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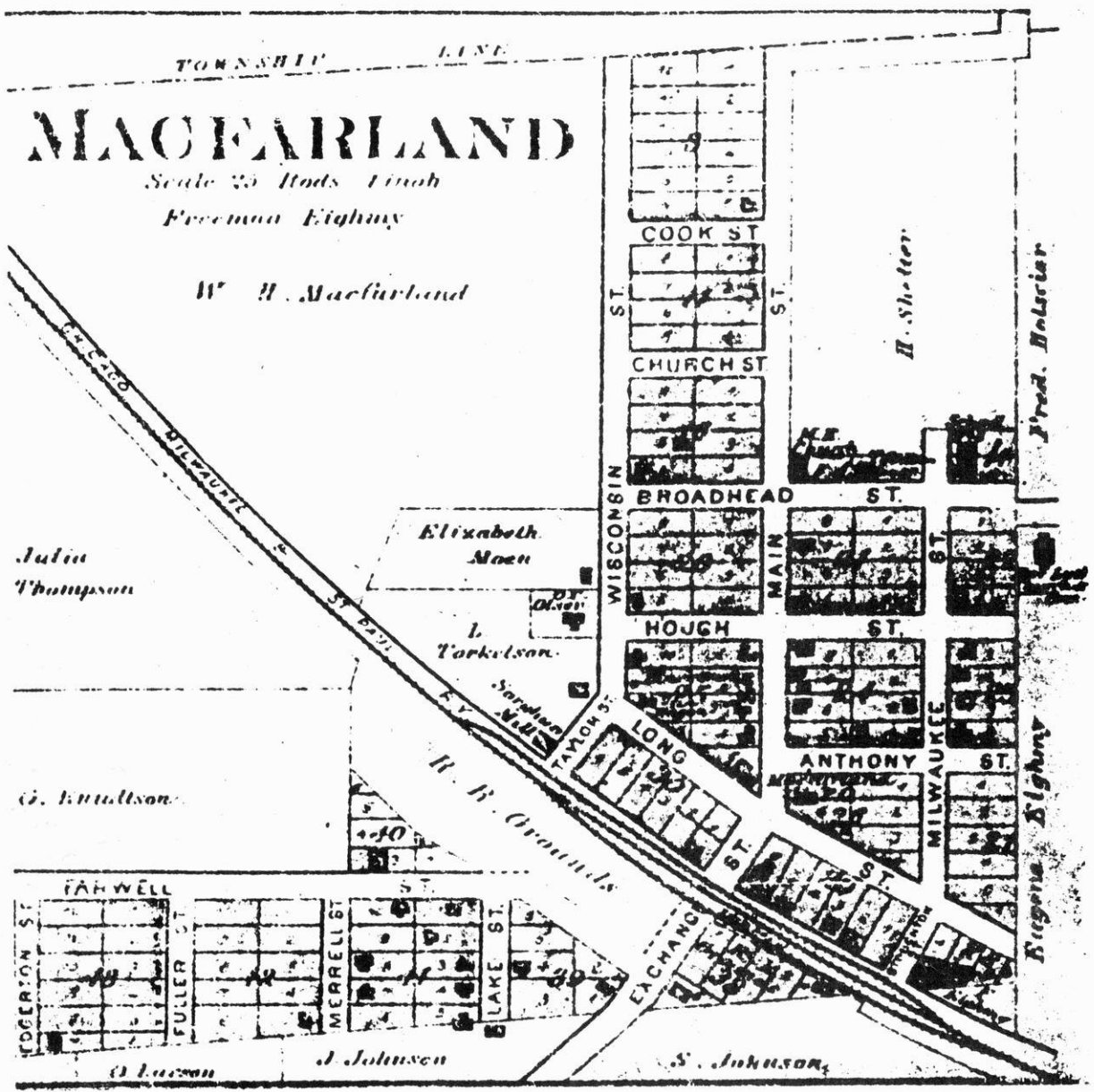
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912
Reserve
Kaufman



1890 map of the village.
(State Historical Society Archives)

STRATEGIC PLAN

MAY 1986



A STRATEGIC PLAN FOR THE VILLAGE OF MCFARLAND

prepared for

The Village of McFarland

by

URPL 912 Workshop
Department of Urban and Regional Planning
The University of Wisconsin at Madison

May, 1986



Acknowledgements

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May, 1986





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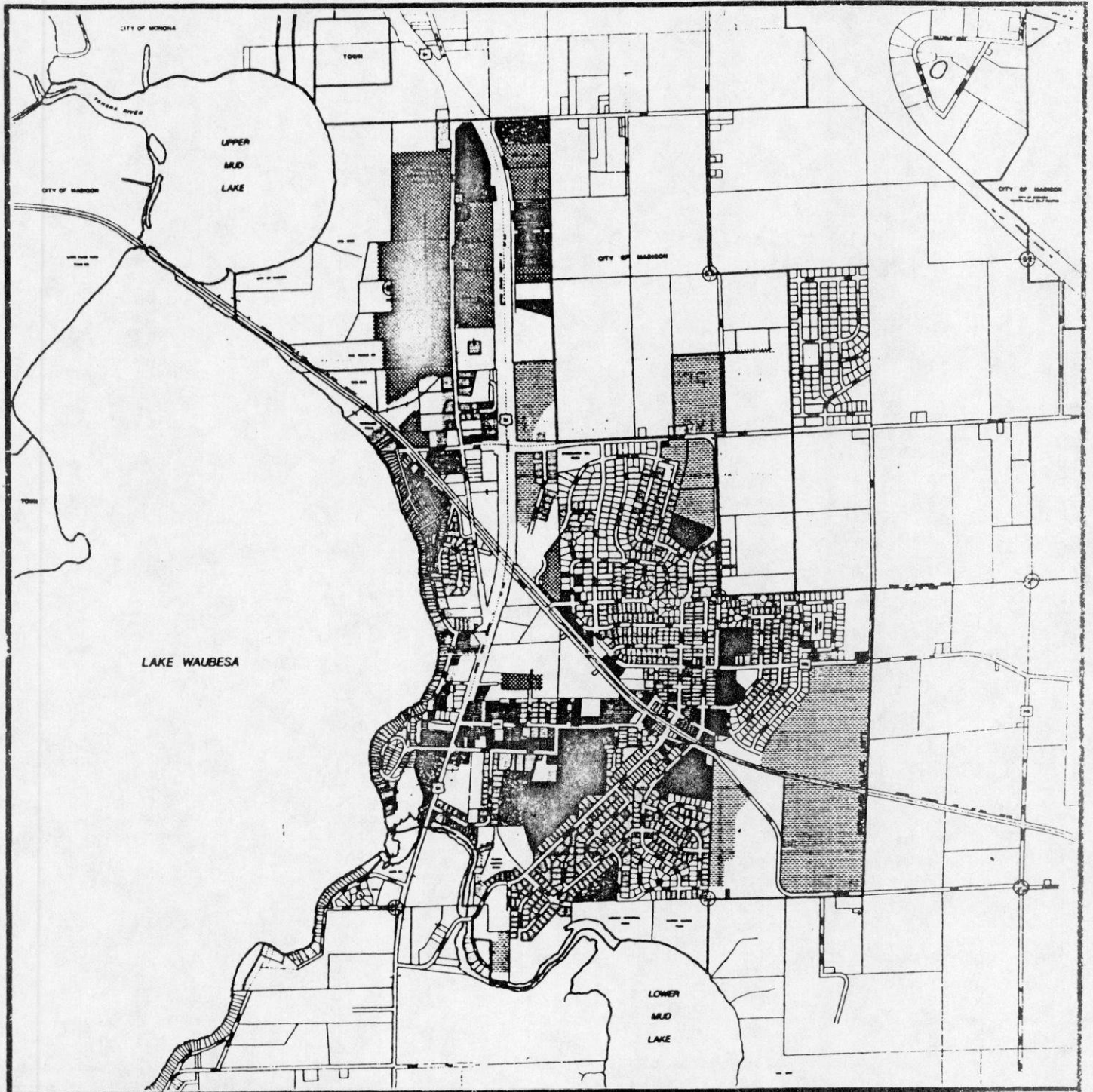
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











VILLAGE OF MCFARLAND

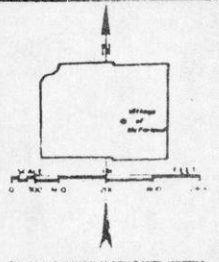
DANE COUNTY
WISCONSIN



1. LAND USE - 1982

-  SINGLE FAMILY RESIDENTIAL
-  TWO FAMILY RESIDENTIAL
-  MULTI-FAMILY RESIDENTIAL
-  COMMERCIAL
-  INDUSTRIAL

-  INSTITUTIONAL & GOV'T
-  TRANS., COMMUNICATIONS & UTL.
-  RECREATIONAL
-  AGRICULTURAL
-  WOODED & UNUSED







INTRODUCTION



In February 1986, under the guidance of Professor Jerome Kaufman, Chairman of the Department of Urban and Regional Planning, ten planning students of the University of Wisconsin-Madison began a strategic planning project for McFarland. Strategic planning was chosen as the model for this planning workshop because of the increasing application of the Corporate Strategic Planning (CSP) approach to public sector planning.

CSP originated about 20 years ago in the business community. CSP was developed by businesses to effectively plan for and manage their futures in a rapidly changing world. About five years ago, some public planning theorists believed that the CSP model had applicability and would be beneficial for public planning. This realization led to the widespread discussion of the CSP model's application in the public sector. Support for the use of this model for public planning also has come from government. The Reagan Administration has become a strong advocate of the CSP approach for community planning. Moreover, an increasing number of large municipalities such as Dallas, San Francisco, New York, and Philadelphia have used the CSP model to develop plans for the future.

What is special about CSP that explains its popularity? One central feature of CSP is its emphasis on "scanning" the environment. An environmental scan assists a community in its understanding of its strengths and weaknesses. It allows the community to identify opportunities and threats in its environment. The scan also encourages the community to look beyond itself in space and time, and encourages the community to consider competitive behavior. What is different about CSP is not its recognition of competition, but its perspective on competition. Under CSP, competition is seen as inevitable. Proponents of CSP advocate proactive and not reactive behavior.

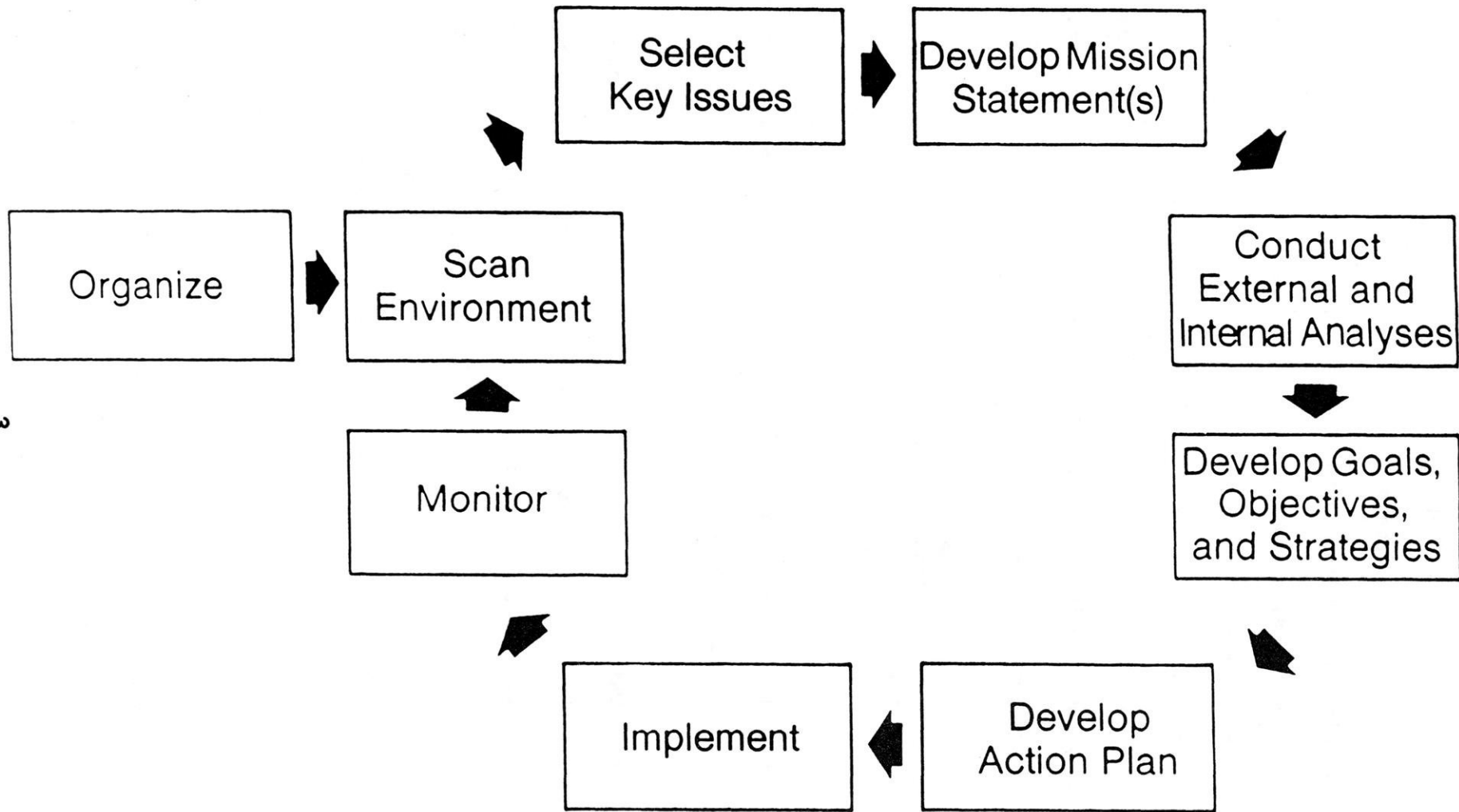
After identifying key issues found during the environmental scan, a more in-depth external and internal analysis is conducted. The purpose of the

internal analysis is to understand the causes and the factors that bear on the key issues. Furthermore, CSP encourages the community to assess its capacity to address issues, seeking to maximize strengths and minimize weaknesses. The external analysis enhances the identification of outside forces affecting the community. The Environmental Scan, a data gathering phase, generates issues that can be studied in-depth and provides a realistic assessment of the community. Through these actions, CSP provides for more result-oriented implementation.

Figure 1 outlines the CSP model. According to Sorokin, Ferris, and Hudak (1984), CSP at the community level can be summarized in the following phases:

- Phase 1: Scan the Environment
- Phase 2: Select Key Issues
- Phase 3: Set Mission Statements or Broad Goals
- Phase 4: Internal and External Analysis
- Phase 5: Develop Goals, Objectives, and Strategies With Respect to Each Issue
- Phase 6: Develop an Implementation Plan
- Phase 7: Implementation
- Phase 8: Monitor, Update, and Scan

Strategy Development and Implementation



Strategic Planning Framework

FIGURE 1

McFarland, a small community near Madison, was invited to be our client. The active leaders of McFarland liked the project and agreed that it could be of benefit to the Village of McFarland. The Village also set up an Advisory Task Force which gave us some direction and served as a sounding board for our findings. With the combined efforts of the Advisory Task Force and cooperative residents, the planning workshop created a Strategic Plan for the Village of McFarland.

