

Tuesday, August 12, 2025

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 Note: Virtual attendance is offered as a convenience, but technical difficulties beyond the Village's control may prevent or limit its availability at any meeting. The public is encouraged to attend the meeting in person to assure full access to the proceedings.*

PLEASE CLICK THE LINK BELOW TO JOIN THE ZOOM WEBINAR:

<https://us02web.zoom.us/j/88221462299>

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

Webinar ID: 882 2146 2299

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

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

Members of the public may also speak during their selected agenda item as they designate on the public comment form or in the Question and Answer feature on Zoom.
4. BUSINESS.
 - a. Discussion regarding 2025-2026 McFarland Strategic Implementation Plan as the Village Board goals and objectives for the coming year.
5. SCHEDULE NEXT MEETING DATE.
 - a. Tuesday, August 26, 2025 at 5:30 pm - Special Village Board
 - b. Tuesday, August 26, 2025 at 7:00 pm - Regular Village Board
 - c. Tuesday, September 9, 2025 at 7:00 pm - Regular Village Board
6. ADJOURNMENT.

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

McFarland
SUMMARY SHEET

MEETING DATE: Tuesday, August 12, 2025

SECTION: Business

DEPARTMENT: Administration

CONTACT: Matt Schuenke, Village Administrator

AGENDA ITEM: Discussion regarding 2025-2026 McFarland Strategic Implementation Plan as the Village Board goals and objectives for the coming year.

PREVIOUS ACTION:

The Village Board held its first meeting regarding goal setting on June 4, 2025. In this meeting they reviewed the progress on goals set last year, and met with Department Heads to better understand the impact of goals on the services provided.

The Village Board met on June 18, 2025 to begin to discuss goals for the next year. Goal A (McFarland Municipal Center Campus), Goal B (Public Infrastructure), and Goal C (Housing and Economic Development).

The Village Board met on July 8, 2025 to continue the goals discussion for the coming year. Goal D (Village Government) and Goal E (Community) were reviewed as part of this meeting.

The Village Board met on July 22, 2025 to continue the goals discussion for the coming year. Goal F (Transportation), Goal G (Parks/Conservancy), and Goal H (Diversity, Equity, and Inclusion).

ISSUE SUMMARY:

Enclosed within the packet is the draft 2025-2026 Strategic Implementation Plan following review by the Village Board of the goals and objectives as well as the proposed action plan prepared by Village Staff. The Village Board has been reviewing the various goals in June and July along with the objectives to propose different ideas to consider in the coming year. The action plan then aligns steps taken to advance the objectives in order to meet the goals. We have also reconciled what is proposed in the next Capital Improvement Plan as well as other major initiatives happening. The remaining schedule is as follows:

August 12th at 5:30 pm - Special Village Board

The Village Administrator will facilitate a review of the proposed plan for the coming year providing a summary review of each Goal and Objective. Department Heads will be present to provide feedback and answer questions from board members on the effect of the action plan on the services provided. No action is planned within this meeting. Final feedback from this meeting will be used to update the draft prior to acceptance.

August 26th at 7:00 pm - Regular Village Board



A final draft of the proposed plan for the coming year will be provided with all remaining feedback incorporated from the previous meeting. This is scheduled typically during the regular meeting for discussion and action to accept the plan for the year and finish the process as all of the review and discussion has previously taken place.

FINANCIAL/BUDGET IMPACT:

None.

VILLAGE PLAN REFERENCE:

None.

ORDINANCE REFERENCE:

None.

BOARD, COMMISSION OR COMMITTEE RECOMMENDATION:

Presented for discussion only.

ATTACHMENTS:

1. 2025-2026 McFarland Strategic Impl. Plan 08072025



2025-2026

McFarland Strategic Implementation Plan

August 26, 2025

Village Board Review and Acceptance

DRAFT

Introduction

Welcome to the Village of McFarland Strategic Implementation Plan for the coming year. In 2020, a strategic plan was created to help provide a long term road map for the Village to follow in order to bring to life a variety of different initiatives within the Community over a forecasted ten year time period. Annually the Village Board checks in on its progress to prepare this Strategic Implementation Plan to establish goals and objectives to implement these initiatives through an action plan. This plan from year to year addresses the long-term vision within capital improvement planning and also short-term vision incorporating elements from the action plan into the annual budget. Each of the goals presented in the plan are not presented in order of priority and each holds the same weight to address from year to year.

