees are oftentimes filled with community members who are working in the professional working class and middle aged.

McFarland Community SWOT

STRENGTHS

What does the McFarland Community do well that matters to the stakeholders of the Village (e.g., students, parents, and the community)?

- School
- Friendly
- Committed Village staff
- Parks and natural resources
- Walkable
- People willing to participate and opportunities
- Proximity to other communities
- Growth strategy
- Sense of community
- Bike path
- Willingness to move forward
- New people feel welcome
- Access to opportunities
- Committed district members

WEAKNESSES

What are the areas which The McFarland Community either struggle or fail to deliver?

- White/Christian is the norm
- Affordable housing and affordable senior housing
- Financial inequity
- Values McFarland lifetime residents vs new comers
- Lack of hiring diversity
- Infrastructure- Walking, no transportation
- Affordable child care
- Lack of physical identity
- Lack of diverse businesses(and village staff)
- Secluded
- Not enough community groups
- Social services in McFarland
- High Property Taxes

OPPORTUNITIES

Are there emerging trends or situations that could prove beneficial to either improve a weakness or further develop a strength?

- Community willing and time is right for DEI
- Community expanding to bring more opportunities and diversity
- Creating and building community center
- Community Festival
- Strategic development
- Affordable housing
- Leveraging resources to expand them
- Meet with habitat for humanity for affordable purchase opportunities
- Grass roots- Generational engagement

THREATS

Are there emerging challenges that The McFarland Community should be aware of in order to better position itself for the future?

- Irresponsible spending
- Not developing communication plan
- Lack of engagement
- COVID
- Complacency and lack of commitment
- “Good Ol’boy network
- Stuck in negative situation/circumstances
- Not allowing people to grow hold them accountable
- Assume someone else will do it

Timestamp	How do I keep moving forward in my understanding of race and equity now that the Equity Institute is over?	How can we support one another moving forward in doing this very challenging and rewarding work? (What will you need from your colleagues/staff, your administrators, parents, and other participants? And, what will you do to support others?)	If you would be willing to offer a testimonial to your experience with Equity Institute please do so.
5/15/2022 20:02:13	Continue the conversation with those that attended and bring more people into the conversation. I also need to read more. There are many great books that help shed light on the history ongoing struggles surrounding DEI. Finally, it's bringing what I learned into spaces that I have influence with, such as community organizations and Village committees.	Make sure the momentum continues to build. We need to look at our DEI work, and determine where exactly we want to go, and how we're going to get there. Once some of those pieces are formed, it'll be a framework to work off of in other community spaces. We will always need an open mind by everyone involved as well as enthusiasm to make sure the framework is not only implemented, but successfully carried out.	The Equity Institute was an incredibly illuminating experience. It provided a wonderful opportunity to dig in deep and understand my individual beliefs and understanding of the topic, and exposed me to new information and ideas that I know I will bring to other spaces and discussions in the community.
5/16/2022 16:27:07	Continue to listen, learn and recruit like minded individuals.	More gatherings to build relationships with like minded people. Form your tribe and focus on the 20-60-20.	

Timestamp	How do I keep moving forward in my understanding of race and equity now that the Equity Institute is over?	How can we support one another moving forward in doing this very challenging and rewarding work? (What will you need from your colleagues/staff, your administrators, parents, and other participants? And, what will you do to support others?)	If you would be willing to offer a testimonial to your experience with Equity Institute please do so.
5/17/2022 22:41:31	Proceed to step involving action and gathering like minded folks to share in the goals to reach those who need to hear these ideas.	Listening skills are a great support. Respectful engagement and make all bridge building better.	This was an invaluable experience. The information was well-structured and provided essential groundwork that we all need to continue to develop. I am grateful for the opportunity to clean insights from this experience!
5/18/2022 15:10:06	Being purposeful in continuing training and education	Continuing access to training and education resources for Village employees, committee members, and the public at large.	