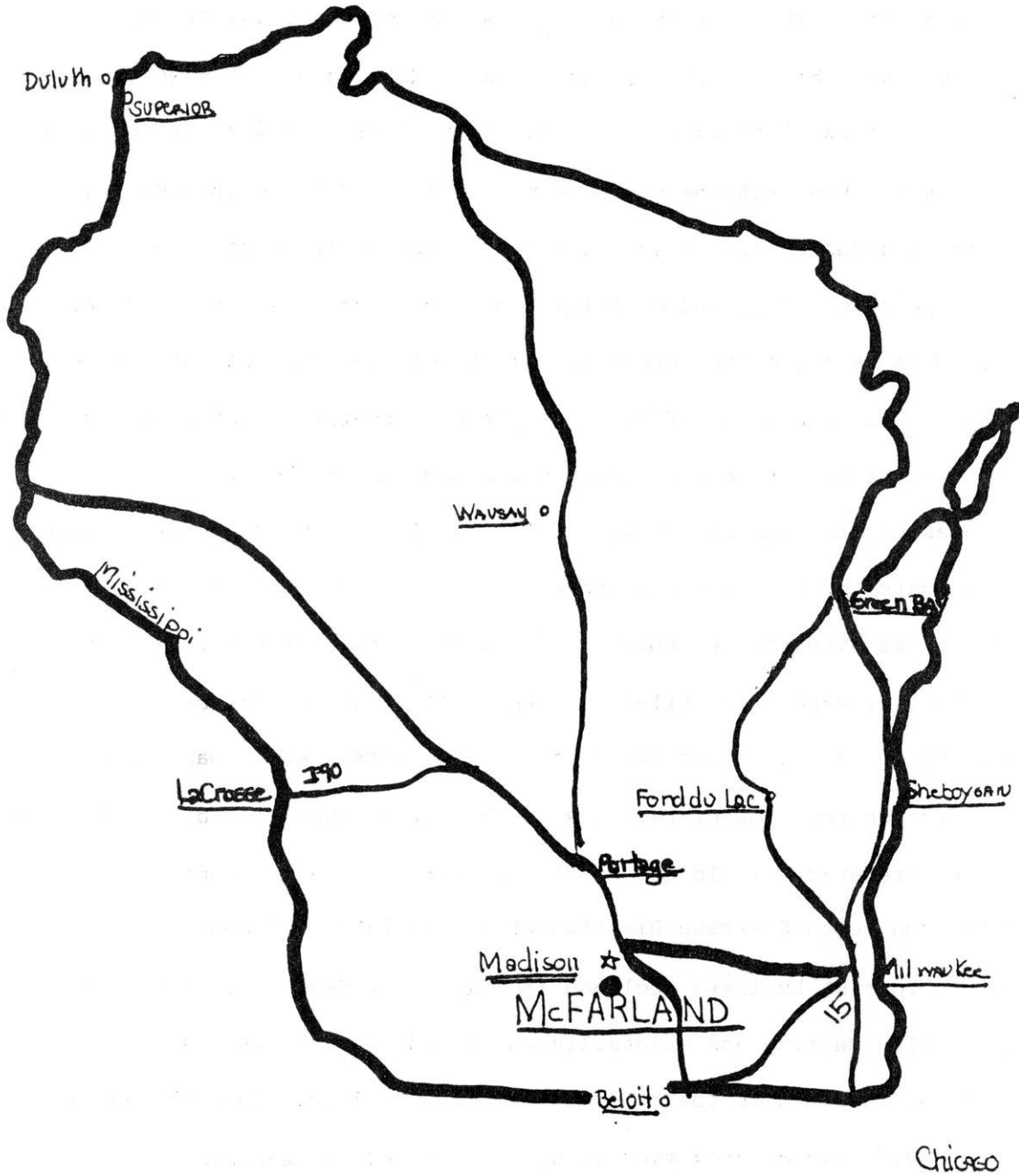
The project time frame was a semester long; approximately three and a half months of effort. After completing the Environmental Scan at the end of the third week, the planning team prioritized the issues to be addressed and selected five major issues for further study:

- * Economic Development
- * Village Identity
- * Public Transportation
- * Daycare
- * Intergovernmental Relations

These issues were chosen primarily because of their critical nature, importance to the Village, the preferences of community leaders, and the judgement of the planning team.

Different aspects of the five key issues are covered in detail later in this report. This planning document is divided into several sections according to the different phases of CSP. This report not only includes the findings and strategies, but also is an attempt to inform the reader of the planning process used in this project. It is essentially a reference guide to support the implementation of the strategies contained herein. The report can further assist the Village of McFarland in any future CSP effort.

MCFARLAND IN PERSPECTIVE



McFarland, named after an early settler and boxcar designer, developed around the first depot. In the 1850's, William Hugh McFarland was sold a tract of land near Waubesa with an agreement that he build the "first depot" and be the "first station agent". The community would be called "McFarland". Shortly after the depot was built, McFarland erected a sizeable home across the street which doubled as a hotel for settlers coming into the area. The house remains as a memorial to the early settlers on Exchange Street today. A second depot was erected in 1963. The first depot was burned in 1970 and never replaced. The railroad played a major role in transporting new residents into the area of the four lakes. McFarland was known as the "City of the Second Lake" because native Winnebago Indians and early settlers counted the lakes from the southern most first moving up to Lake Mendota to the northern end of the chain. The topography of the area is heavily influenced by glaciers and drumlins and swamps scattered to all sides of the lake. This made the area not only a rich soil for farming but a scenic area. In the 1990's, the main influx of people were tourists from Illinois coming by train for the summer to their cottages along Lake Waubesa.

Areas outside the shoreline were filled in by immigrants from the more eastern parts of the United States. A great number of these immigrants were Norwegian as evidenced by some of the names of the streets today. The area near the lake gradually filled in with small retail businesses dedicated to servicing the new tourists and permanent settlers. While many of the original structures do not remain, remnants of the early congestion of housing along the lake are evident. In the 1930's, Lake Waubesa had become so polluted from the Madison Metro Sewerage District using the lake to dispose of its effluent that the tourist business declined rapidly. Residents fought to remedy this problem with Madison and eventually succeeded, but the lake and tourist trade have never returned to their former alluring quality. The lake and lakeside neighborhood have endured many changes. Old and new intersperse the

shoreline. Some of the remaining symbols of McFarland's former glory lie quietly dormant waiting for rediscovery. Larson's Beach still rents boats and the Park Ponderosa still draws a crowd to dance to the "Big Band Era", but McFarland is not the same.

In more recent years, due to its location proximate to Madison, the area has filled in with people wanting to gain the benefits of a small town near a large city and all its amenities within easy commuting distance. McFarland today offers the best of both worlds. Sudden increases in population have necessitated a frequent reassessment of the Village's needs. This Strategic Plan is an attempt to evaluate McFarland's strengths and weaknesses in light of present threats and opportunities. To make our evaluation in light of history is always a more comprehensive perspective. Understanding McFarland's historical context enabled the planning team to better evaluate the Village's present situation and create a plan for its immediate future.



EXECUTIVE SUMMARY



In January of 1986, students at the University of Wisconsin's Department of Urban and Regional Planning began working on a strategic plan for the Village of McFarland. This project, using corporate strategic planning as a model, represents a unique effort in applying strategic planning to the public sector.

Several phases comprised the development of corporate strategic planning: the environmental scan, issues selection, mission statements, internal/external analysis, selection of final strategies, and implementation. The last phase, carrying out the plan, is the responsibility of the Village, as well as updating the plan in the future.

ENVIRONMENTAL SCAN

The first phase of this project consisted of the Environmental Scan. The purpose of the Environmental Scan was to gather data to both better acquaint the planning team with the Village, and to enable them to identify key opportunities and constraints affecting McFarland. Particular attention was paid to forces that were externally affecting the Village. Several broad areas of focus were identified. These areas include: recognized issues, resources, economic development, capabilities and capacities, and external forces impacting McFarland. Within these five broad categories 34 issues of importance to the Village were identified.

SELECTION OF ISSUES AND DEVELOPMENT OF MISSION STATEMENTS

The next phase of this planning effort involved narrowing down the list of 34 issues into a smaller set of key issues. Criteria were developed and used to select the five final issues. Those issues are:

- * Economic Development
- * Village Identity
- * Intergovernmental Relations
- * Transportation
- * Daycare

Mission statements were then developed defining the goals, direction, and intent for dealing with each of the final issues. These mission statements are briefly outlined below.

MISSION STATEMENTS

The next step was to develop mission statements that reflected the group's perceptions on goals, direction, and intent for addressing each issue.

Mission statements for each issue are defined as follows:

Economic Development:

To strengthen the economic health of the existing business community by developing and implementing strategies designed to make area businesses become more visible and cohesive, and to encourage residents to shop locally.

Village Identity:

To coordinate efforts to aid new residents in better integrating into the community.

To recommend a variety of themes which reflect the Village cohesion and a wealth of resources.

To determine if most residents want McFarland to be identified as a bedroom community or a more diverse community.

Transportation:

To provide transportation services which are convenient, comprehensive, accessible, affordable, and financially viable.

To build on existing resources and support systems (i.e. the family) that will link older and handicapped people with programs and services available in the Village and surrounding areas.

Daycare:

To expand Village childcare capabilities so as to meet the growing demand for daycare services in McFarland.

Intergovernmental Relations:

To actively monitor actions of other units of government to assess their impacts on the Village of McFarland.

To take full advantage of existing forums for intergovernmental communication and capacity building experiences available outside of the Village of McFarland.

To improve communication among and between Village Trustees, Village Staff, and the general public.

INTERNAL/EXTERNAL ANALYSIS

The purpose of this phase was to generate more in-depth information about issues of concern to the Village. Alternative strategies were then developed that addressed key issues in light of McFarland's strengths and weaknesses. The entire array of alternative strategies generated in this phase is embodied in the final report. Final strategies, as outlined in the next phase, were selected from among those generated in this phase.

Methods of analysis included surveys of Village officials, the business community, and a cross section of Village residents. Additionally, literature searches were conducted to compliment primary research performed by the planning team and are fully described in the final report.

FINAL STRATEGIES AND CRITERIA

This phase of the plan consisted of developing strategies that could be applied to the Village. Criteria used to determine the final strategies included low cost, ease of implementation, and potential benefits among others. Strategies for each of the five issues (Intergovernmental Relations, Economic Development, Village Identity, Transportation, and Daycare) are highlighted below.

Intergovernmental Relations:

- * Increase public involvement and volunteerism.
- * Establish a direct communication channel between the Village of McFarland and the City of Madison.

Economic Development:

- * Encourage prospective businesses to perform a market analysis before locating in McFarland.
- * Determine which highway improvements best serve the Village.
- * Compile and update data on land available for industrial development.
- * Locate signs designating the CBD.

Village Identity:

- * Establish a "Community Committee" which is composed of representatives of various clubs and interested residents.

Transportation:

- * The Village should undertake an internal transportation needs assessment study.
- * The Village, through one of its administrators, should initiate and advertise for a volunteer sign-up rideshare program and develop a network of community groups to promote this program.
- * Establish a comprehensive list of transportation systems available to elderly and handicapped residents by the centralization and facilitation of information providing referral and ensuring access.

Daycare:

- * Establish a daycare cooperative in McFarland.

IMPLEMENTATION OF FINAL STRATEGIES

An important aspect of this strategic plan is the development of methods to implement the final strategies. The final phase, Implementation, is meant to provide ideas regarding the methods and means of carrying out the final strategies. These ideas are meant to be suggestions and not the "definitive" method for implementing any of the strategies that the Village decides to use.

It is important to remember that strategic planning focuses on short-term planning efforts. McFarland has, and will continue to experience an above-average growth rate, resulting in significant changes in the Village. For this Plan to remain useful and assist McFarland in coping with some of the changes that are relevant to the issues identified in this report, the Village should revise and update the plan periodically.

ENVIRONMENTAL SCAN



The purpose of the Environmental Scan phase of the CSP model was to generate a "database" on the Village of McFarland and identify forces, issues, and trends (both internal and external) affecting the Village of McFarland. Included within this "snapshot" of the community was consideration of important opportunities and constraints and to identification of key strategic issues for McFarland. Specifically, eight topics were examined carefully to better become acquainted with the Village of McFarland. These issues were: (1) facets of the Village's population; (2) the economic conditions; (3) employment; (4) the physical environment; (5) government and intergovernmental relations; (6) Village services; (7) the elderly; and (8) youth.

From this initial point, five areas of constraints and opportunities facing McFarland were laid out. Within these five areas, 34 specific issues were developed. A specific listing of the five areas and the points included within them are discussed below.

RECOGNIZED ISSUES

Several issues that have already received serious attention by McFarland include the adjacent properties for potential Village expansion, the Village's lack of community identity, potential reuse of the vacated petroleum storage facility properties, development pressures on the wetlands, and the integration of the "old" with the "new" Village. The broader issue of economic development has also been a recognized issue in McFarland. Due to its complexity, this topic merits separate treatment and is discussed later.

In addition to issues widely recognized within the community, there are several areas identified in the Environmental Scan that the Village may be less aware of. These include the recent increase in the number of non-traditional families in McFarland, greater need for intergovernmental coordination, and planning for expansion of public facilities and services. These issues will be explored in the following sections of this summary.

RESOURCES

There are several assets that the Village of McFarland could utilize further in an effort to foster future growth and development of the Village. Those resources already available to the residents of McFarland include senior citizens, active community involvement and leadership, above-average school programs, and natural and cultural resources.

The senior citizen population represents a talented, well-educated, and untapped segment of McFarland's community. This active group has the willingness and the time to make significant contributions to the Village and deserves attentive consideration by community leaders.

The Village of McFarland is also fortunate to have some innovative school programs which have a sound record of achievement. These include an alternative program for drop-out prevention and a drug abuse counseling training program for students. The success of these programs is well-illustrated by the one percent drop-out rate recently achieved by the McFarland School District. The community should recognize these unique programs and look for ways to integrate them with other community economic development programs. Additionally, the McFarland School District may want to give consideration to the value of promoting these programs outside of the community.

Natural and cultural resources which serve as assets to the community include the Indian Burial Mounds, the Lake Waubesa waterfront, and the Village's numerous parks and conservancies. McFarland has gained recognition within the county for its prudent balance of development and protection of its natural resources.

The Village has been assertive in acquiring and developing its park system. A long-range and specific parks plan could enhance the Village's ability to estimate future costs. The Lake Waubesa waterfront has more potential for benefiting the Village of McFarland than reflected by current

uses. Potential improvements might include increased public access to the lakefront in the form of parkland, and recognition of opportunities offered by recreational tourism related to the lake, especially via fishing activities. Another resource that has been utilized in the past and should continue to be available in the future is the high quality workforce earning an above average median income (as compared to both Dane County and the State of Wisconsin). Additionally, the business community is attempting to provide a more active economic and community leadership role.

ECONOMIC DEVELOPMENT

Issues that have a direct impact on the economic well-being of the community include retail development, village job creation, the cohesiveness of the Central Business District, and the ability to attract local investment and achieve a balanced economy. Another concern centers around the issue of promoting a healthy employer mix.

Paramount to economic development is an understanding of the availability of undeveloped land. As Figure 2 indicates, approximately 1,100 acres in the Village of McFarland have already been developed for urban uses. Of the remaining 800 acres, 500 are suitable for urban development. McFarland has land ready to develop in all zoning classifications.

FIGURE 2

AVAILABILITY OF LAND IN MCFARLAND
FOR VARIOUS USES (IN ACRES)*

	<u>DESIGNATED</u>	<u>DEVELOPED</u>	<u>AVAILABLE</u>
Residential	819	425	394
Commercial/Industrial	294	204	90
Transportation	-	347**	-
Park	66	66	0
Institutional and Govt.	71	71	0
Conservancy	295	---undeveloped---	

*All figures are approximations

**Includes lands plotted for roads

Source: O'Connell, A. 1986. - Unpublished Primary Research

The Village of McFarland contains a broad base of economic establishments representing all sectors of the economy as shown by Figure 3. Construction, retail, and service firms account for 70 percent of all businesses in McFarland. These three sectors are also the most likely to be owner-operated. Businesses which have a major impact on the local economy by employing residents of the community are manufacturing, retail, and government. The two largest employers in McFarland are AMTELCO and the McFarland School District.

FIGURE 3
EMPLOYMENT IN MCFARLAND BY SECTOR (1984)

<u>Sector</u>	<u>NUMBER OF EMPLOYEES</u>					<u>Total Employment</u>
	<u>Firms</u>	<u>Zero</u>	<u>1-4</u>	<u>5-20</u>	<u>20+</u>	
Ag Service	5 (4%)	1	3	-	1	43 (4%)
Construction	30 (21%)	19	9	2	-	66 (6%)
Manufacturing	10 (7%)	2	1	4	3	225 (21%)
Transportation	10 (7%)	1	4	3	2	126 (12%)
Communication and Utilities						
Wholesale	6 (4%)	-	6	-	-	22 (2%)
Retail	37 (26%)	13	11	10	3	229 (21%)
Finance, Investment and Real Estate	9 (6%)	4	2	2	1	46 (4%)
Services	32 (24%)	12	14	4	2	115 (10%)
Government	2 (1%)	-	-	-	2	224 (20%)

Source: Dane County, 1984, "Employment Statistics".

It is estimated that 28 percent of McFarland's workforce works in McFarland. Madison draws 51 percent of the workforce, with the remaining 21 percent working in surrounding communities. The fact that such a large proportion of the workforce is employed outside the Village creates special problems for the commercial and retail establishments in McFarland. The commuting population is removed from the Village during most working hours and has easier access to Madison markets, spending more of their disposable income there.