2020-2030 McFarland Strategic Plan ([Click on this link to view](#))

Key Plan Elements

Goal – General aspiration, concept, or ambition we are looking to achieve.

Objective – More specific task, project, or effort needed to achieve the goals.

Action Plan – Detailed steps outlining the work, cost, timeline, and assignment to be completed in order to meet the objective.

Summary Data Points

Action Steps

A summary is provided within this plan outline the total number action steps included within the previous 5 years to develop an average. This can be compared against what is proposed for the coming year for perspective. Each of the total action steps are broken down by goal and then totaled across the same time period.

Assignments

Within each action step there are assignments noted in the plan document. The assignments are totaled by Department and Boards/Commissions/Committees (BCCs) within the same previous 5 year period to develop an average compared to what is proposed for the coming year. The objective with this summary is to understand the balance of the various assignments across the organization regarding the spread of workload. A percentage allocation is shown also from year to year regarding the Department assignments versus those of the BCCs.

Plan Development/Timeline

The Strategic Implementation Plan is ultimately accepted by the Village Board to provide the strategic direction for the Village into the coming year. It also sets various parameters for the annual budget process that follows acceptance of this work. The board works to confirm goals for the Village and aligns with the objectives for the Departments to propose action steps to accomplish the various initiatives. This plan was developed in accordance with the following timeline:

June 4, 2025 – Process Kick Off

- Discussion and review of 2024-2025 McFarland Strategic Implementation Plan.
- Roundtable Discussion between Village Board members and Department Heads.

June 18, 2025 – Begin Plan Development

- Discussion regarding 2025-2026 McFarland Strategic Implementation Plan as the Village Board goals and objectives for the coming year:
 - Goal A: McFarland Municipal Center Campus
 - Goal B: Public Infrastructure
 - Goal C: Housing and Economic Development
 - Goal D: Village Government
 - Goal E: Community

July 8, 2025 – Continued Plan Development

- Discussion regarding 2025-2026 McFarland Strategic Implementation Plan as the Village Board goals and objectives for the coming year:
 - Goal D: Village Government
 - Goal E: Community

July 22, 2025 – Continued Plan Development

- Discussion regarding 2025-2026 McFarland Strategic Implementation Plan as the Village Board goals and objectives for the coming year:
 - Goal F: Transportation
 - Goal G: Park/Conservancy System
 - Goal H: Diversity, Equity, and Inclusion

August 12,. 2025 – Draft Plan Review

- Discussion regarding 2025-2026 McFarland Strategic Implementation Plan as the Village Board goals and objectives for the coming year:
 - Includes Action Plan.
 - Review conducted with Department Heads.

August 26,. 2025 – Accept Plan

- Discussion and action to consider the proposed goals and objectives with action plan to be accepted as the 2025-2026 McFarland Strategic Implementation Plan.

November 11, 2025 – Plan Progress Review #1

- Update and discussion to check in on progress of the plan implementation.
- This represents an opportunity to reconcile the action plan against the proposed budget prior to adoption where applicable.

February 24, 2026 – Plan Progress Review #2

- Update and discussion to check in on progress of the plan implementation.
- This represents an opportunity to reconcile the action plan as the new calendar year has begun and the new board year is upcoming.

Strategic Implementation Plan

Summary Data Points

Action Steps

Goals	2020	2021	2022	2023	2024	2025	5 Year Avg.
A - Municipal Center Campus	11	8	5	8	4	7	7
B - Public Infrastructure	20	8	8	8	10	10	11
C - Housing & Economic Development	12	11	8	10	10	9	10
D - Village Government	21	16	10	11	11	17	14
E - Community	0	0	8	8	9	8	5
F - Transportation	11	9	8	10	11	8	10
G - Parks and Conservancy	25	18	15	18	9	14	17
H - Diversity, Equity, and Inclusion	0	0	8	10	12	12	6
Total Action Steps	100	70	70	83	76	85	80