Timestamp	How do I keep moving forward in my understanding of race and equity now that the Equity Institute is over?	How can we support one another moving forward in doing this very challenging and rewarding work? (What will you need from your colleagues/staff, your administrators, parents, and other participants? And, what will you do to support others?)	If you would be willing to offer a testimonial to your experience with Equity Institute please do so.
5/20/2022 12:19:29	Continue to be reflective of the work, and make sure we keep it at the forefront. Also, take steps to put an action plan in place. This likely involves setting goals, timelines, and action plans to accomplish this work. Overall, making sure we do more than just reflect on the powerful work from this week, but be actionable.	Just continue to have these conversations and support one another. Not sure if there is a place for this, but perhaps this group as a whole can get together going forward to build on the work. I think what is likely is we crammed a lot of work and thought into three days. Much of that work, as you outlined, as likely began permeating in our subconscious. Most of us having been processing this work, and will continue to process this all. Might be beneficial to get to follow up on additional thoughts we had on and how we can carry this work forward.	The institute was an amazing experience. Percy and Rainey did an amazing job of creating an atmosphere where everyone could let their walls down, and have an honest raw, powerful experience but in a controlled manner where the space was safe. My only one thought after going through it, it is likely best split up perhaps over a longer period of time. I know that was not an option, and we had a reason and purpose for the schedule we chose. But definitely wishing I had more time to process before coming back to unpack things. Again not a criticism as I understand why the decisions were made.
5/25/2022 18:06:59	Keep the conversation going and stay active in the community. Vote.	Be there for each other, open, and accepting. Open to criticism and change.	

S.M.A.R.T. Goals to be Achieved by the McFarland DEI Committee

S

SPECIFIC

What goal do you want to accomplish?

M

MEASUREABLE

What are the milestones to accomplish the goal?

A

ATTAINABLE

How can this goal be accomplished?

R

RELEVANT

Does this goal align with the company objective?

T

TIME-BASED

When is the deadline for this goal?



Event Development

- Guest Speaker/Program Development (2)
- Community Space (3)
- Land Acknowledgement (4)

Improve Staff Support

- Explore Resource Allocation (5)
- Develop Data Collection on Applicable Demographics (6)
- Recruitment/Staffing (7)
- Training Program (8)

Initial Goal: Event Development – Guest Speaker/Program Development

S SPECIFIC What goal do you want to accomplish?	M MEASUREABLE What are the milestones to accomplish the goal?	A ATTAINABLE How can this goal be accomplished?	R RELEVANT Does this goal to align with the company objective?	T TIME-BASED When is the deadline for this goal?
The DEI Committee will work with the Village Board to develop and implement programs that celebrate diversity within the Community. The DEI Committee will collaborate with the Library, School District, and applicable community groups on program development within the for Village.	Community events that acknowledge and celebrate events such as but not limited to Juneteenth, Latino Heritage Month, Black History Month, Women’s History Month, etc...	DEI Committee will review opportunities for guest speakers and program development through the quarterly review of planned recognition within the Community Calendar.	The DEI Committee already works to provide recognition throughout the year to various groups, issues, causes, etc. that can become part of the educational of the group.	Community events will be developed and implemented by June of 2023 and will be ongoing.

Additional discussion notes from DEI Committee meeting 8/15/22

Working with school district to connect; McFarland Equity Project (MEP); supplement with budget; space-school district offers the largest space; library programming; figuring out what's already here, though implementing new; celebrating EVERYONE within the community; participating in parades to show we are an inclusive community; who's already within the McFarland Community that we can work with? How can we move away from the "McFarland stereotype?"

Initial Goal: Event Development – Community Space

S

SPECIFIC

What goal do you want to accomplish?

The DEI Committee will create opportunities for community dialogue and discussion.

The DEI Committee will collaborate with the Library, School District, and applicable Community partners to develop and implement community roundtables.

M

MEASUREABLE

What are the milestones to accomplish the goal?

In person and virtual community roundtables.

Annual schedules, topics for discussion and agendas for in person and virtual roundtable.

Goal is to hold one Community Space roundtable event per year.

A

ATTAINABLE

How can this goal be accomplished?

DEI Committee in partnership with the Village Board and Staff will work through existing events or consider new events.

Opportunities for inclusion within existing events include Community Service Day, Winter Wonderland in the Village, and/or McFarland Community Festival.

R

RELEVANT

Does this goal align with the company objective?

Provides opportunity to bring people together in a social setting to talk about what is important to them within the community.

T

TIME-BASED

When is the deadline for this goal?

Community Roundtables will be developed and implemented by the fall of 2022.

Additional discussion notes from DEI Committee meeting 8/15/22

Generational roundtable; Involving MEP, School leaders for canvassing folks to get involved; "speed dating"; Human library; church monthly meals/Shared Table; food and music brings people together!; take advantage of the gazebo; make sure that we get to the root of the conversation (policy; how people are impacted by these); trying various neighborhoods/parks.