There are several elements which may contribute to the enhancement of McFarland's future economic vitality. These elements include:

- * revitalization, expansion, and identification of a Central Business District
- * promotion of suitable industrial and service sector development
- * creation of an economic development plan

McFarland's business community has been organized and highly visible. However, the lack of a spatially cohesive central business district has hindered their efforts to attain an increased share of the retail dollar. In addition to devoting attention to the local business community, McFarland has acknowledged the need to specifically identify and aggressively recruit other businesses and industries most compatible with their needs and assets. This might not only include a short-term effort to broaden the employment base, but also could include the creation of a long-range economic development plan, consistent with the community's other policies.

CAPABILITIES AND CAPACITIES

McFarland's future growth is dependent upon the Village's ability to provide adequate facilities and services for an expanding population. Areas of particular importance to the Village include timely expansion of school facilities and continued monitoring and increased management of McFarland's water supply. Likewise, continued development of parks and playing fields could influence McFarland's future growth. Examples of potential expanded services might include the establishment of a permanent library and the institution of a coordinated emergency response plan.

The Village's capacity for responding to an emergency situation is relevant due to the presence of a petroleum bulk storage facility with an above-ground capacity of 1,461,284 barrels, 82% of which was being used at the time of Scan. In addition, with a major highway transecting the village, the potential for chemical spills due to a transportation accident exists.

The implication of future population expansion, particularly for non-traditional families and the elderly, is an increased need for social services. "Non-traditional" families are comprised of unmarried persons with or without dependents. Examples include separated and divorced heads-of-households, alternative living arrangements, and single parents.

Between 1970 and 1980, family composition in McFarland changed dramatically. Residents separated from spouses increased 157 percent and those divorced increased by almost 500 percent. According to the 1980 U.S. Bureau of the Census, the total increase in non-traditional families was 290 percent. Though non-traditional families represent a small percent (17 percent in 1980) of the total population, this trend may require further attention in the effort to provide services specific to their needs, particularly in the area of daycare.

Changes are occurring in society with regard to community attitudes and governmental policies that affect the elderly. Partly as a result of diminishing federal funds for social programs and the increased burden on state and local government, more emphasis is placed on promoting the independence and self-sufficiency of our senior citizens. For example, greater efforts are being made to involve senior citizens in program development for their own leisure activities.

Future accomodation of the needs of senior citizens in McFarland might include self-help programs, development of preventive health care services and financial counseling in response to the specter of inflation. In addition, McFarland could provide opportunities for better integration of senior citizens in community activities.

EXTERNAL FORCES IMPACTING MCFARLAND

There can be no doubt that county, state, and federal policies continually impact the Village of McFarland. This is true particularly in relation to transportation policies. The Village needs to anticipate both positive and

negative effects of the recently approved expansion of the State 12-18 Beltline, capitalizing on potential opportunities for economic growth and minimizing the possibility of inappropriate development.

Within the realm of federal fiscal policy, funding for transportation projects will decrease, assuming implementation of the Gramm-Rudman legislation. Although the impetus for these issues originates outside McFarland, it is to the Village's benefit to recognize and anticipate their potential local effects.

Other external factors which may affect the Village of McFarland now and in the future include plans of the City of Madison and of adjacent landowners, decreasing state revenues, and future linkage to mass transportation services (both long and short distances).

Outside influences even affect recreational opportunities for the Village. One example is that the water quality of Lake Waubesa is largely determined by the quality of Lakes Mendota and Monona, located upstream in the Yahara River Watershed. The possible abandonment of a local railroad line may provide an opportunity for establishment of bicycle-pedestrian trails, and serves as a further illustration of the importance of outside influences.

CONCLUSION

When issues identified in the Environmental Scan were presented to the Advisory Task Force and other citizens of McFarland, several points of discussion were brought up. One of these was the issue of McFarland's future, that is whether it should aggressively pursue economic development or try to maintain its character as a bedroom community. Another point was whether McFarland should identify appropriate support businesses for AMTELCO, the trucking firms, and the tank farms. The lack of public transportation, especially for the elderly, was voiced as an area of concern. McFarland's lack of community identity was again brought up as an important topic, with

discussion of focusing on the Indian Mounds as a possible central theme.

Under development of the Lake Waubesa shoreline was discussed by some citizens. Finally, some felt the need to focus on the further development of the park system in McFarland.

Once the Scan of the Village was completed, the next phase addressed in the CSP model involved focusing in on key issues and defining the scope and substance of those key issues in the form of mission statements. The next section of this report discusses the criteria for issue selection, the issues themselves, and the development of mission statements.

Phase I of the Corporate Strategic Plan consisted of the Environmental Scan and the identification of 34 issues. This process attempted to determine all possible issues which potentially could be considered in the Corporate Strategic Plan. The second phase of the CSP model involved paring down the 34 issues into a compact, more manageable agenda of key issues. "Mission Statements" were then developed that defined the direction and goals for these key issues. Figure 4 provides a flow chart of the process of selection of issues and development of mission statements. The following phase involved developing strategies to address these issues and proposals for implementation. Theoretically these strategies would be carried out by the community in an "Action Plan".

SELECTION OF ISSUES

To filter the 34 resulting issues into the final five key issues, a set of criteria were developed. The criteria were organized into three groups and applied to each issue in the following order:

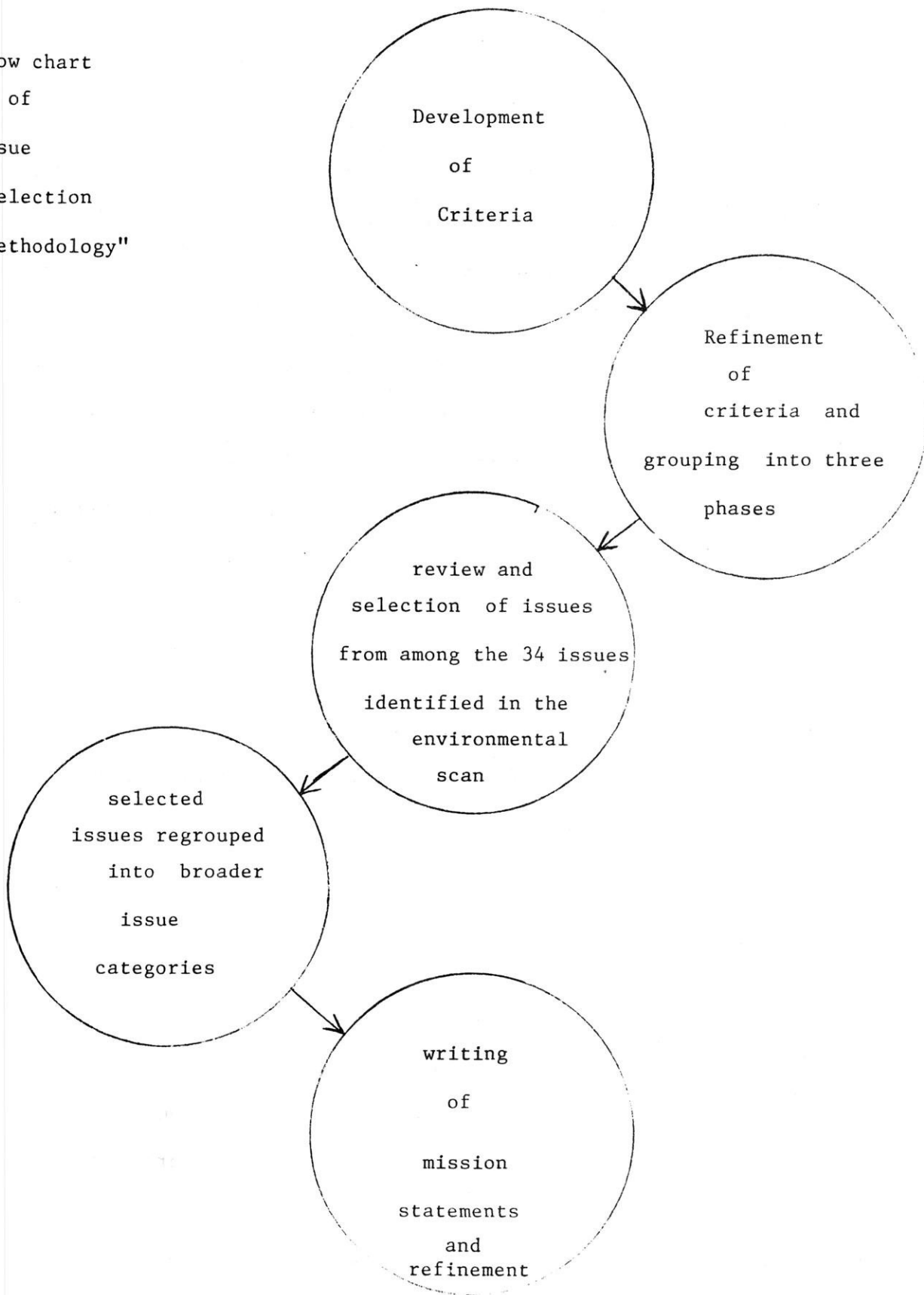
- Group I: Criticality of Issue
Saliency of Issue
Action/Implementation Potential
- Group II: Community Preference
Community Leadership Preference
- Group III: Cost
Time Involved in the Analysis

Examination of these criteria shows that preferences of the community and its leaders, as expressed by their feedback to the planning team, were important factors in selecting issues.

After discussion with several community residents and the Advisory Task Force, a final set of critical issues was derived from the original 34 issues as outlined below:

- * Intergovernmental Relations
- * Economic Development
- * Transportation
- * Daycare

"Flow chart
of
issue
selection
methodology"



**DEVELOPMENT OF
MISSION STATEMENTS**



MISSION STATEMENTS

The next step was to develop mission statements that reflected the group's perceptions on goals, direction, and intent for addressing each issue.

Mission statements for each issue are defined as follows:

Economic Development:

To strengthen the economic health of the existing business community by developing and implementing strategies designed to make area businesses become more visible and cohesive, and to encourage residents to shop locally.

Village Identity:

To coordinate efforts to aid new residents in better integrating into the community;

To recommend a variety of themes which reflect Village cohesion and a wealth of resources;

To determine if most residents want McFarland to be identified as a bedroom community or a more diverse community.

Transportation:

To provide transportation services which are convenient, comprehensive, accessible, affordable, and financially viable.

To build on existing resources and support systems (i.e. the family) that will link older and handicapped people with programs and services available in the Village and surrounding areas.

Daycare:

To expand Village childcare capabilities so as to meet the growing demand for daycare services in McFarland.

Intergovernmental Relations:

To actively monitor actions of other units of government to assess their impacts on the Village of McFarland.

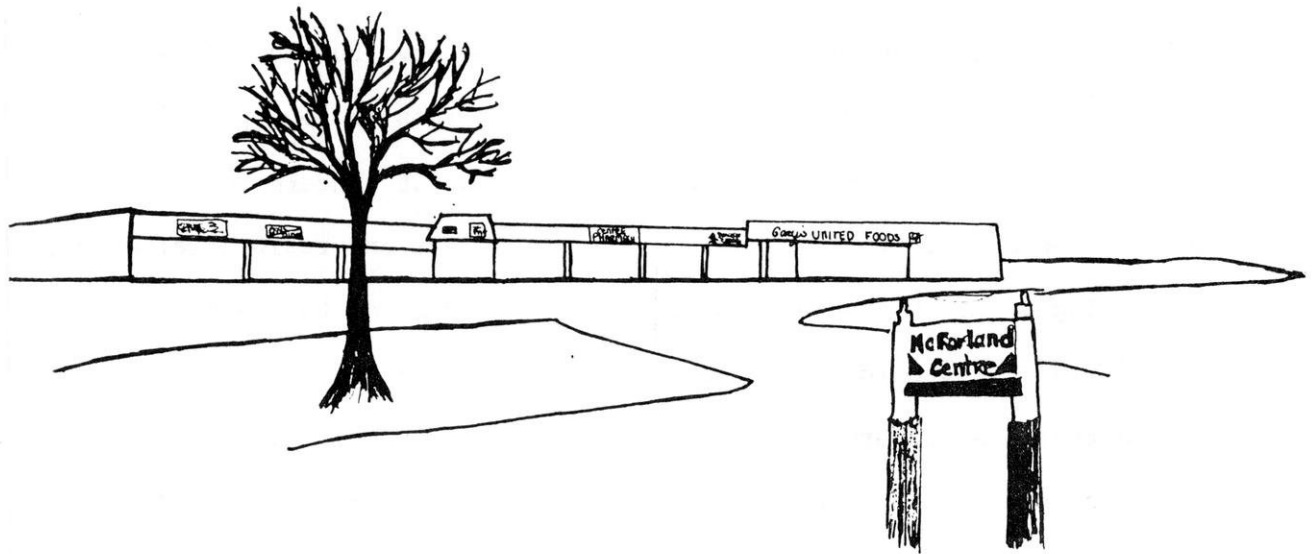
To take full advantage of existing forums for intergovernmental communication and capacity building experiences available outside of the Village of McFarland.

To improve communication among and between Village Trustees, Village Staff, and the general public.

The final five issues were determined after gathering input from the community and the Advisory Task Force. The next section of this report, Internal/External Analysis, conducts a more in-depth examination of key issues in order to generate strategies to address these areas of focus.

**INTERNAL / EXTERNAL
ANALYSIS & STRATEGIES**





This phase consists of more in-depth analysis of the five key issues: economic development, village identity, transportation, and intergovernmental relations. This phase of the Corporate Strategic Planning Model (CSP) builds on the Environmental Scan information to provide more extensive analysis of each key issue.

Factors both internal and external to each key issue are examined. While secondary data sources are useful, the purpose of this phase was to generate new information, emphasizing concerns of the community. Once a key issue was analyzed, alternative strategies were developed to address the Village's strengths and weaknesses. In the following strategic planning phase (Final Strategy and Criteria), final strategies were selected from among those generated in this phase.

ECONOMIC DEVELOPMENT

Economic development has consistently been identified as a key issue to McFarland throughout the prior stages of this project. Numerous elements comprise economic development. This analysis examines three aspects identified in the Environmental Scan phase as being of concern to McFarland. Those components are: (1) perception of the business and residential members of the Village; (2) the recruitment of new businesses and the marketing of McFarland; (3) and the identification of "the downtown".

While there is support for economic development, there are some differences in perceptions as to what the problems are and how to solve them. There is consensus in the Village that existing businesses, particularly retail businesses, are struggling to remain in operation.

It was decided that businesses and McFarland residents should be surveyed regarding their perceptions of the Village's business community. Two surveys were developed and administered, either by phone or on-site contact by a graduate student in the planning workshop. The percentage of McFarland residents surveyed was about one percent. Surveying the business community involved going to the business association and also traveling around to area businesses and asking for the owner/manager to fill out the survey. This enabled the planning team to survey about 25 percent of the business community consisting of both members and non-members of the McFarland Business Association. There was a great deal of reluctance among some businesses to participate in the survey. Most felt that the situation for retail businesses would not change.

In 1982, the UW-Dane County Extension office performed an economic analysis for McFarland. This analysis involved a survey designed to determine the needs and concerns of the business community and McFarland-area consumers. In order to gauge how relevant the results of this survey were in

the Spring of 1986, a brief survey of both consumers and businesses was conducted separately in mid-April (see Bibliography).

Questions relating to the types of businesses operating in McFarland, years of operation in the Village, ownership, years of ownership, and reasons for establishing a business in McFarland were included in the survey of McFarland area businesses. Additionally, questions relating to relocation problems and residential support to new businesses were also included (see Appendix A). Of those businesses surveyed, 30.4 percent were service sector businesses and 52.2 percent listed their business in the "other" category. The average years of operation for those businesses surveyed was 12.1 years. The average number of years that the respondent owned or managed a McFarland-area business was 5.1 years.

Of those surveyed, 17.4 percent were owned by a company located outside of McFarland and 65.2 percent were owned by residents of McFarland. It is particularly interesting to note that of those surveyed, 17.4 percent conducted a market survey before establishing a business in McFarland and 65.2 percent did not. These percentages correspond exactly to those businesses owned by an outside firm versus those owned by area residents. The survey also indicated that 78 percent of the business community feels that it meets the retail and service sector needs of the Village. Despite the economic difficulties experienced by two sectors of the business community, only 17.4 percent have considered relocating to another community.