Action Step Assignments

Departments	2020	2021	2022	2023	2024	2025	5 Year Avg.
Administration	1	1	3	11	7	15	5
Administrator	47	29	28	48	27	31	36
Communications and Technology	6	9	9	17	0	0	8
Community Development	15	17	23	22	19	22	19
DEI Strategist	0	0	0	0	15	12	3
Departments	5	4	2	9	8	1	6
Fire and Rescue	6	5	2	2	4	3	4
Library	5	5	2	2	6	4	4
Public Works	35	24	13	18	18	21	22
Senior Outreach	5	2	1	2	3	6	3
Police	10	10	7	4	6	3	7
Total Departments	135	106	90	135	113	118	116
Percentage Share of Total	99%	94%	83%	86%	80%	79%	88%

Boards, Commissions, Committees (BCCs)	2020	2021	2022	2023	2024	2025	5 Year Avg.
CDA	0	0	0	0	2	4	0
DEI Committee	0	0	0	1	0	3	0
Joint Review Board	0	0	0	0	3	1	1
Landmarks Commission	0	0	0	1	1	1	0
Parks and Recreation Committee	0	0	0	1	1	5	0
Plan Commission	0	0	0	1	4	3	1
Village Board	2	7	19	18	17	14	13
Total BCCs	2	7	19	22	28	31	16
Percentage Share of Total	1%	6%	17%	14%	20%	21%	12%

Total Assignments 137 113 109 157 141 149 131

2025/2026 - McFarland Strategic Implementation Plan

Village Board Goals, Objectives, and Action Plan

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

A. McFarland Municipal Center Campus <i>Continued consideration of recommendations from the Master Plan to include development of a multi-generational community <u>spaces</u> center that create functional spaces for the expansion of the library, senior services, youth services, remaining Departments, and adjoining outdoor public spaces (i.e. - McFarland Municipal Campus) including programs to serve seniors, youth, and families.</i>			
Objectives:			
(1) Determine future space needs and design features for the development of indoor and outdoor public spaces to support programming to be determined. (2) Identify and engage a broad spectrum of residents, including seniors, youth, adults, and community partners in all aspects of the planning process and operations/utilization.			
Action Steps:	Cost	Timeline	Assignment
Review with Department Heads and Public the Space Needs from the 2023 Master Plan that was accepted.	None	Sep-Oct 2025	Administration Administrator Comm Devel Senior Outreach Village Board
Develop new scope of work to hire Architect as an update to the 2023 Master Plan based on space needs and consider new option(s) for a phased approach to implementation.	None	Nov 2025	Administration Administrator Comm Devel Senior Outreach Village Board
(3) Identify operational issues, challenges, and fiscal impacts associated with the design of recommendations from the McFarland Municipal Campus Master Plan and the construction of desired improvements thereof.			
Action Steps:	Cost	Timeline	Assignment
Hire Architect based on new scope of work to update the 2023 Master Plan.	\$100,000	Nov 2025	Administration Administrator Comm Devel Senior Outreach Village Board
i. Village Staff to prepare Communications and Engagement Plan for Project.			
ii. Library to hire Architect to update their 2022 Facilities Study.	\$25,000	Nov 2025	Library
iii. Proposal for inclusion of the Youth Center within the Village's operations considered as part of 2026 Budget.	TBD	Nov 2025	Administrator Library Village Board
iv. Complete all updates to master plans and facilities study to provide recommendations for improvements aligned with space needs.	N/A	June 2026	Administration Administrator Comm Devel Library Senior Outreach Village Board
v. Include recommendations from plan updates within the 2027-2031 Capital Improvement Plan to forecast long term fiscal impacts.	N/A	July 2026	Administrator Village Board
(4) Implement Build accepted and recommended improvements for facility improvements public infrastructure in accordance with the updated McFarland Municipal Center Campus Master Plan.			
Action Steps:	Cost	Timeline	Assignment
Objective on hold pending additional planning work and Village Board authorization to proceed.			