Initial Goal: Event Development – Land Acknowledgement

S SPECIFIC What goal do you want to accomplish?	M MEASUREABLE What are the milestones to accomplish the goal?	A ATTAINABLE How can this goal be accomplished?	R RELEVANT Does this goal to align with the company objective?	T TIME-BASED When is the deadline for this goal?
The Village of McFarland will complete a land acknowledgement by Indigenous Peoples’ Day (Monday, October 9, 2023).	The land acknowledgement is annual. Community members become increasingly aware of Indigenous Persons Day in October.	Village Staff in partnership with Community Partners and the DEI Committee have had preliminary discussions on this action with planning ongoing.	Request originated from within the community. Has purpose and respect within the Native American community.	October of 2023 will be the launch and annual recognition thereafter.

Additional discussion notes from DEI Committee meeting 8/15/22

Policy/procedure versus educational; Sustainability & Natural Resources Committee conjunction; historical society?; recognition at Village/public buildings (ex: MKE Public Museum) of the land and how it was occupied; acknowledge before meetings? Have Village provide information on what has already been done.

Initial Goal: Improve Staff Support – Explore Resource Allocation

S SPECIFIC What goal do you want to accomplish?	M MEASUREABLE What are the milestones to accomplish the goal?	A ATTAINABLE How can this goal be accomplished?	R RELEVANT Does this goal align with the company objective?	T TIME-BASED When is the deadline for this goal?
Continue resource allocations to support DEI work in the Village.	Village Staff is able to track allocations within the budget process in line with the goals and objectives of this plan. Resources allocated will be used in alignment with the Mission and Vision of the Village as well as these goals and objectives for diversity, equity, and inclusion.	Recommendations regarding the allocation of resources to support diversity, equity, and inclusion may be made to the Village Board by the DEI Committee and/or Village Staff as is applicable and appropriate.	Resource allocation for diversity, equity, and inclusion supports the action steps of this plan for our goals and objectives.	Six to twelve months to develop and implement protocols that support equitable decision making in the budget process.

Additional discussion notes from DEI Committee meeting 8/15/22

Line item(s) for budget (DEI Committee/staff)? Trainings.

Initial Goal: Improve Staff Support – Develop Data Collection on Applicable Demographics

S SPECIFIC What goal do you want to accomplish?	M MEASUREABLE What are the milestones to accomplish the goal?	A ATTAINABLE How can this goal be accomplished?	R RELEVANT Does this goal to align with the company objective?	T TIME-BASED When is the deadline for this goal?
The DEI Committee will utilize the equity audit to maintain and update demographic data in the Village.	Village departments will use equity audit data to inform areas of growth and track impact of diversity, equity, and inclusion initiatives.	Maintain and update equity audit, review at least annually. Community partnerships (YWCA, Anesis, etc...)	Continuing to review key data points in the community can help to guide Village services and our efforts to enhance diversity, equity, and inclusion.	Fall of 2022 and annually thereafter.

Additional discussion notes from DEI Committee meeting 8/15/22

Staff reports.

Initial Goal: Improve Staff Support – Recruitment/Staffing

S SPECIFIC What goal do you want to accomplish?	M MEASUREABLE What are the milestones to accomplish the goal?	A ATTAINABLE How can this goal be accomplished?	R RELEVANT Does this goal to align with the company objective?	T TIME-BASED When is the deadline for this goal?
The Village of McFarland will review its employment policies to ensure plans for recruitment, hiring, and retention reflect values of diversity, equity, and inclusion. Consider collection of demographic data in recruitment/staffing to measure effectiveness of policy changes related to diversity, equity, and inclusion.	Conduct revisions to employment policies to take into consideration applicable elements of diversity, equity, and inclusion. Build partnerships within the Community to provide open position networks.	Process overseen by Village Staff in line with policies and recruitments led by applicable Village departments.	Actions within recruitment to reflect diversity, equity, and inclusion align with the Mission and Vision of the Village. Helps to build a diverse work force that is knowledgeable regarding equity and inclusion within the organization/community.	Completion of policy updates scheduled by December of 2022 for implementation in 2023.

Additional discussion notes from DEI Committee meeting 8/15/22

Performative versus actual; job descriptions versus interview.