In addition to the business survey, another survey was developed to assess whether opinions about McFarland area businesses had changed from the results indicated in the 1982 survey performed by the Dane County Extension office. A total of 36 residents were surveyed to obtain information about the following (see Appendix 3):

- * where Village residents shopped
- * the types of services they were most likely to use in McFarland

- * whether residents felt their needs were being met
- * whether residents felt that McFarland businesses advertized adequately
- * whether McFarland businesses are priced competitively
- * general questions concerning the residents idea of what is the geographical location of the downtown

Directly comparing the results to the survey performed in 1982 is not possible to do by percentages because the sample of the 1986 survey was very small - about one percent of the population. However, the results of the survey should not be disregarded because the responses were consistent with the 1982 survey:

- * 69.4 percent of those surveyed most often shop in Madison
- * 69.4 percent feel that McFarland businesses meet the need of its residents
- * 66.7 percent feel that McFarland businesses advertise adequately
- * 55.6 percent feel McFarland businesses are price competitive

Survey results regarding the geographical location and revitalization of "the downtown" are discussed later. However, of those surveyed, most identified the McFarland Centre as the primary "downtown area". Additionally, the businesses that McFarland residents would most like to see locate in the Village are fast food restaurants, a clothing store, and a variety store.

Clearly McFarland-area businesses face a challenge. While the focus of this research was on evaluating the perceptions of the community and McFarland businesses, a strategy for future businesses involved the following:

- * encourage prospective businesses to perform a market analysis: establishing a business on the basis of wanting to live there will not pay the bills. Prospective businesses should make sure there is a viable market for their proposed service or business
- * locate nearer to other businesses: area businesses need to physically appear cohesive (possibly around the shopping center)
- * recognize that Madison will attract Madison-area residents: encourage the location of satellite office of major companies or retail business that are unique. McFarland cannot compete with South Towne nor should it attempt to.

The recruitment of new businesses and support of existing firms were other elements identified within economic development. McFarland's unique linkage to a variety of transportation systems was apparent from the beginning of our Scan. Auto/truck, air, and rail are all available to the Village. The lack of suitable land, concerns for the capacity of public facilities, and scarcity of local labor presented questions on new development. However, local feedback was supportive of gradual, planned residential, commercial, and industrial growth. This support, along with future improvements to Highway 51, represent an opportunity which McFarland should capitalize on.

Interviews and a literature search provided the information necessary for this analysis. Initial interviews were conducted in survey form to the Advisory Task Force and community residents. Other interviews were conducted with experts from policy, planning, and administrative departments at the state and county level. Literature sources provided historical as well as up-to-date information on policies and programs for both land use and finance. The following analysis examines both the internal factors which are controllable by the community and also the external forces outside the immediate control of the community.

The internal analysis identified developable land and marketing of that land as key topics. A 1982 study identified available land in McFarland. A total of twelve parcels were found to be zoned M-1 for manufacturing. Of these twelve, four were located in urban areas, while eight were on the village fringe. Figure 5 provides information about the four urban industrial parcels.

FIGURE 5

<u>Site Identification</u>	<u>Parcel Size</u>	<u>Road Access By Type</u>	<u>Distance To Sewer/Water</u>	<u>Number of Owners</u>
5	3.1 ac	local	400 ft	1
6	3.9 ac	local	300 ft	1
9	5.3 ac	local	S-Adj,W-200'	1
10	14.3 ac	local	Within	1

Source: Dane County Regional Planning Commission 1982,
Urban Infill Strategies for Dane County Communities.

Part of Site 10, the largest parcel, was rezoned multifamily and the remainder has limited use due to steep slope. Parcels 5, 6, and 9 are contiguous and are privately owned. The parcels have been down-zoned and a mixed use of residential and commercial is proposed for future development. These actions have effectively removed manufacturing from this area and placed all the possible sites in the fringe area to the north of the Village. While the parcels there are larger, they also contain limitations and are fragmented by Highway 51 and existing businesses.

One aspect of promoting development is an adequate marketing program. One opportunity for this is the Dane County Business Development Inventory System which is operated by the UW-Extension office. Examination of Village data revealed that this information had not been updated since its entry into this database in October, 1982. Information available on sites and buildings in the Triangle Industrial Area is current but sparse. This system provides information to new, relocating, and expanding firms interested in locating in Dane County. Outdated information and/or exclusion from the inventory results in missed opportunities for McFarland. The alternative strategies developed from this internal analysis of McFarland are described below:

- * A compilation of all industrial land should be created for the Village allowing easy access to information on ownership, area, sale terms.
- * An analysis to ascertain which factors are attractive to the types of businesses desired.

- * Update the Village data in the Development Inventory System.
- * Inform local land and building owners of this marketing system available to all county residents.
- * Provide technical assistance to those gathering information for their properties and buildings.

The external analysis identified improvements to Highway 51 and financing alternatives as relevant development issues. Highway 51 is slated for improvements during the coming years. In the short-term, it is to be updated to a four-lane highway from the Beltline south to Terminal Road. Future improvements southward are in the planning stage and three access alternatives are being examined for the area near the tank farms. Improvements to Highway 51 will pull more traffic into McFarland's developable area near the tank farms. The improved access in the area makes these properties more attractive for industrial uses.

The other major force analyzed is the financing available to the community to either upgrade public facilities or provide assistance to businesses for land, buildings, machinery, and labor. The Community Development Block Grant Program (CDBG), administered by the Wisconsin Department of Development (DOD), provides money to communities which are able to show "substantial need". Grants can be made for (1) housing and public facilities; and/or (2) economic development. A community may receive up to \$750,000 in each category during a single year if the need criteria (unemployment, net mill rate, etc.) can be met. A distress score summarizes the criteria. For McFarland, the score is 51 out of a possible 210. Although this score is low, communities with a similar rating have received grants, according to DOD officials.

Another type of assistance available is the Industrial Revenue Bond (IRB). Over the last 14 years in Wisconsin one-half of the bonds issued have gone to projects with fewer than 50 employees. The municipality in such arrangements enters into a partnership with an industry, which is responsible for the interest and debt retirement. One form applicable to McFarland is the

Small Enterprise Economic Development (SEED) Program which is administered by the Wisconsin Housing and Economic Development Authority (WHEDA). This program is specifically structured for smaller borrowers; the average loan is \$500,000 with many in the \$100,000 to \$300,000 range. The program strives to retain and create employment within the state.

The Technology Transfer Program and Customized Labor Training, both administered by DOD, are complimentary programs. These programs seek growing and secure industries which are in consortia with colleges and universities. The goals are: (1) promotion of business development in Wisconsin; (2) encouragement of business retooling and diversification; and (3) expansion of business access to the Universities of Wisconsin. To insure that grants are made to viable businesses, a firm must contribute 20 to 90 percent of the cost of research and development with the grant not exceeding 40 percent of the total value.

An additional opportunity for assistance is the Wisconsin Business Development Finance Corporation (WBDFC), a private, non-profit corporation certified by the Small Business Administration (SBA). Utilizing SBA guarantees, WBDFC provides a second mortgage to businesses which have secured private financing for up to 50 percent of the costs of a project.

The following are alternative strategies developed in relation to the external analysis:

- * Determine which highway improvements best serve Village needs.
- * Organize to provide input to DCRPC and DOT in the planning stage.
- * The Village should provide a financial advisor to both existing and potential firms, planned residential, commercial, and industrial growth. This support, along with future improvements to Highway 51, represent an opportunity that McFarland should capitalize on.

The final topic examined was the need to identify a Central Business District (CBD). To improve the economic health of McFarland's downtown, one

of the primary tasks must be to make McFarland's businesses more attractive, competitive, and profitable within the larger Madison Metropolitan Area. The importance of improving McFarland's business sector, and at the same time broadening the tax base, is an issue of great importance for members of the Advisory Task Force, the business community, and the citizens of McFarland.

In considering an issue as involved and complex as community business development, a broad spectrum of interrelated subissues should be examined. One of these subissues is increasing the visibility of the CBD. This was a major concern of those on the Advisory Task Force who commented that many of the citizens of McFarland were unaware of businesses that had been in the Village. Therefore, designation of a visible and cohesive CBD was identified as a major element for enhancing the commercial health of the Village's downtown.

The major threat to McFarland's business community comes from the highly competitive business environment in the vicinity of Madison. This analysis and proposed strategies are, as defined above, concerned mainly with matters internal to McFarland.

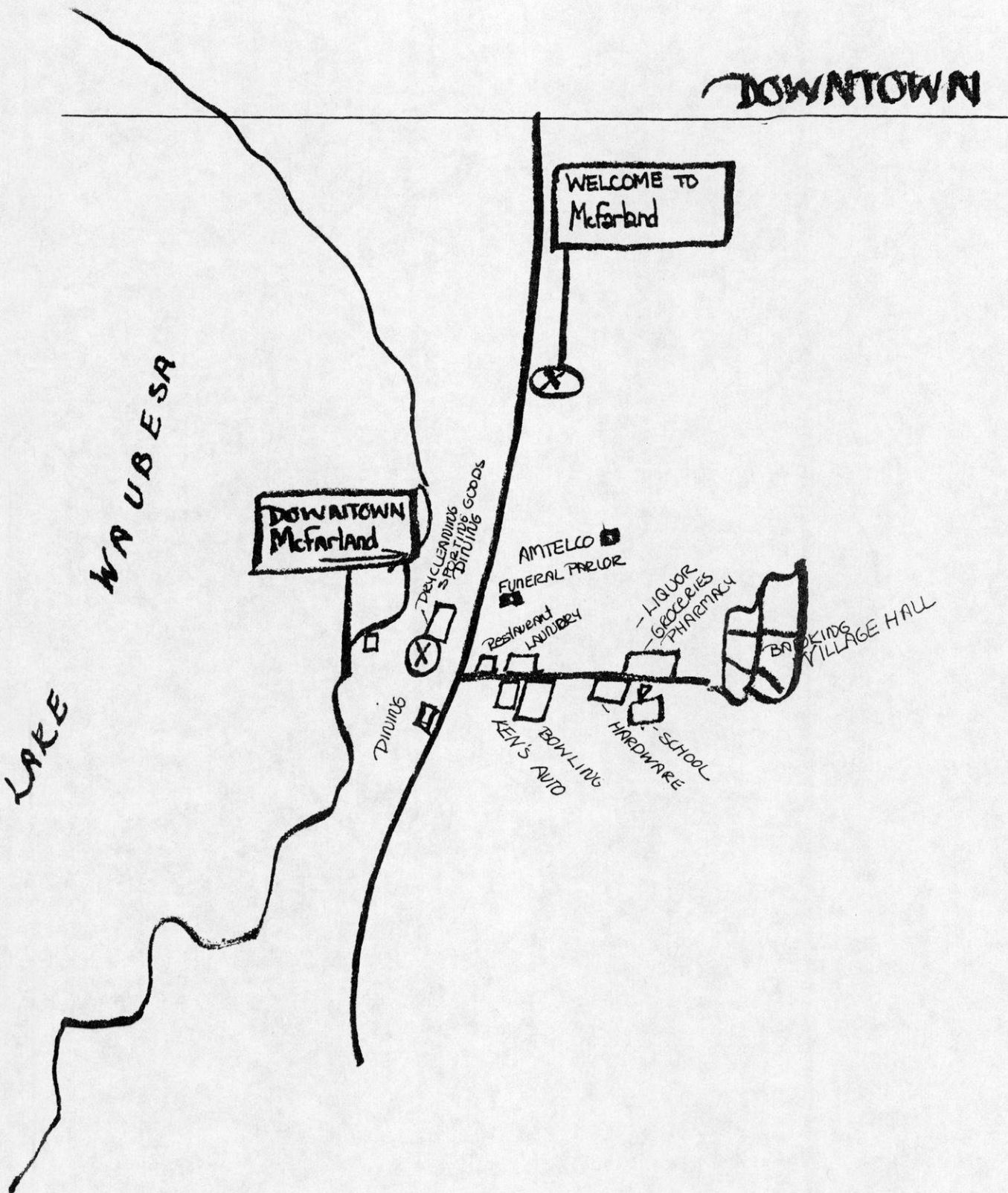
Like many downtown areas in small towns, McFarland has a problem of discontinuous and incongruous business flow, attributed to a certain degree by turnovers of business ownership. This tendency is accentuated by McFarland's history of sporadic commercial development. The Beltline expansion and the possibility of related retail growth nearby could create a problem that might lead to further fragmentation of the commercial development in McFarland.

The following proposals offer some ideas as to how to counter the weaknesses outlined above:

- * Place signs that designate the location of the Village's downtown.

The Village would, however, have to generate consensus on just what area comprises "the downtown". In a survey of McFarland residents, 36.1 percent identified the McFarland Centre as the "downtown" area. Other responses, in







descending frequency of responses, were:

- * 19.4 percent did not feel that a downtown area could be defined
- * 13.8 percent identified the beltline as the downtown
- * 13.9 percent identified the McFarland State Bank as downtown
- * 2.8 percent identified Main Street as downtown

Aproximately 16.7 percent did not respond to this question.

- * Form a centralized managing body for coordinating downtown activities.

The objective of this strategy is to create a unified "mall within the downtown." Included within this proposal would be similar storefront appearances, uniform operating hours, landscaping, and joint sponsorship of advertising and promotions. In the survey mentioned earlier, citizens were asked about what, in their opinion, could be done to improve the downtown's appearance. Among the responses, listed in order of frequency of responses, were:

- * 31.2 percent felt improving the storefronts would improve the appearance of the downtown
- * 21.9 percent thought better landscaping would improve the image of the downtown
- * 15.6 percent indicated more trees were needed
- * 12.5 percent indicated that McFarland businesses needed a more uniform appearance

These sorts of actions are the central focus of the Business Improvement District (BID) legislation passed by the State of Wisconsin in 1984 which sets up a legal mechanism to manage downtowns under a uniform structure.

- * Encourage businesses or services that McFarland residents would support.

This would create an infill in the CBD and create more of a continuity in the whole commercial district. The type of services and businesses McFarland residents say they would like to see more of, according to the results of the survey, include: fast food (17%), clothing stores (14%), variety stores

(12%), car wash (12%), movie theatre (9%), a department or shoe store (both 8%), sporting goods or barber (both 3%).

- * Encourage infill by zoning future economic growth into the central business district as identified by McFarland.

This strategy would direct business development to the CBD. This would prevent unhealthy, haphazard development for the downtown.

VILLAGE IDENTITY

McFarland is immediately adjacent to Madison and melts into the city without distinguishable identity. Defining character and personality in a unique identity would help McFarland stand on its own as a separate entity. The residents' lack of involvement in and commitment to McFarland has been attributed to the Village's lack of identity. Having an identity would indirectly strengthen McFarland's efforts to attract businesses and residents. This identity would also aid in making the community a more cohesive, socially integrated entity.

There are two reasons contributing to the lack of Village identity: its proximity to Madison, and the rapid growth of McFarland in the past decade. Madison draws more than 50 percent of McFarland's residents to work. The commuting population is removed from the Village during working hours and has easier access to Madison markets. Since a large proportion of McFarland residents spend a great amount of their time in Madison, they just do not involve themselves or identify with McFarland.

The sense of community lessens as McFarland rapidly grows. From 1970 to 1980, there was a 58 percent population increase. Under such rapid growth pressure, McFarland could not respond quickly to new residents' needs. The more perplexing issue is that the Village is projected to grow from 4,208 to 6,878 between now and 2010, an increase of 61 percent. This raises two issues. First, how should McFarland develop a sense of identity which will help promote the community, and second, how can new residents be integrated into the community?

In the past, the Business Association has organized and sponsored social functions to help bring more cohesion to the community. This coming summer McFarland will have a family festival in hopes of uniting various groups throughout the village into one group. These are very good attempts, but McFarland needs more regular and continuous efforts to unite people. The

purpose of this analysis is to generate some suggestions to tackle this problem; specifically its objectives are:

- To coordinate efforts to aid new residents in better integrating into the community.
- To determine Village interest in establishing an identity.
- To recommend a variety of themes which reflect the Village's cohesion and wealth of resources.
- To determine if the majority of the people desire to be identified as a bedroom community or a more diverse community.

All data for the study was derived from surveying members of the community (See Appendix C). Two percent of the population was surveyed. Civic clubs, shoppers, and telephone owners were sampled to reach many representatives of local interests. Tabulation of responses indicated community interests.

The internal analysis indicated that the lack of Village identity could be eased by developing programs that would help facilitate integration of new residents into the community. There are numerous factors hindering this process. The four most significant factors are: (1) inactive character of new residents; (2) residents' involvement with job and family; (3) friendships limited to neighborhood with little communication with the larger community; (4) lack of coordinated efforts for approaching new residents, especially those not participating in school and church activities. In rating these four factors with two dimensions, degree of importance and possibility for change, the following chart describes the situation (see Figure 6 below).