2025/2026 - McFarland Strategic Implementation Plan

Village Board Goals, Objectives, and Action Plan

B. Public Infrastructure <i>Plan for and align physical facilities, and open space, <u>and general public infrastructure needs</u> to support future service delivery <u>to enhance</u> quality of life and infrastructure needs.</i>			
Objectives			
(1) Complete construction and transition affected Departments to a standalone public safety facility for fire, EMS, police, and court services.			
<u>Action Steps:</u>	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
Objective Completed, Public Safety Center completed on August 31, 2023.			
(1) Improve current Village facilities, including maintenance enhancements, and identify new systems to promote sustainability.			
<u>Action Steps:</u>	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
i. Study the addition of solar power at new Community Park shelter facility pending contract award for the project.	\$5,000	Mar 26	Community Development
ii. Develop long term facilities plan for all facilities through hiring of new Facility Manager position. Integrate maintenance process into asset management system.	N/A	Jun 26	Public Works
iii. Consider property acquisition to support vehicle and equipment storage needs for Public Works Department.	\$425,000	Jun 26	Community Development
iv. Add public electronic vehicle charging stations to the Public Safety Center and Bashford Street parking lot as funds allow through Dane County Grant.	\$40,000	Sep 26	Community Development
(2) Develop capital improvement plans to support infrastructure needs aligned with future growth to forecast cost implications and implementation schedule.			
<u>Action Steps:</u>	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
i. Consider recommendations from rate case regarding charges for water service needed to fund Well #5.	\$21,000	Nov 25	Administration Administrator Public Works
ii. Complete traffic study and 30% design plans for Siggelkow Road to align with future planning for growth on the East Side.	\$128,500	Dec 25	Administrator Community Development Public Works
iii. Add solar power to Lift Station #2 as recommended by the feasibility study and approved by Village Board.	\$55,000	Apr 26	Community Development Public Works
iv. Provide additional funding to support lighting improvements as well as interior and exterior digital signage.	\$105,000	Jun 26	Library
v. Complete Well #5 design and award contract following bid process in order to begin construction.	\$4,200,000	Jun 26	Public Works
vi. Repaint Holscher Road water tower to improve its useful life and include updated branding.	\$500,000	Sep 26	Public Works

2025/2026 - McFarland Strategic Implementation Plan

Village Board Goals, Objectives, and Action Plan

C. Housing & Economic Development <i>Promote responsible growth, affordable housing, increase economic development, and grow/retain existing businesses.</i>			
Objectives			
(1) Attract and enhance new and existing restaurants, retail, light industrial, office, mixed-use, and civic uses in the downtown area, USH 51/Farwell corridor, East Side Growth Area, and surrounding areas.			
(2) Develop incentives for business growth such as incubator programs, tax increment financing districts, and recruitment/retention.			
<u>Action Steps:</u>	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
i. Develop property acquisition check list to help guide consideration for property acquisitions as applicable.	None	Jan 26	Administrator CDA Community Development
ii. Prepare a Business Retention and Expansion Survey/Outreach Program to guide economic development efforts.	\$12,500	Mar 26	CDA Community Development
iii. Consider development opportunities created through Pre-Development Agreement with Bliffert Lumber and Elvejhem Acres.	TBD	Jun 26	CDA Comm Devel Joint Review Board Plan Commission Village Board
iv. Conduct RFP process to identify planning consultant to begin process to update the Comprehensive Plan. Emphasis on address future land uses, long term plan guidance, and growth assumptions for the East Side.	\$60,000	Jul 26	Community Development Plan Commission Village Board
v. Continue cooperative relationship with neighboring municipalities to address planning matters of mutual concern as opportunities develop.	N/A	Duration	Administrator Community Development Village Board
vi. Renew discussion on possible East Side/Siggelkow Road tax increment district to address public infrastructure needs and other economic development opportunities.	TBD	Duration	CDA Community Development Plan Commission Village Board
Objectives			
(3) Improve mix of housing within the Village, including consideration for affordable housing units within new development.			
<u>Action Steps:</u>	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
i. Evaluate opportunities to build Affordable Housing Fund through General Fund, TIF extensions, County funding, CDBG programs, etc.	TBD	Duration	Administrator Community Development
ii. Evaluate opportunities to build Affordable Housing Fund through WHEDA, State, and Federal programs.	TBD	Duration	Administrator Community Development
iii. Encourage affordable housing through recs. from Housing Needs Assessment, Comp Plan, and Dane County Regional Housing Strategy.	Case by Case	Duration	Community Development