Initial Goal: Improve Staff Support – Training Program

S	M	A	R	T
SPECIFIC What goal do you want to accomplish?	MEASUREABLE What are the milestones to accomplish the goal?	ATTAINABLE How can this goal be accomplished?	RELEVANT Does this goal to align with the company objective?	TIME-BASED When is the deadline for this goal?
The Village of McFarland will develop and implement a DEI professional learning plan to support the growth of Village staff.	The Village will commit resources to support DEI professional learning for Village staff. Village will schedule DEI professional learning for staff at least annually.	Village Staff will be working to prepare a training program for the Village that is system wide and includes aspects of diversity, equity, and inclusion.	Topics of diversity, equity, and inclusion are important to the continued growth and development of staff to fulfill the Mission and Vision of the Village. Core development within these skill sets help broaden and improve outreach within the community.	Work on developing the training program by December of 2022 for implementation in 2023.

Additional discussion notes from DEI Committee meeting 8/15/22

Credible sources for free are out there; GARE resources; trickle down effect.

VILLAGE OF
McFarland
SUMMARY SHEET

MEETING DATE: Tuesday, August 27, 2024

SECTION: Business

DEPARTMENT: Administration

CONTACT: Krystal Johnson, DEI Strategist

AGENDA ITEM: Review the DEI goal on the 2024 - 2025 strategic plan and examine the action items

PREVIOUS ACTION:

ISSUE SUMMARY:

Review and clarify the action items within the strategic plan, ensuring a clear understanding of expectations and to gather feedback from all stakeholders. To ensure a clear understanding of the strategic plan's action items, to align expectations, and to incorporate valuable feedback into the planning process.

FINANCIAL/BUDGET IMPACT:

VILLAGE PLAN REFERENCE:

ORDINANCE REFERENCE:

BOARD, COMMISSION OR COMMITTEE RECOMMENDATION:

ATTACHMENTS:

1. DEI Strategic Goal 2024-2025

2024/2025 - McFarland Strategic Implementation Plan

Village Board Goals, Objectives, and Action Plan

H. Diversity, Equity, and Inclusion				
<i>Create opportunities to advance initiatives that support the growth of diversity, equity, and inclusion within the Community and organization.</i>				
Objectives				
(1) Provide support for the ongoing development and utilization of the Diversity, Equity, and Inclusion Committee.				
Action Steps:		<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
i. Develop a Language Access Plan, Policy and/or Program to set standards, resources, and training for enhanced accessibility, aligning with equity goals through plain language.		TBD	May 25	All Departments DEI Strategist
ii. Developing a comprehensive data collection policy to delineate parameters, limitations, and objectives to determine ongoing utilization.		N/A	Jul 25	Administration Administrator DEI Strategist Departments
iii. Forming community engagement groups to enhance community buy-in through fostering togetherness, diversity, equity and inclusion.		N/A	Duration	Administration DEI Strategist
iv. Implementing education, awareness, and action across the Village Board, committees, departments, and staff using a comprehensive Village-wide equity framework and guidance.		TBD	Duration	Administration DEI Strategist
(2) Continued implementation of the Diversity, Equity, and Inclusion (DEI) Report.				
Action Steps:		<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
i. Creating the VOM DEI Annual Report to transparently showcase progress to the community, departments, Board, committees, and staff.		TBD	Aug 25	DEI Strategist
ii. Establishing a comprehensive framework and definition for event planning and execution led by the Village in collaboration with community organizations.		N/A	Duration	DEI Strategist
iii. Leveraging the DEI report to integrate climate, culture, diversity, equity, and inclusion into departments, projects, and programs that align with specific departmental/organizational goals.		N/A	Duration	All Departments DEI Strategist
iv. Aide Library as needed with establishment of DEI criteria for collections, programs, services, displays, and book rec.		N/A	Duration	DEI Strategist

2024/2025 - McFarland Strategic Implementation Plan

Village Board Goals, Objectives, and Action Plan

H. Diversity, Equity, and Inclusion (CONTINUED) <i>Create opportunities to advance initiatives that support the growth of diversity, equity, and inclusion within the Community and organization.</i>			
Objectives			
(3) Work with Community Partners on the creation of a lasting land acknowledgement.			
<u>Action Steps:</u>	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
i. Continuing collaboration with the school district on the land acknowledgement plaque initiative.	\$6,000	Jan 25	Community Development DEI Strategist
ii. Researching and analyzing the feasibility of implementing land acknowledgements during meetings to determine their potential inclusion.	N/A	Jun 25	DEI Strategist
(4) Continue discussions with School District on partnerships with the Village for the advancement of diversity, equity, and inclusion within the Community.			
<u>Action Steps:</u>	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
i. Engage and network with School District via DEIB Coordinator position.	None.	Duration	DEI Strategist
ii. Continued network development on inclusion of students within boards, commissions, and committees.	None.	Duration	DEI Strategist