The character of new residents is important in determining how well they integrate into the community. However, the character of a person is very unlikely to change. McFarland offers a variety of clubs which serve people of different interests and of different ages, but participation in them is a chance occurrence.

Another factor that hinders community involvement is involvement with work and family. This natural phenomenon is significant among young professional couples. This factor is of moderate importance and has a moderate chance for change. To reach out to this group, organizing children and family activities might be effective.

Despite the fact that some new residents manage to know their neighbors, the sense of belonging to the whole community is slow to develop. The reason for this may be the lack of community events like a welcome party, Village picnics, and annual festivals where people can meet the rest of the community.

Nevertheless, the lack of coordinate efforts for reaching out to new people does hinder their integration into the community. This is an easily corrected condition and will be the focus of many of the strategies. After surveying the needs of new residents, we find their needs can be classified into four categories: (1) feeling welcomed; (2) being informed of businesses and services available in McFarland; (3) being informed of on-going activities; and (4) feeling comfortable attending social events.

The following strategies have been identified as possible ways to facilitate a better degree of cohesiveness in the Village of McFarland:

- * establish a welcome wagon
- * prepare brochures about the Village and its services
- * publicize community activities
- * organize regular community events

To make residents feel more welcomed, we suggest having a "welcome wagon" and/or a welcome party every six months. Free gifts, brochures, and coupons from businesses in the Village could be given out at these events to extend

friendship and establish shopping patterns. A brochure describing Village Hall hours, a map of McFarland, and phone numbers of village residents would provide a tool for increasing community involvement.

To update new residents on the activities going on in the community, we suggest offering the weekly Community Life newspaper free of charge to new residents for two months. A community calendar of events could be added to the Community Life. Clubs could make personal calls to new arrivals to invite people to activities.

To promote community spirit and to give new residents a chance to make new friends, activities like block parties, yearly festivals, and holiday celebrations are good means.

In McFarland there are currently four possibilities for carrying out the suggested activities: utilize existing organizations, begin a new club, have the Village Board take a role, and coordinate efforts of various clubs. In any case, the task should be divided into one of these four following areas:

- * utilize existing clubs: In McFarland there are currently many organizations involved in community development. The job of welcoming new residents and organizing social events can be incorporated into existing organizations. The advantage of using existing clubs is that a social network already exists. The Village Board and existing organizations can sponsor new activities for community cohesion.
- * organize a new club: Set up a welcome club of interested residents. Such an independent organization has the advantage of addressing the various needs of new residents without competing with other organizational purposes. The establishment of a welcome club can bring people together for a single, useful function.
- * Village Board take action: The Village Board could take on the role of welcoming new residents. The advantage of this is that the information and position of Board members may be particularly useful to new residents.
- * coordinate efforts of various groups: Appoint two individuals to plan and coordinate programs relating to new residents. These two people can contact persons in different clubs for various tasks related to welcoming activities. This has the advantage of being centralized and still using the strengths of each club.

While these strategies can help improve the sense of community in McFarland, the Village and its residents can also take action to identify a

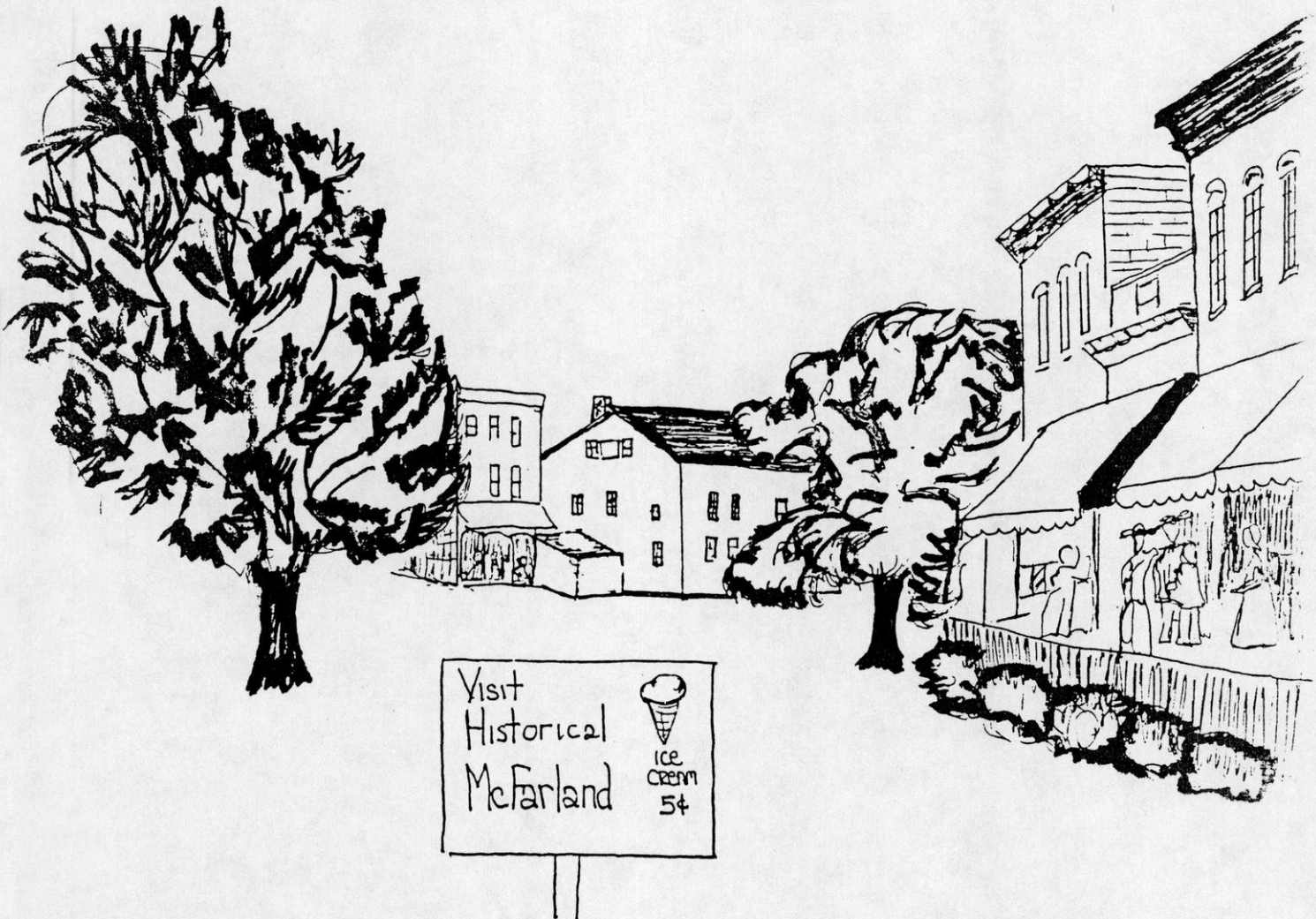
theme for the community. Clearly the Village of McFarland feels a strong need to establish an identity. Eighty percent of the people interviewed believe that establishing a theme and sponsoring activities centered around the theme will create a stronger sense of identity. Strategies could include the following:

- * Establish a group to identify a "theme" and to incorporate the identity into signs, building facades, landscaping, and parks. Implement an architectural review board in the community to regulate development in the historical areas. An example of a possible theme is depicted on the following page.
- * Have the group work with the Chamber of Commerce or other selected organization to develop brochures and handouts about the community which provide useful and historical background intended to make newcomers more aware of the history of the area. This service will also function to acquaint tourists with the area and attract them to local businesses.



Historical Theme

ATTRACT ANTIQUE DEALERS (TO VACANT BUILDINGS)
SET UP OLD TRAINS MUSEUMS / RESTAURANT
REACTIVATE BOAT TRIPS
OLD FASHIONED & COUNTRY STORES
PARK PONDEROSA DANCES / SOCIALS / MARATHONS
RENOVATE TRAIN LINE MADISON / MCFARLAND





The majority of those interviewed suggested the theme should focus on the history of McFarland. Forty-eight percent believe history to be a good choice for the theme. Ethnic background or the Norwegian heritage should not be considered in selecting the theme. The historical theme could include an emphasis on the lakes, Indian Mounds, the railroad, or tourism of the past because people still show an interest in these features that relate to history. Several other suggested themes which relate to the "smallness" of the community could also be considered. Strategies include:

- * Elect a separate committee composed of members from all clubs to select a theme for McFarland.
- * Assign the task of developing a theme to the Historical Society. The Historical Society could sponsor an event in the community with prizes for the person or family suggesting the theme most representative of the community's interest. The Historical Society could establish criteria to judge the entries to guide the choice of a winning entry.
- * The Historical Society could develop a list of possible choices and send the ballot to a high percentage of the local residents. The selection receiving the most votes would be the winning theme.
- * The Village could sponsor a mail-in survey of all residents providing historical choices and opportunity for input in selecting a theme. The replies could be tallied, with the choice receiving the highest number being selected as the theme.
- * Advertise in local newspapers for a group of people to work on selecting a theme. Local newspapers could be used for the mail-in survey on the theme or to advertise a picnic or event where all ballots are returned and the theme is chosen.
- * After the theme is selected, a group needs to be established whose function is to incorporate the theme into the Village's cultural activities.

McFarland is limited in selecting a theme by factors outside the Village. For example, while McFarland's ancestry is highly Norwegian, Stoughton has utilized that theme for its identity. Madison has used its lakes as a theme. Many Village residents would like to focus on family and the small town atmosphere. There are several themes used by other small communities adjacent to McFarland already stressing the family and small community themes. In addition, people cannot always agree on "small town" themes because not everyone wishes a Village to remain a small community. Factors distinguishing

McFarland from other communities must be considered. McFarland's close proximity to Madison can serve to McFarland's benefit. For example, if the majority feel McFarland should be recognized for its quiet "small town" atmosphere, emphasis can also be placed on the convenient access to Madison.

The analysis suggests that people are split in their sentiments of viewing the Village as a quiet bedroom community or a growing progressive community. In any event, it would be important to reflect the majority opinion when selecting a theme. The following strategies are proposed to achieve this:

- * Educate the community on the trade-offs of remaining a bedroom community versus developing more industry and business.
- * Have a consultant analyze the community for the best mix of land uses.
- * Take a survey of the entire community's interest and send letters to all the residents with information describing the possible different choices they can make about the issues that concern McFarland.

DAYCARE

Across the United States a baby boom is occurring and McFarland residents are experiencing this trend. Over 500 pre-schoolers now live in McFarland and the demand for childcare services is high. The growth in women's participation in the job market makes daycare a necessity for many families. The 1983 McFarland Community Consensus report indicates 66 percent of McFarland households have children living at home. The primary users of daycare are children under 6 years of age representing roughly one-third of all children under the age of 18. The proportion of McFarland households with children possibly in need of daycare is 22 percent. This estimate should be adjusted by subtracting families with adults home all day to care for the children.

The study team considers daycare for McFarland children an important issue for the future of McFarland. To understand why childcare is an issue in McFarland, compare the relative sizes of child populations in two other Madison area communities of similar population size as that of McFarland. Verona has one-third as many youngsters as McFarland, and Waunakee's child population is two-thirds as large as McFarland's according to 1980 Census Data (children of 0 to 4 years of age). The objective of this study is to expand Village childcare capacities so as to meet the growing demand for daycare services in McFarland.

The childcare situation in McFarland is marked by high demand for services, dispersed care givers, and insufficient supply of daycare for Village parents. These conclusions stem from interviews with "key informants", people directly involved in the provision of childcare services in McFarland and Madison. Statistical data comes from indicated sources.

The factors affecting childcare internal to McFarland are the growth in numbers of youngsters, patterns of divorce and female employment, and the structure of supply by daycare providers. The McFarland School District uses

estimates compiled by Board member Evan Richards to predict growth in the size of each entering kindergarten class. Each year the number of children entering school in McFarland increases by 5. Unexpected increases in home construction in the Village may boost this figure. Similarly, rising workforce participation by women living in McFarland increases the demand for daycare. Single-parent families, for whom daycare can be vital, numbered 121 in McFarland in 1980 according to DCRPC figures. These forces create a steady demand for daycare above the supply currently available.

The internal organization of daycare services in McFarland determines the availability of daycare in the Village. The majority of children receiving daycare outside their own homes are in family settings with 8 or less children. Only one daycare center exists in the Village, the Treehouse Child Care Center, and they have nearly reached their capacity of 44 children. The remainder of daycare in McFarland is provided by people, often mothers, in their homes. The supply fluctuates unpredictably because the services are simple to begin, but difficult to continue for long durations. Taking children into one's home everyday is exhausting. Care-givers commonly drop out of the field when the burden becomes too great. New care-givers enter steadily, but not quickly enough to meet demand. Linda Hoyt founded a coalition of 26 home care-givers in McFarland one-and-a-half years ago to support its members and reduce the isolation of care at home.

Both Linda Hoyt and Diane Adams of Community Coordinated Child Care ("Four-C's") of Madison discussed the current supply of services. Daycare services are quite difficult to obtain for infants under the age of two and for young school children in need of supervision after school. Most care-givers choose to accept children between the age of 2 and 6 years. The care demanded for infants under the age of 2 is more time-consuming and less economical than care for pre-school children. The market rewards for serving the young children who attend school but need some attention after school is too low to attract suppliers. Profits in daycare are low; running services

for the late afternoon only is too expensive for most markets. Parents are fortunate when they obtain care for infants and young children returning from school in McFarland.

The problem in McFarland is primarily one of insufficient supply of care-givers. Strategies to keep a high supply will benefit parents in workforce and care-givers generating income through employment. The following strategies can be pursued entirely within McFarland.

- * Begin with the current care-givers and work to slow the rate of drop-out amongst care-givers.

The association begun by Linda Hoyt and others increases the organizational and professional performance of family daycare providers. A membership drive directed toward unaffiliated care-givers is a straight-forward strategy to improve daycare in McFarland. Such a campaign could recruit new entrants into home care-giving through publicity and outreach. Mothers could be reached through existing care-givers or even by keeping track of births in the community.

- * Two non-traditional sources of care could be developed to help meet certain needs for child care.

The elderly and the high school students of McFarland are possible childcare resources. Organizations of teenagers and senior citizens could serve parent's needs in the child's home, in groups, or in the school building. High school students could be available all day on a substitution schedule.

- * An alternative to encouraging interested parents to provide daily services as a home occupation is to establish a cooperative of parents.

To illustrate, five families could combine their efforts each taking the five children one day per week. This would enable part-time employment at home and in the wider market. Great flexibility and participation could be worked out in such an arrangement, as an existing cooperative in Madison demonstrates. This strategy increases the supply of daycare through the widest distribution of the burden of care. For this and related scenarios,

technical assistance and guidebooks are available from the State Bureau of Licensing and the Madison Four-C's agency.

* Use elementary schools as provider of daycare services.

Twelve Madison elementary schools are used in part for daycare after school ends for the day. A non-profit agency, the Afterschool Day Care Association, operates this service and cooperates with the school district in Madison. A McFarland operation using this model would require the incorporation of a non-profit organization willing to establish and administer such a program. School district approval would also be required. Jill Steinberg directs the Madison association and has offered to provide assistance and a slide show for this effort.

The factors shaping daycare from outside McFarland are minimal. Madison does not draw many consumers in this area. State regulations require licenses only for large daycare centers. Certification requirements affect centers serving more than 8 children or more than two under the age of two. Downgrading official requirements would do little to resolve the current crunch because the cost and difficulty of large scale care is an equally effective obstacle to expansion of existing enterprises. Individual caregivers in McFarland do enroll, register, and qualify for licenses, but not all are required.

* The McFarland School District could support daycare strategies.

Though District capacities are limited, existing space could be used for care late in the afternoon. The District also could plan for space in new buildings for daycare uses. The savings over renovation are great. The issue of providing adequate daycare is important to Village residents because so many are employed in Madison. Another factor that can impact Village residents, particularly commuters, the elderly, and handicapped is related to the issue of transportation.

TRANSPORTATION

Transportation serves as the fundamental linkage between persons with needs and the places which serve those needs. Public transportation was chosen as an issue to address in the Corporate Strategic Plan (CSP) because at present no intra or inter-municipal public transportation services exist in the Village. In 1984, Commuter Services, Inc., a busline which served commuters from McFarland to Madison, ceased operations. In addition, the two major taxi companies operating in Madison do not provide intra-village service as it is not perceived to be cost effective. Although specialized transportation service for the elderly and handicapped is available, the provision of service is very limited. Funds for these services are provided by both the state and Dane County, but competition exists among municipalities for the limited capacities of the service providers referred to in this report.