2025/2026 - McFarland Strategic Implementation Plan

Village Board Goals, Objectives, and Action Plan

D. Village Government <i>Creation of a dynamic work place that is inclusive and diverse in our ability to demonstrate our commitment to employee growth and development for the betterment of the Community.</i>			
Objectives:			
(1) Evaluate staffing models and organization structure to <u>align resources with</u> meet future service delivery needs.			
Action Steps:	Cost	Timeline	Assignment
i. Review data to conduct maintenance of the 2021 Compensation and Classification Study.	N/A	Sep 25	Administration
ii. Develop program to recognize Staff upon retirement, departure, and/or new hire as applicable.	\$2,500	Jan 26	Administration
iii. Work with PFC to conduct recruitment to fill Police Chief position.	\$10,000	Duration	Administration Administrator Police
iv. Continue regular internal training and professional development opportunities for management and staff across all Departments.	\$10,000	Duration	Administration
(2) Prioritized community-based best practices in public safety service delivery including initiatives for diversity, outreach, education, and program development.			
Action Steps:	Cost	Timeline	Assignment
i. Bring back assignment for Community Service Officer to emphasis program development.	N/A	Jan 26	Police
ii. Partner with Dane County to expand the Village's outdoor warning siren to improve emergency preparedness.	\$45,000	Oct 26	Fire and Rescue
iii. Development Standard Response Plans for each Department that are aligned with updates to the Emergency Management Plan.	TBD	Duration	Fire and Rescue
iv. Continual evaluation of the EMS needs to support transition to providing full paramedic-level ambulance service.	TBD	Duration	Fire and Rescue

2025/2026 - McFarland Strategic Implementation Plan

Village Board Goals, Objectives, and Action Plan

D. Village Government (CONTINUED) <i>Creation of a dynamic work place that is inclusive and diverse in our ability to demonstrate our commitment to employee growth and development for the betterment of the Community.</i>			
Objectives:			
(3) Enhance public engagement, presence, <u>and transparency</u> within the Community through the use of a broad range of media <u>and/or through opportunities recommended in the Communications and Engagement Plan.</u>			
Action Steps:	Cost	Timeline	Assignment
i. Update existing Public Comment Policy to align with recommendations from communications planning.	None	Oct 25	Administration
ii. Review, adopt, and/or implement new ordinances/policies as applicable for public notices, distribution distance, and social media.	None	Jan 26	Administration Departments
iii. Develop policy to provide guidance on the use of artificial intelligence.	None	Apr 26	Administration
iv. Align proclamations with actions that promote their purpose within the Community.	TBD	Jun 26	DEI Committee
v. Create Communication Mediums Guide to outline direct touch points to connect with for information.	TBD	Dec 26	Administration
vi. Develop plan for implementation the Web Content Accessibility Guideline 2.1 Level AA.	TBD	On Going	Administration
(4) Continue discussions with School District on partnerships with the Village to share and expand services for the benefit of the Community.			
Action Steps:	Cost	Timeline	Assignment
i. Explore use agreement at Comm Park to develop cross country course for High School team and additional opportunity to support recreation.	TBD	Oct 25	Administrator Public Works
ii. Hold regular internal and external meetings between School and Village to discuss shared initiatives, fiscal impacts, opportunities to collaborate, and cross promote communications.	N/A	Monthly	Administration Administrator Village Board
iii. Explore opportunities with the School District to connect with students to local Government through club engagement, student appointments, internship, and other forms of outreach as applicable.	Case by Case	Duration	Administrator Departments Village Board
(5) Plan for and implement the inclusion of the operations for the McFarland Youth Center.			
Action Steps:	Cost	Timeline	Assignment
Objective 5 transitioned as an Action Step within Objective 1 of this Goal.			

2025/2026 - McFarland Strategic Implementation Plan

Village Board Goals, Objectives, and Action Plan

E. Community			
<i>Improve the Community experience for residents, businesses, and visitors through its services, safety, history, and overall desired quality of life.</i>			
Objectives			
(1) Evaluate opportunities for the development of public art, promotion of Village history, and events/programming that enriches the community and enhances the local quality of life.			
<u>Action Steps:</u>	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
i. Review and recommend proposal to promote Village history within Arnold Larson Park.	TBD	June 26	Comm Devel Landmarks Commission
ii. Proceed with implementation of grant awarded by Wisconsin Historical Society for historic property survey.	N/A	Dec 26	Community Development
iii. Pursue locally initiated public art projects to promote history through streetscaping.	Case by Case.	Duration	Administrator
(2) Promote the concept of a safe and healthy community in an integrated way including diversity, equity, and inclusion initiatives; from policy to planning and development.			
<u>Action Steps:</u>	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
i. Evaluate opportunity to advance Village to dementia friendly classification and begin associated training for support.	TBD	Sep 25	Senior Outreach
ii. Expand recognition for Volunteers that support the Community in line with Community Service Day and Volunteer Recognition Week.	\$1,500	May 26	Administrator Senior Outreach
iii. Market programs for rehabilitation grants within tax increment districts to encourage façade improvement, emphasis within Downtown.	TBD	Duration	Community Development
(3) Conduct process to update mission, vision, and value statements including solicitation of public input into their development.			
<u>Action Steps:</u>	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
i. Final action to approve Mission, Vision, and Value Statements along with implementation Plan.	None.	Aug 25	DEI Strategist
ii. Conduct implementation plan as adopted by the Village Board.	TBD	Dec 25	Administration DEI Strategist

2025/2026 - McFarland Strategic Implementation Plan

Village Board Goals, Objectives, and Action Plan

F. Transportation			
<i>Improve Community connectivity along pedestrian and vehicular corridors.</i>			
Objectives			
(1) Improve, maintain, and enhance bike/walking path connections throughout the Village and in cooperation with neighboring municipalities and government agencies.			
<u>Action Steps:</u>	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
i. Close on acquisition of Bashford Duplex property and plan improvements to support trail development.	TBD	Jul 26	Community Development
ii. Plan construction of off street trail with reconstruction of Siggelkow Road from Juniper Ridge to Community Park on CTH AB.	TBD	Duration	Administrator Comm Devel Public Works
iii. Work with Dane County on planning for connection of Lower Yahara Trail from Fish Camp Park (County) to Urso/Schuetz Park (Village).	TBD	Duration	Administrator Community Development Public Works
iv. Complete construction of off street trail from Exchange Street to Babcock County Park on USH 51. Plan extension on Exchange Street to Sleepy Hollow Rd.	TBD	2027	Administrator Community Development
(2) Review opportunities to provide all forms of public transportation within and outside of the Village.			
<u>Action Steps:</u>	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
i. Explore municipal and/or regional partnerships to develop localized public transportation as funds are available.	TBD	Duration	Administrator Community Development
(3) Enhance pedestrian safety for walkers and bicyclists throughout the community, including areas of Highway 51 that go through the Village.			
<u>Action Steps:</u>	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
i. Finalize streetscaping improvements within Phase 6 of USH 51 Project from Exchange Street to Larson Beach Road.	None.	Sep 25	Administrator
ii. Complete Phase 7 of USH 51 with WisDOT from Larson Beach Road to Voges Road.	\$25,000	Dec 25	Public Works
iii. Continued partnership with WisDOT and Dane County on Segment 6 as applicable, emphasis on adding sidewalk, safe crossing, speed limit, round-a-bout, and bridge underpass.	TBD	Duration 2026/2027	Administrator Community Development Village Board
iv. Identify and implement public safety projects for pedestrian safety as available.	\$20,000	Dec 26	Police