During the Environmental Scan, two aspects of transportation service were identified that merit consideration by the Village as it faces the pressures of rapid growth in the next decade. First, a high percentage of McFarland residents commute to Madison to work. A large majority of these persons drive alone in their own automobile. At present gasoline prices are low, encouraging this trend. In addition, no alternatives exist except for a few informal carpooling arrangements among acquainted residents. One reason the Village might want to foster an effort to promote or sponsor car/vanpooling is the increase in traffic congestion that will occur as construction proceeds on the South Beltline and Highway 51. Higher volumes of traffic traveling through this corridor will mean longer delays for those commuting to work. In addition, if gasoline prices rise again in the future, the costs of getting to and from work will increase. These two factors could create new demand for alternatives to the current predominant mode of commuter transportation.

The second aspect of the public transportation issue addresses the special needs of the elderly and handicapped. These special groups must have physical access to those stationary services which support basic human needs. These

include health-care services, nutritional sites, shopping, and other commercial centers. Equally important, the elderly and handicapped need access to transportation so as to participate in activities and events which allow a fuller life. Mobility can help combat depression which is often the result of social and physical isolation.

The mission statement for public transportation is twofold and states as follows: "To provide transportation services which are convenient, comprehensive, accessible, affordable, and financially viable; to build on existing transportation resources and support systems (e.g. families) that will link older and handicapped people with programs and services available in the Village and surrounding areas."

Interviews with several local residents indicate that some informal carpooling arrangements exist among commuters in McFarland. This is in marked contrast to the high level of carpool participation which existed from 1979-1981 when energy prices reached their peak. According to the 1980 census, almost 22 percent of McFarland commuters participated in shared ride arrangements with other drivers. Another 4.6 percent used public transportation services provided by Commuter Services, Inc. which is now defunct. Some commuters now drive to the Park and Ride located on Madison's South Beltline and transfer to fixed route Metro bus service to other areas in Madison where they work. The primary inconvenience of using Park and Ride is that buses leaving the lot do not go directly downtown. Instead, they take routes to the central business district (CBD) which involves considerable travel time. In addition, the lot is currently used to capacity which causes extra problems.

Several people interviewed indicated that they might have more interest in car or vanpooling if there was a direct shuttle bus from the lot to Madison's downtown. Some also mentioned that higher gasoline prices and increased highway congestion might spur their interest in carpooling. Many respondents also mentioned that they would be reluctant to make contact and share rides

with people they were not previously acquainted with.

One positive sign in McFarland has been a level of interest by Village officials in the past to support commuting services. This was demonstrated by the Village's offer of a \$1000 grant to Commuter Services, Inc. made sometime shortly before it ceased operating. In addition, energy conservation was mentioned as a goal in the 1983 Village Master Plan. Recently, the Village has held discussions with DCRPC staff about initiating a sign-up program for persons interested in being potential carpoolers. Under this arrangement, people would sign up at the Village Hall with a Village official serving as the coordinator while DCRPC would use its resources to "match" potential riders commuting to the same or nearby locations.

- * One strategy would be to rely on this volunteer approach. The Village would promote the sign-up campaign through advertising and DCRPC staff would provide technical assistance.
- * An alternative strategy would be to use local community groups to advertise, sponsor, and help coordinate car and van pooling. This strategy might help alleviate the problem of the reluctance of non-acquaintances to make contact and ride together.

The other alternative to relying on internally organized volunteer carpooling would be for the Village to become directly involved in providing and or contracting for services. According to the Wisconsin Department of Transportation (DOT), the City of Madison serves as the urbanized area representative applicant for federal and state transportation funds. These monies subsidize both the capital and operating expenses of public transportation service providers. With regards to federal funds, the outlook is bleak as the amounts are shrinking every year. McFarland could, however, apply for state transportation funds through the Madison application. This would not affect the amount of funds Madison received in order to operate its own system. State funds could cover up to 37.5 percent of the operating expenses of a McFarland system. The success of this approach would very much depend on the degree of coordination and cooperation between the two

municipalities. Should McFarland choose this route now or in the future, several strategies might be considered:

- * Contracting for service from an already established private or public transportation system.

One possibility would be to work with Madison Metro to extend service to McFarland during A.M. and P.M. peak periods. This strategy would involve a long term commitment by the Village to pay local cost. This would be the most expensive strategy to pursue. For example, Monona presently pays 50 to 60 thousand dollars annually for Metro service; Middleton pays over 100 thousand and Fitchburg pays between 25 and 50 thousand. State funds could cover up to 37.5 percent of the operating expenses and a small grant might be available to cover administrative expenses. The rest of the revenue would have to come from fares and the Village budget.

- * Chartering or leasing vehicles from private companys; McFarland would not be able to charter vehicles from Madison Metro. Arrangements might be made with private companies like Badger or Union Cab Co.

A subscription arrangement, for example, could be set up with Union Cab to serve commuters. A Union Cab van can carry 12 passengers, and each trip to and from central Madison would cost approximately twenty dollars. Union Cab would supply the driver.

At full capacity, the approximate daily cost per passenger would be between 3.50 and 4.00 dollars. With regard to service within McFarland, the Village would have to offer the cab company some sort of subsidy in order to have a cab posted in the Village. Representatives from Union Cab have agreed to calculate what the amount of the subsidy would be.

- * A third strategy would be for the Village to directly purchase van pool vehicles. Organized carpoolers would supply their own drivers, and riders would pay commensurate with the cost of ride and the cost of the vehicle over a specified period of time. The state and county co-sponsors a loan program for municipalities interested in purchasing vans for van pools. The period of the loan payback is four years. The vans would carry between 8 and 15 riders.

It is clear that before attempting a strategy which would involve

committing Village financial resources, an internal investigation of demand for and interest in public transportation service should be undertaken. One approach would be from the "origin end"; this would involve a mail survey distributed through regular correspondence the Village has with its residents. In addition, this could be supplemented with public meetings. Another way of assessing demand is from the "destination-end" of the trips made outside of McFarland. This would involve contacting employers in the urbanized area to determine the places of work common to McFarland commuters. In both cases, technical assistance could be provided by the DCRPC.

In addition to providing transportation to the general population of McFarland, there is also a need to provide transportation to those groups that may require access to specialized transportation services. This aspect of the transportation issue is explored in the following pages.

A series of telephone interviews were held with area elderly residents to discuss transportation systems presently available in McFarland. Several personal interviews were conducted with the Dane County Commission on Aging, the Wisconsin DOT Specialized Transportation Assistance Program representative, Independent Living, Retired Seniors Volunteer Program, and Unified Services. Much of the data came from the Dane County Regional Planning Commission. Other research materials were offered by the Wisconsin Department of Transportation.

The Dane County Board has created a Specialized Transportation Committee to encourage better coordination of specialized transportation services and to advise other county agencies on policies concerning these services. The Committee consists of two citizen members appointed by the County Executive, and one member of each of the following boards, commissions, and committees as appointed by their respective chairpersons: Commission on Aging, Unified Services Board, Transportation Committee, Human Resources Committee, Board of Public Welfare, Regional Planning Commission, and the Madison Transportation Commission.

Since 1983, the County Board has annually allocated funds to the Regional Planning Commission to provide the services of a specialized transportation coordinator. The continuing efforts should be to provide technical assistance on route analysis, service contract monitoring, service programming, and estimating the future demand for specialized services. Other projects should include a study of the service needs in McFarland, initiating a public information program and analyzing the best use of volunteer drivers for specialized transportation service.

The following transportation systems are economically and physically accessible to the handicapped and elderly persons in McFarland.

1. Retired Volunteer Driver Escort Program

Volunteer drivers in McFarland are reimbursed for mileage, utilizing their own vehicles to escort individuals who are unable to use existing services or who find that transportation resources are not accessible. The volunteer drivers respond to a passenger's request; the service is provided door-to-door and the drivers follow no particular routes. Criteria for passengers to be served: older persons 60 and over; handicapped persons of any age who have no alternative transportation source, public or private, and who can be transported without difficulty into and out of an automobile. Service can not be provided to persons severely disabled.

2. Client Transportation Assistance

This is a user-side subsidy for persons with developmental disabilities who participate in vocational programs. Service availability depends on the type of transportation arranged by the consumer. It is anticipated that car pools, the State of Wisconsin Van Pool, and publicly and privately owned and operated buses will be among the types of transportation utilized. Reports from DCRPC indicate that participation among McFarland residents is minimal to almost non-existent.

3. Independent Living

Bus service is provided to McFarland bi-weekly on Thursday from 8:00 a.m. to 4:30 p.m. No weekend service is provided except by special arrangement. Trips provided include shopping and social. Nearly all service involves door-to-door transportation. Medical transportation is entirely responsive to demand. Elderly persons 60 years of age and older, regardless of physical condition, are highest priority. Riders must submit a letter from a doctor verifying their need for specialized transportation.

The 1980 Census indicated that McFarland had 158 residents aged 60 and over. Of these, DCRPC reported that only 9 people were served by Independent Living per trip. DCRPC also indicated that only 33 people from 1985 to date have used the Driver Escort Program provided by the Retired Senior Volunteer Program, and none for the Client Transportation Assistance program provided by Unified Services.

During 1983 and 1984 the following amount of program aid was available to counties:

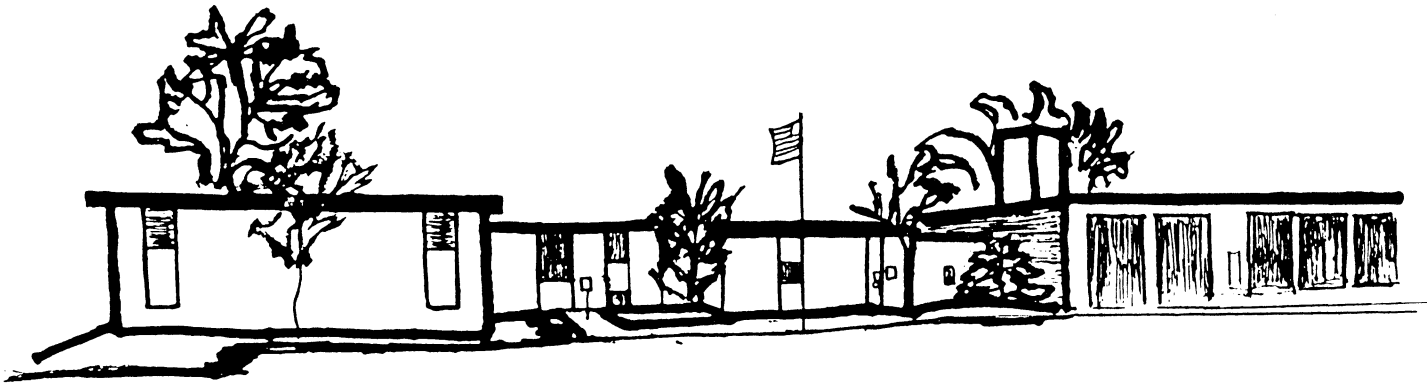
1983	1984
\$ 3,114,200	\$ 3,207,600

The amount of aid to private, non-profit organizations such as Independent Living totals 7.4 million dollars, consisting of money available from the combined state and federal aids from the past 10 grant cycles. By mid-1985, 190 capital grants had been made from these aids over a course of 11 years. The grants have been awarded to 110 separate, non-profit grantees, many of which have received two or more grants in the 11 year period (data is not available for 1985 and 1986).

Despite the low usage in McFarland, the following are possible strategies to build on existing resources:

- * Promote individual resourcefulness, encourage initial reliance on family, neighbors and friends, church, service organizations, etc. for transportation needs.

- * Identify and implement incentives which promote and reward the concept of ride sharing and car pooling.
- * Existing transportation services, for example those employed by the county, should be studied and analyzed to ascertain how they could be used to address the needs of older people and the handicapped.
- * Transportation systems for the elderly and handicapped of McFarland should be centralized to facilitate ease of information, referral, facilitation, and administration.



This issue concerns the quality of interactions within Village government and the relationship to the Village with other governments. As successful government depends on the support and involvement of the community, citizen involvement was also examined as an issue. The analysis examines the roles of the Village Trustees and Staff from both an internal and external perspective.

The initial Environmental Scan turned up issues related to the importance of external forces such as county services and policies, and state and federal fiscal changes. Transportation issues also figured prominently, including the 12-18 Beltline extension, State Highway 51 improvements, and commuter transportation between McFarland and Madison. These are issues that have elements of both opportunity and threat, which could be positively influenced by coordinated efforts within the community of McFarland. The Environmental Scan also identified strengths such as a high level of community involvement, active leadership, and a high quality workforce. As a result, inter-governmental relations emerged as an additional key issue.

Possible strategies considered for approaching these issues began to change as feedback was received in response to community presentations. Research following the Environmental Scan phase explored these findings in the context of the successful functioning of Village government supported by citizen involvement. For example, it became evident after the Scan phase that

the Village's relationship with the City of Madison relative to their shared boundaries is of importance to Village leaders.

Strategic planning emphasizes capitalizing on the visible strengths of the community. While McFarland has a strong profile of government leadership and citizen involvement, it cannot maintain this indefinitely without continued attention. In addition, McFarland can better direct its strengths to effectively address some of the external issues identified above.

This mission statement evolved to guide the development of further analysis and action strategies:

To actively monitor actions of other units of government to assess their impacts on the Village of McFarland; to take full advantage of existing forums for intergovernmental communication, and capacity building experiences available outside of the Village of McFarland; to improve communication among and between Village Trustees, Village Staff, and the general public.

The opportunities and threats posed by external issues can, in a large part, be addressed by a coordinated effort by the various elements within the community. It is from this perspective that action strategies are presented, as well as the findings that have led to these recommended approaches.

In order to gain an understanding of the existing structure of village government within legal constraints, Wisconsin Statute 61 and the Village Ordinances were reviewed. Phone surveys oriented to Village Trustees and Department Staff were developed within this framework (See Appendix D).

The objectives of the phone survey for Village Trustees included: their role in Village Government and the degree to which this role is clearly defined, Village Trustee workload, the degree of volunteerism and public involvement, and the relationship of Village Staff to the Trustees. The objectives of the phone survey oriented toward Village Department Heads included: the functions of the department and staff, any use of volunteers, staff relationship with elected officials and the Village Board, and the degree of recognition by the community.

The phone survey included questions relevant to the external analysis conducted on the issue; both Village Trustees and Department Staff were queried as to their interactions with officials from other municipalities, and the perceptions of the value of those interactions. The external analysis also included brief interviews with other Village Officials in Dane County for comparative purposes. Madison and Dane County perceptions of McFarland were gleaned from interviews with politicians and city/county staff persons. Since several county services impact the Village of McFarland, an assessment was made as to the likelihood of changes in the level or cost of such services in the near future. These services include: solid waste disposal, health services, social services, sewage disposal, law enforcement, and planning services.

To compliment the primary internal and external analysis, materials and literature were also identified which were oriented toward defining the role of local elected officials and improving communication and coordination within and between local government units.

Interviews with trustees from McFarland and other villages demonstrated that most villages do not have a structured orientation for incoming trustees. An orientation of new trustees to convey their role in village government within the framework of current issues could contain these strategies:

- * advance packet of information on role of trustee in Village government
- * orientation session conducted within annual organizational meeting to include discussion of roles, introduction to village staff, and a review of current and recent issues
- * individual meetings between current trustee and incoming trustee to pass on files, insights, etc.

A recurring theme that surfaced in interviews with village officials and department staff was the desire to see increased public involvement in Village government; strategies include:

- * inform new residents of role of fire and EMS services and their volunteer status
- * improve community support for and awareness of emergency services by sponsoring award ceremonies, using the media, and public speaking opportunities
- * critically assess cause of volunteer problem to determine if demands on time of many new residents (commuting, additional jobs, etc.) prevents them from volunteering
- * establish a program for volunteer solicitation and placement in Village government

The phone surveys indicated that McFarland has made great use of intergovernmental forums, training workshops, and opportunities for lobbying on issues of concern to the Village. The value of continuing and expanding these efforts cannot be understated, especially in light of the rapidity of changes faced by local governments in metropolitan areas. Strategies include:

- * continue existing involvement in intergovernmental forums such as Wisconsin League of Municipalities
- * allocate time at meetings for trustees to discuss what new information and insights they gathered at such forums
- * consider subscribing to appropriate, useful periodicals and newsletters; consider initiating and participating in Dane County Village Newsletter
- * establish regular joint meetings with planning commissions of other towns and villages
- * reestablish joint meetings between McFarland representatives and the Government Relations Subcommittee of the City of Madison Planning Commission
- * involve citizens who work in Madison in lobbying and information gathering for McFarland

Overall, sixty-five strategies were developed during this phase of the CSP. These strategies reflect the results of extensive analysis conducted for each issue. Although each strategy is well conceived, the number of strategies identified is overwhelming. In order to create a manageable number of relevant strategies, criteria were developed to filter this mammoth list. The next section of this report deals with the process of criteria and strategy selection.