2025/2026 - McFarland Strategic Implementation Plan

Village Board Goals, Objectives, and Action Plan

G. Park/Conservancy System <i>Support the development of active and passive park amenities that appeal to all.</i>			
Objectives			
(1) Develop new and diverse park system amenities for indoor and outdoor use that are not currently offered in our Community.			
<u>Action Steps:</u>	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
i. Explore use agreement with McFarland Soccer Club for dedicated use of Community Park.	None.	Oct 25	Administrator Public Works
ii. Consider award of contract for Phase 2 construction of Community Park adding parking lot, shelter, and other amenities.	\$3,350,000	Oct 25	Administrator Parks and Rec Comm. Public Works Village Board
iii. Complete construction of improvements for Phase 2 Community Park pending award of contract.	Above.	Dec 26	Public Works
iv. Consider land acquisitions where applicable to expand and/or create new opportunities in parks including lake access and recreational trails.	Case by Case.	Duration	Community Development
(2) Dedicate resources to enhance and maintain existing parks and green spaces throughout the Village.			
<u>Action Steps:</u>	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
i. Finalize plan/design and consider award of contract for playground addition to Prairie Place Park.	\$160,000	Sep 25	Parks and Recreation Committee Public Works
ii. Construct playground improvement within Prairie Place Park pending contract award.	Above.	Mar 26	Public Works
iii. Continue implementation of recommendations from 2023 Conservancy Management Plan.	\$20,000	Duration	Public Works
(3) Evaluate the costs and benefits of an outdoor aquatic facility, including construction and operation.			
<u>Action Steps:</u>	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
i. Meet with Community Partners to discuss cross promotional efforts for the advancement of aquatics.	None	Sep 25	Administrator Parks and Recreation Committee
ii. Review operational structure and funding at the high school pool with the School District.	None	Mar 26	Administrator
iii. Develop strategy for fundraising following review with Community partners, operational structure at HS pool, and other feedback provided.	None	Jun 26	Administrator Parks and Recreation Committee Public Works

2025/2026 - McFarland Strategic Implementation Plan

Village Board Goals, Objectives, and Action Plan

G. Park/Conservancy System <i>Support the development of active and passive park amenities that appeal to all.</i>			
Objectives			
(4) Develop and implement park master plans that prioritize future developments.			
<u>Action Steps:</u>	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
i. Plan/design playground replacement at Cedar Ridge Park.	\$200,000	Jun 26	Parks and Recreation Committee
ii. Begin process to plan/design next phase of improvements within McFarland Park pending transition of soccer operations to Community Park.	\$100,000	Dec 26	Parks and Recreation Committee Public Works
(5) Expand, enhance, and develop programs to increase access and promote greater use of the lakefront, wetland conservancy, and waterways.			
<u>Action Steps:</u>	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
i. Construct canoe and kayak storage to be used for public rental at Lewis Park in association with new public access.	\$4,000	Apr 26	Public Works
ii. Evaluate options to introduce watercraft rental adjacent lakefront and/or other waterways.	TBD	May 26	Public Works

2025/2026 - 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:	Cost	Timeline	Assignment
i. Begin regular meetings with Community groups to improve community buy-in. Identify opportunities to improve relations.	TBD	Jan 26	Administrator DEI Strategist
ii. Develop a Language Access Plan, Policy and/or Program to support diverse needs and purposes by establishing clear standards, resources, and training through plain language.	TBD	Jun 26	Departments DEI Strategist
iii. Develop and apply <i>Equity in Events: Decision Making Guide</i> to establish a consistent framework for event hosting and/or participation through the DEI Committee.	TBD	Duration	Administrator DEI Committee DEI Strategist
(2) Continued <u>draft and development of a</u> implementation of the Diversity, Equity, and Inclusion (DEI) <u>Framework</u> Report .			
Action Steps:	Cost	Timeline	Assignment
i. Creating the VOM DEI Annual Report to transparently showcase progress to the community, departments, Board, committees, and staff.	None.	Sep 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 Committee DEI Strategist
iii. Aide Library and other Community partners as needed to advance DEI Framework for programs, events, services, displays, and book rec.	N/A	Duration	DEI Strategist

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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. Complete installation of plaques associated with recognition for land acknowledgement.	None.	Sep 25	Public Works
ii. Consider flag raising in association with proclamation for recognition of Indigenous People's Day. Align with plaque recognition.	\$250	Oct 25	DEI Strategist
iii. Coordinate meeting with representatives of the Ho-Chunk Nation and/or other local groups either at Committee or Staff level.	None.	Jun 26	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. Follow up with School District on their shift to addressing DEIB within school Community.	None.	Sep 25	DEI Strategist
ii. Meet with School Leadership to address the District's shift and identify areas of support.	None.	Duration	Administrator
iii. Continue discussion on areas of overlap and support amongst both entities that align with the charge for the Committee.	None.	Duration	DEI Strategist