**FINAL STRATEGY AND
CRITERIA**



This section of the report, Final Strategies and Criteria, consist of the actions we recommend the community undertake to specifically address the issues of intergovernmental relations, village identity, economic development, transportation, and daycare. These strategies are designed to capitalize on the strengths and opportunities unique to the Village of McFarland. The choice of these strategies represents a culmination of analytical work in which possible actions the Village could implement were identified and critically evaluated. Criteria specific to each issue were used to determine the most relevant approaches to best achieve the objectives outlined in the mission statements. Some of the criteria used to select strategies were common to all the issues and evolve from the insight the planning team gained during the Environmental Scan and development of mission statements.

Early on, cost was identified as an important criteria to consider when choosing strategies to probe during the analysis phase of the plan. McFarland, like many municipalities of its size, has had to increasingly rely on its own internal tax base to fund services and programs mandated by federal, state, and county units of government. In recognition of this current situation, most strategies which involved extensive cost were eliminated from consideration as feasible strategies for the Village to pursue. A common aspect to all the strategies selected is that they emphasize Village self-reliance. Self-reliance, in part, involved proactively ensuring input into the decisions made by agencies whose policies have significant impacts on the Village as a whole. Secondly, it involves marshalling and fully utilizing the resources within the Village. Lastly, self-reliance involves using the resources that are available to McFarland due to its proximity to the Wisconsin State Capitol and the University of Wisconsin at Madison.

During this phase of the planning process, the planning team broke up into issue teams. Each issue team chose methods of analysis based in part on the extent to which future Village decisions will be influenced by the policies of

other units of government and/or the preferences of it's own residents and community leaders. Methods of analysis included using surveys, visiting and giving short presentations to community groups in order to get feedback on ongoing work, collection of secondary data through literature research and personal interviews with citizens, community leaders and staff of state, county and regional agencies, and organizations.

INTERGOVERNMENTAL RELATIONS

The issue of intergovernmental relations concerns the quality of interactions within Village government and the relationship of the Village with the public and other units of government. Since successful government depends on the support of the community, citizen involvement is a central focus of the strategies developed for this issue.

The strategies chosen in the area of Intergovernmental Relations met the following criteria:

- * The strategies were low cost and easily undertaken; are interrelated with other strategies.
- * The strategies have potential community-wide benefits.

A key aspect to these strategies is that they address the desires of local officials: that the citizens of the Village have a better understanding of the workings of, the demands upon, and the constraints on local government.

STRATEGY: Increase Public Involvement and Volunteerism

This strategy will be greatly complemented by recommendations dealing with Village identity. Citizens that identify strongly with the community are much more likely to make an effort to participate in Village government and volunteer services, so these two issues are inter-related. Some objectives of a public involvement effort in McFarland might include:

1. Establishing a Quarterly Village Newsletter
2. Improving Community Awareness of the Work of EMS/Fire Service Volunteers

3. Making Better Use of Citizen Committees

- make citizen volunteers on committees as comfortable as possible by clearly identifying the role of the committee and allowing time for introductions; provide name tags for the first few meetings
- committee leaders should try to make citizen members feel accepted by asking for their ideas, and by focusing discussion/critique on ideas, not the person(s) who raised them.
- set guidelines for the participation of citizen members; how much time are they expected to spend? What, specifically is their role...review and comment, to generate ideas, to participate in making decisions? Will citizen members be eligible for any reimbursement for their services?

STRATEGY: Establish a Direct Communication Channel Between the Village of McFarland and the City of Madison

This strategy consists of establishing an intergovernmental committee with representatives from both McFarland and Madison.

ECONOMIC DEVELOPMENT

The economic health of a community can often be a good barometer of its overall health. A strong tax base provided by the business sector is the key to the level of services that any town, village, or city can provide to its citizens. However, unbridled economic growth can also lead to problems if it comes too fast for the recipient community to handle. Business development can also result from the expansion of already existing companies as well as the importation of new businesses. These existing companies also need to be examined to determine their potential in contributing to the economic growth of the Village. Both of these elements need to be considered to determine the potential of future economic development in McFarland.

Three aspects of economic development were examined in light of surveys and interviews which revealed the following concerns among businesses, residents, and community leaders:

- 1) The need to recruit new businesses to bolster the local tax base and increase available locally based jobs;

- 2) The need to identify a downtown area to facilitate ease of shopping and help citizens easily locate retail establishments;
- 3) A need to recruit business to promote development as opposed to short-term random growth.

In deciding which of the various proposed strategies developed would be chosen as the final action strategies for economic development, the following criteria were used:

- * cost in terms of money and time involved for those who would implement the proposed strategy
- * difficulty involved in carrying out the specific actions
- * avoidance of the duplication of past Village efforts
- * linkages (how these strategies relate to each other)

STRATEGY: Encourage prospective businesses to perform a market analysis before locating in McFarland.

Village businesses have taken advantage of the services offered to (and sought out by) them. However, as indicated earlier, the previous section of this report (Internal/External Analysis), show that most locally-owned businesses did not perform a market analysis before locating in McFarland. The Small Business Institute located in Lowell Hall at the University of Wisconsin can provide the information necessary for a prospective merchant to conduct his own market survey. Additionally, for a small fee, McFarland area businesses can take advantage of a wealth of business expertise from the Small Business Institute.

STRATEGY: Determine which highway improvements best serve the Village.

The importance of an efficient transportation network to business firms and industries makes this strategy important to the recruitment aspect of economic development. Improvements to Highway 51 are just now reaching the drafting tables in the planning/design offices at the Department of Transportation (DOT).

The most important factor to McFarland is access to the highway. At this

stage DOT is conducting public informational meetings; one has already been held in the Village of Dunn. It is important that representatives of McFarland attend these meetings to obtain information and proposals. It would also be very beneficial to contact the DOT office and arrange for a public meeting to be held at McFarland's Village Hall.

Once the Village begins to obtain information, it can begin to weigh the strengths and weaknesses of proposed alternatives. Concerns can then be raised both at the local governmental level and also with transportation/development personnel at the Dane County Regional Planning Commission (DCRPC). This in turn could lead the dialogue between McFarland officials and DOT staff. While the importance of this is not immediately apparent, future decisions concerning Highway 51 could provide McFarland with a strategic economic advantage.

STRATEGY: Compilation of Industrial Land Information

In order for McFarland to successfully market itself as a desirable place for businesses to locate, it must have readily available information or a prospectus on the positive nature of the land, services, and workforce it can offer. An industry interested in an area will request current, pertinent information on the locale to aid in their selection process.

Part of this task has already been completed by the Dane County Regional Planning Commission which produced a map of "Vacant Land Zoned for Development". In order for this to be useful information, more specific site data should be provided, in addition to the original mapped data. The Village's options are: (1) contract with DCRPC to inventory this information; (2) contract with a private marketing firm; or (3) conduct certain elements of the land information update using expertise from within the Village.

Once this information is available to the Village it should be immediately forwarded to the Development Inventory System (DIS) at the University of Wisconsin Extension Office. This information could be used to update the

Village data file to replace the currently outdated file. The Village DIS update could be handled by an appointed Village department head.

The Village should inform landowners of both developed and vacant properties of these inventory systems. Through mailings or newspaper articles public support could be generated for the system resulting in landowners being more likely to utilize this marketing tool and enabling landbuyers easy access to important information. This translates into fewer vacant lots and shorter periods for idle sites.

STRATEGY: Locate signs designating the Central Business District

One of the key concerns of business representatives in McFarland is the lack of awareness of Village residents of the location and extent of McFarland's businesses. A way of increasing this awareness is the placement of signs at key locations in the Village, particularly in designating the entrance to the Village and the Central Business District.

Four sites that seem to be of strategic importance in that they are major entry points into the Village are:

- * the corner of Highway 51 and County Route MN
- * the corner of Highway 51 and Siggelkow Road
- * the corner of Highway 51 and Farwell Street
- * the corner of Terminal Drive and Siggelkow Road
- * the corner of Marsh Road and Siggelkow Road

Placement of one or more signs can be financed in a number of ways. Interested businesses could sponsor a sign in return for advertising space on the sign. Another source of financing is to request funds from the Village Board or from the Department of Transportation. The Village of McFarland could also contact the Art Department at the high school to allow students to create signs.

Two issues, however, must be worked out prior to the construction and placement of signs. The first is to secure the approval of a private

landholder for an easement right to place the sign. Secondly, the signs must meet all Department of Transportation regulations for the placement of private sector signs.

VILLAGE IDENTITY

The development of a strong sense of Village identity will integrate old and new residents into McFarland and will contribute to a more cohesive community. This could be accomplished by developing a Village theme, extending a warm welcome to new residents, and providing community activities which will enhance the resident's sense of belonging.

Early on in the development of the CSP the desire to develop a Village theme was expressed by many residents and community leaders in the Village. Past efforts had not succeeded because McFarland has had (and will continue to have) a rapidly growing population. New residents, many of whom work and shop outside the municipality, often have not integrated well into the community or do not identify with McFarland's unique character. Attempts at past themes were unsuccessful because they did not incorporate the vast array of interests in the Village.

STRATEGY: Establish a "Community Committee" which is composed of representatives of various clubs and interested residents.

This selected strategy, the "community committee" is intended to foster a greater sense of cohesiveness in the Village by linking the networks of active groups in McFarland. Providing more cohesiveness and community loyalty will encourage residents to shop and socialize more within McFarland. The "committee" designated to organize this function would be representative of all Village interests because it would be composed of both interested citizens and members of all local agencies and organizations. The proposed tasks of the committee are as follows:

- * Develop strategies to select a central theme for McFarland.

- * Plan activities to promote the residents identification with the theme, for example, logos, signs, architectural review board, and restaurant entrances.
- * Plan and performs the function of a "WELCOME WAGON" to introduce new residents to McFarland.
- * Prepare and print brochures on McFarland's history, businesses, and civic clubs.
- * Publicize all community activities in local newspapers.
- * Organize community events such as annual festivals, picnics, holiday celebrations.

Proposed actions for the formation of the committee:

- * Send letters to every club in McFarland inviting them to send one or two representatives to participate in a Community Committee which might be called the "McFarland Group".
- * Publicize in the Community Life to invite interested residents to participate in this community committee.
- * The community committee decides which of these proposed strategies to pursue.
- * The committee decides on the distribution and delegation of tasks needed to implement suggested strategies.

TRANSPORTATION

Two aspects relating to transportation service needs in McFarland have been addressed throughout the various phases of the Plan. Commuters and the elderly are two segments of the Village population for which transportation issues have high significance. During the Environmental Scan, it was recognized that external forces have a great deal of impact on the availability and/or convenience of alternative means of transit for commuters and access to basic needs and social activities for the elderly and handicapped. For example, Stoughton-based Commuter Services Inc., the only organized bus service offering public transport for McFarland residents going to Madison, went out of business in mid-1984. Additionally, the state-sponsored reconstruction project on the Beltline, currently underway, will have an impact on the time and cost of commuting via the private automobile.

The elderly segment of McFarland's population relies on transportation services provided by units of government or agencies located outside of McFarland. Being externally based, McFarland's influence on their availability is limited. Yet the elderly and handicapped must have physical access to those stationary services which support human need: healthcare services, shopping, commercial centers, and churches.

The cost of providing traditional public transportation services, and fixed route bus service for a municipality the size of McFarland is prohibitive. However, services are needed. For example, the elderly who don't drive face the danger of becoming isolated. Mobility can alleviate this potential problem. Other second facets of this issue involve the large number of commuters leaving and returning to the Village each day and the fact that the only way of quickly traveling in the Village is by automobile. This increases both the congestion on the streets and roads in and around the Village. Yet cost in providing transportation is high due to the lack of alternative modes. The strategies recommended for providing transportation are made with an emphasis on marshalling existing resources both within and outside the Village.

The strategies enumerated below meet the criteria of being "doable" and low cost. They also use existing resources both within and outside the Village.

STRATEGY: The Village should undertake an internal transportation needs assessment study.

A mail survey done in conjunction with other correspondence regularly taking place between the Village and its residents would serve to inform decisionmakers as to what resources they should commit in order to best meet transportation needs. The questions in the survey should be structured so that community concerns can be determined regarding the following: (1) what type(s) of service would best meet the needs of Village residents; (2) to what

extent are residents interested in the provision of local transportation services; and (3) to what extent should such services be locally financed. (Note: Available services investigated in the third phase report include: Village purchase of van/pool vehicles, Village contract for taxi service, a volunteer oriented rideshare program, and extension of Madison Metro fixed-route bus service).

The cost of subsidizing a taxi service at a flat rate charge of 95 dollars per day, minus generated fares, is not an option recommended at this time. We consider it an option worth review in future planning, particularly if some of the cost could be covered by a state transportation grant. A future possibility is that the grant could be applied for in conjunction with the Madison application for operating assistance.

STRATEGY: The Village, through one of its own administrators, should initiate and advertise for a volunteer sign-up rideshare program.

Under this approach, names generated through volunteer sign-up and the survey would be matched using a computer program developed by DOT. The Dane County Regional Planning Commission would provide technical assistance by receiving the list of matched riders and making referrals to matched riders. While this report was being prepared, the Village initiated action on this strategy with the Village Clerk serving as the local coordinator.

STRATEGY: The Village should use its established network of community groups to promote the rideshare program.

Another strategy recommended is that the Village use its established network of community groups to promote the rideshare program. To implement this strategy, contact persons within each group would serve as coordinators to help introduce non-acquainted riders matched through the rideshare program. Each group would receive the list of matched riders from DCRPC and use it to identify inter-group acquaintances riders. Acquaintances of matched riders would then make contact with each rider and introduce them. This would

help to overcome the normal reluctance of non-acquaintances to make contact and thus ride together.

STRATEGY: Establish a comprehensive list of transportation systems available to the elderly and handicapped residents by the centralization and facilitation of information, referral, and access.

Establish a comprehensive list of transportation systems available to elderly and handicapped residents of McFarland to centralize and facilitate ease of information, referral, and access. This list should include updated information on routes, transport times, who to contact, phone numbers and addresses of providers, cost, and eligibility.

- * Send transportation information packages to all elderly and handicapped residents to let them know what types of transportation services are available.
- * Publicize in the Community Life any route, time or carrier changes. Announcements of this sort should also be posted at the village hall, the Homestead facility, and local churches.
- * Designate a local transportation coordinator from within the senior citizens club to act as a liason between transportation providers and users in the event problems occur. This individual might also be responsible for keeping records of transportation usage in the event justification is needed for requests for increased or expanded services.
- * Disseminate information to new residents in a brochure on elderly life in McFarland which is readily understood and informs newcomers about special transportation services available (i.e. INDEPENDENT LIVING).
- * Make existing transportation services more attractive to the elderly population by informing them of the built-in conveniences of hassle-free and safe transport.
- * Provide incentives to increase RSVP volunteerism by providing a coupon for gasoline discounts after driving an established number of miles.

DAYCARE

One of the challenges facing McFarland residents is finding daycare for pre-school children. A baby boom is coinciding with record rates of female participation in the workforce. There are over 500 young children in McFarland; 20 percent of Village households have children between the ages of

2 and 6. Many Villagers would benefit from improved daycare facilities and greater choices.

The analysis of daycare found great demand for service providers but minimal reward and encouragement for those caregivers. The study team generated possible strategies which were shared with providers, parents, and a school board member. The care providers recognized their ability to implement new ideas and they devised a strategy of their own. Their strategy has the full support of the study team.

STRATEGY: Current family daycare providers intend to establish a center run by a cooperative of care-givers.

Current family daycare providers intend to establish a center run by a co-operative of care-givers. This will improve services, make daycare more available, and help stabilize the supply of care in McFarland.

The co-op of care-givers should incorporate as soon as possible. Members will be required to upgrade their licenses. Currently Linda Hoyt is the only tentative co-op member certified to operate a large center such as the one planned. Others should obtain this license. In addition, a building, preferably a house, would be needed (probably requiring renovation) to meet state standards for group daycare facilities. Zoning in McFarland permits such a center in all areas; R-1 zoned sites require conditional approval. The co-op will organize as a non-profit corporation. The co-op can assign rooms for members to operate as they do in their own homes. Service fees are paid by parents to the co-op; the co-op pays salaries of care-givers and building expenses.

The co-op daycare center hopes to provide a family atmosphere. Children of several ages will be grouped together. The co-op is recruiting retired persons to assist and enjoy the company of the children. If legal and liability requirements permit, employment for high school students may be arranged. The school's work-study program would participate if permitted.

In the next section of this report, methods of implementing these suggested strategies will be reviewed. The suggestions in the following pages are meant to provide an example of how these actions could be carried out.



**IMPLEMENTATION
OF STRATEGIES**



IMPLEMENTATION OF FINAL STRATEGIES

INTRODUCTION

This section of the report outlines when and by whom the strategies recommended in the strategic plan might be carried out. In developing the Strategic Plan, care was taken to select strategies and recommendations complementary to the activities of agencies and organizations presently active within the Village. The strategies themselves are the heart of the Plan, but it is just as important to give careful consideration to which group will be responsible for carrying out each element of the recommended strategies. In addition, care should be taken to be sure that no one group is particularly burdened with responsibility for plan implementation.

McFarland is fortunate to have a healthy government structure and a wide array of active organizations and groups, many of which were consulted in the development of the Strategic Plan. Some of these groups have also been designated to carry out actions recommended in the Plan; they include the Village Board, its committees and staff, the Business Association, the Senior Citizens Club, and community daycare providers.

The framework for implementation set forth in this section of the report is suggestive. It has been developed by the planning team based on their experience with the community, and is meant to offer one recommendation as to how implementation could be structured. However, this approach could be modified by the community if greater effectiveness could be achieved with a different framework, or if a unique opportunity presents itself for initiating action on a specific strategy.

An important factor in implementing the plan is to establish priorities and a timeframe for action on the plan's recommendations. Since it is unlikely that McFarland will initiate all the recommended actions immediately, it would be appropriate for the community to consider the plan and decide

which recommendations best address the Village's present needs and which ones should be carried out first.

Recommended actions for carrying out the strategies might be categorized according to the level of change required by the implementing group(s). Some actions would require only a slight modification of the usual activities of an existing agency or organization, while others would require a major undertaking to accomplish. For the most part, recommendations in this Plan fall into the first category. This part of the report has been organized accordingly into two parts: that is, actions requiring minor adjustments will be discussed first and those requiring major change or effort will be discussed second.

RECOMMENDED ACTIONS TO BE TAKEN WITHIN THE EXISTING VILLAGE STRUCTURE

Some actions proposed in the Plan would require very little effort or expense before direct benefits could be realized. They could be undertaken individually to address specific issues. In addition, some of these "minor" actions would be enhanced by the implementation of certain major actions. Minor actions recommended in the Strategic Plan which could be independently initiated are described below:

Annual Dinner for Fire and EMS Service Volunteers:

- * Village Board would provide seed money and support services for Annual Dinner to honor performance of fire and EMS volunteers; the Board could also be responsible for identifying a keynote speaker for the dinner.
- * Fire Department would organize, publicize, and sell tickets to dinner, and Fire Chief, in cooperation with a committee of Village representatives, would select candidates for awards.

Communication Forum Between the Village of McFarland and the City of Madison:

- * Village Board would determine representation on the committee to serve as a liason with the City of Madison; while Village Trustees and staff would be appropriate to serve on the committee, other representatives of the community could be included.
- * Once formed, the liason committee would develop a list of issues and problems which are common to both McFarland and Madison to serve as an agenda for discussion between the two municipalities.

- * Village President could initiate contact with the Governmental Relations Committee of the City of Madison Plan Commission to set up initial meeting.

Improve Use of Citizen Committees:

- * Committee Chairs should meet and discuss the issues raised in the Strategic Plan concerning citizen participation and from these discussions develop some guidelines for the participation of citizen members.

Encourage Prospective Businesses to Perform a Market Analysis Before Locating In McFarland:

- * The Business Association could make its presence known to prospective business owners by posters displayed in storefronts and other public places which describe the Business Association as a source of important information for a prospective business owner.
- * The Business Association would be responsible for developing materials, specific to the Village of McFarland, that would better inform a prospective business-owner of local market conditions.

Updating and Improvement of Industrial Land Information Base:

- * The Business Association, in cooperation with the Village Board, could establish a mechanism to insure that the Development Inventory System is kept updated and that more site-specific information is developed; this might be done by resources within the Village or by contracting with DCRP or an outside consultant.
- * The Business Association could take action to be sure that landowners of both developed and vacant land in the industrial development area are provided the updated information concerning their sites.
- * Village staff (probably the Director of Public Works) would be responsible for updating Village records using newly developed land information.

Determine Which Highway Improvements Best Serve the Village:

- * The Village Board and the Business Association should both continue to be involved in monitoring and providing input into state-level decisions concerning the location of access to Highway 51.
- * The Business Association could inform the Village Board as to the economic impacts of the alternatives being considered and offer recommendations on how Village policy may be modified to minimize the negative impacts and capitalize on the benefits offered by the improvement of Route 51.

- * The Village Board and appropriate committees could also consider the proposed alternatives from a land use policy point of view and consider what modifications would be appropriate in light of increased access to Route 51.

Place Signs That Show the Location of McFarland's Business Areas:

- * The Village and the Business Association could collaborate on the funding, placement, and location of signs which would better direct attention to the business centers of the Village.

Internal Transportation Needs Assessment:

- * This could be handled by the Village or by one of its committees, or assistance could be sought from the Dane County Regional Planning Commission.

Rideshare Program:

- * The Village could continue to promote and be actively involved in the volunteer rideshare program with technical assistance of the Dane County Regional Planning Commission.

Establish List of Transportation Systems Available for Elderly and Handicapped Residents and Make it Available to Those Residents:

- * This could be handled by the Senior Citizens Group with the assistance of other interested individuals.

RECOMMENDATIONS REQUIRING A MAJOR UNDERTAKING
OR THE FORMATION OF A NEW GROUP

Formation of Community Committee ("McFarland Group")

- * Action on this recommendation could be initiated by any interested group or individual. First, interest in forming such a committee would have to be assessed as described in the section on strategies and recommendations. Once representatives for the committee are identified, the group would need to agree on its purpose and objectives before selecting from among the recommended tasks or pursuing others.
- * Were this committee formed, there are a number of tasks that relate to issues other than Village identity which this committee could be responsible for; for example, the committee could: re-establish a Village "Welcome Wagon", coordinate the rideshare program to introduce matched riders, and promote volunteerism in the fire and EMS services.

Promotion of Rideshare Program:

- * It has already been suggested that the Community Committee could provide the forum for implementing this strategy; another alternative is for a separate inter-group committee to be formed which would have the sole purpose of facilitating use of the Village rideshare program.

Establish a Village Newsletter:

- * This task would require a significant investment of time and resources in order to accomplish, but there could be substantial benefit from a greater public awareness of Village government.
- * In order to implement this task, the Village Board would have to identify objectives for the newsletter, select an editor, and set up a budget; the editor might not need to be a Village official, but should be familiar with community affairs and the functions and issues of Village Government.
- * The content of the newsletter could include: description of how Village government works (eg. how the tax rate is assessed), elaboration on current issues before the Village, information on how citizens could provide input on government decisions, listings of upcoming events (including a schedule of meetings to be broadcast on cable television), etc.
- * Submissions to the newsletter from other groups, individuals, or the Community Committee could be encouraged to stimulate dialog on a variety of community issues.
- * The Newsletter could be easily distributed by residents if it could be included with regular utility bill mailings.

Delineation of Central Business District and Decisions in Anticipation of Highway Improvement:

- * The findings of the research on this issue indicated that there is not public consensus on the location or the extent of the Central Business District in McFarland. This not only makes land use planning difficult, but also hinders McFarland residents from strongly identifying with the community. To address this, a joint committee of the Village Board, the Business Association, and others could be formed to tackle the issue head on. Since the delineation of a CBD is dependent on where future growth is likely to occur, it would seem appropriate that this committee would also address issues related to improvement of Route 51 and the 12-18 Beltline. In fact, the transportation issue could be viewed as an opportunity for promoting discussion on the issue of CBD identification. If a public consensus could be achieved on the location of a CBD, zoning could be modified as appropriate to encourage development to the designated CBD.

Establish a Cooperative Daycare Center:

- * This strategy would be implemented by the current daycare providers. Since it is a project requiring a great deal of planning and resources, the Community Committee and other groups might be able to assist by publicizing and raising funds for the effort.

CONCLUSION

The framework set forth in this report is one model of how issue selection implementation could be initiated and accomplished. What actions ultimately are carried out is less important than whether a conscious and thorough decision-making process is used to arrive at an approach to implementation. The recommendations for addressing the issues described in this plan need to be considered individually to determine which ones have the greatest importance to the Village. Then priorities can be established among the recommendations, and those of the highest priority can be carried out first.

Once it has agreement on the priorities for carrying out the plan, the Village can set up a timeframe for implementation. The Village needs to decide the total time to allocate for taking action on the plan. Once decided, the number and specific strategies chosen will be affected by the time frame established.

In addition to the process outlined above, there are specific factors which the Village should keep in mind as it decides on a final course for implementation. One of the objectives of the strategic planning process is to identify the most important issues to be considered at a particular point in time. As time goes on, the issues that are most pressing will change. This means that if there is a long interval before action is taken to address a particular issue, it may no longer be very important, or the timeliness of the actions will be lost. For example, decisions about whether to act on strategies dealing with the impacts of improvements to Route 51 need to be made relatively soon in order to be effective. Similarly, if the transportation issue is to be linked with actions to designate a Central Business District, then they would need to be initiated soon as well.

The inter-relationship among the suggested actions in the report should also be kept in mind in carrying out the Plan. For example, if a "community

committee" is established, it may be designated to carry out other actions recommended in the Plan.

Finally, the Village should give consideration to whether strategic planning should be carried on in McFarland in the future. Strategic planning is meant to be cyclic; that is, the process should be periodically carried out to update the data base (the Environmental Scan) which forms the foundation of the Plan, and to determine whether there are new trends or forces affecting the Village. If there are, it is likely that the issues which are of importance to the Village have changed, and new strategies should be developed to address new critical issues. The documentation of the decisions and tasks which culminated in the formulation of this Strategic Plan may provide a useful starting point for any future initiatives in strategic planning for the Village of McFarland.

APPENDIX



APPENDIX A

Survey Results for Analysis

On Economic Development:

Survey of Businesses



SURVEY OF MCFARLAND AREA BUSINESSES

1. Please identify the type of business you operate.

<u> </u> grocery store	<u> 1 </u> (4.3%) sporting goods store
<u> </u> service station	<u> </u> convenience store
<u> 2 </u> (8.3%) auto repair/parts	<u> 7 </u> (29.2%) service (ins., acctg., bkkpg.)
<u> </u> specialty store	<u> 12 </u> (50.0%) other
<u> </u> hardware store	<u> 2 </u> (8.3%) no response

2. How long has your business been operating in McFarland?

Average 12.1 years (please specify number of years)

3. How long have you owned or managed this business?

Average 5.1 years (please specify number of years)

4. Is your business owned by a company located outside of the Village of McFarland?

 4 (17.4%) Yes 15 (65.2%) No 4 (17.4%) No Response

5. Why did you choose to establish your business in McFarland? (Rank by order of importance with 1 being most important).

 13 Perception of an adequate market

 13 Like living in the community

 10 Reasonable costs to establish business

 13 Perception of lack of competition for the business

 4 Other - strong community, good schools, established clientele

 3 No response

6. Before locating in McFarland, did you perform a market analysis to determine whether there was the need or support for your business?

 4 (17.4%) Yes 14 (60.9%) No 5 (21.7%) No Response

7. Do you feel that your business meets the retail and/or service needs of McFarland residents?

 18 (78.3%) Yes 2 (8.7%) No 3 (13%) No response

8. Have you ever considered the possibility of relocating your business to another community?

4 (17.4%) Yes 17 (73.9%) No 2 (8.7%) No response

9. In general, what problem(s) are McFarland businesses now experiencing? (Please rank according to importance, with 1 being most important)

17 Residents are not sufficiently utilizing McFarland area stores and services

12 The business community is difficult to geographically locate

12 Businesses are not offering the right types of stores and services to meet the demand by McFarland residents

20 Too much competition from Madison businesses

9 Lack of effective business leadership

4 Other - prices

2 No response

10. Do you think that there is enough McFarland resident demand to support new businesses in McFarland?

15 (65.2%) Yes 5 (21.7%) No 3 (13%) No response

If no, please elaborate: No Response

If yes, what types of new businesses/services do you feel McFarland residents would support in McFarland?

11 clothing shop 4 auto repair/parts store

3 restaurants — sporting goods store

6 department store 3 fabric/sewing store

1 shoe store — convenience store

10 discount 2 other (please specify) -
car wash, dime store

2 arts and crafts 3 no response

11. In your opinion, what action(s) could be taken by either the Business Association or Village government to improve the economic health of the business community? (please be as specific as possible)

APPENDIX B

Survey Results for Analysis

On Economic Development:

Survey of Area Residents



SURVEY OF MCFARLAND AREA RESIDENTS

1. Where do you most often shop for consumer goods (clothes, shoes, gifts, etc.)?

9 (25%) McFarland 25 (69.4%) Madison 1 (2.8%) No response
1 (2.8%) Both

Please indicate the reason(s) you choose to shop at the above location.

2. How often do you shop in McFarland? (please circle)

Never - 0; Rarely - 0; Sometimes - 9 (25%); Often - 15 (41.7%)
Very Often - 5 (13.9%); Always - 4 (11.1%); No response - 3 (8.3%)

3. What types of businesses/services are you most likely to shop at in McFarland?

<u>28</u> hardware store	<u>10</u> sporting goods
<u>13</u> hairdresser/barber shop	<u>4</u> convenience store
<u>34</u> grocery store	<u>24</u> pharmacy
<u>19</u> liquor store	<u>11</u> gift shop
<u>8</u> auto parts/repair	<u>11</u> drycleaners
<u>2</u> other (please specify) - doctor	

4. Do you feel that McFarland businesses meet the needs of residents in the Village?

25 (69.4%) Yes 11 (30.6%) No

Please explain

5. Do you feel that McFarland businesses/services advertise their services adequately?

24 (66.7%) Yes 9 (25%) No 3 (8.3%) No response

6. Are McFarland businesses/services price competitive with others offering the same goods or services in Madison?

20 (55.6%) Yes 13 (36.1%) No 3 (8.3%) No response

APPENDIX C

Survey Results for
Analysis On
Village Identity



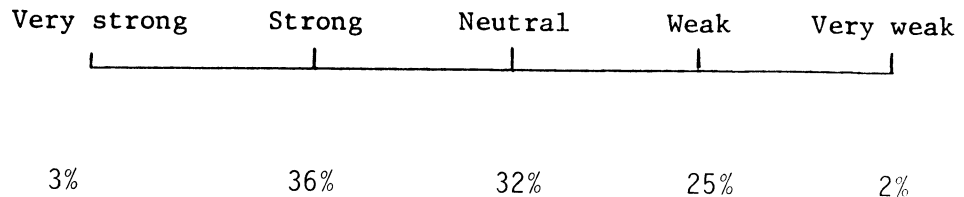
OUTCOME OF SURVEYS WHEN TABULATED

Please note today I also go speak to the Senior Citizen Group - their surveys are not included in this data.

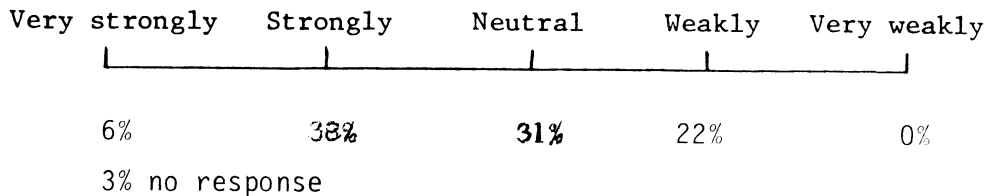
SURVEY ON VILLAGE IDENTITY - McFARLAND, WISCONSIN - 1986

We are a group of Urban & Regional Planning students working with the Village of McFarland to establish a Corporate Strategic Plan for the Village. One of the issues we are working with is Village Identity. We would appreciate your assistance in answering the following questions.

1. How strong an identity do you think the Village of McFarland has? (Circle one.)



2. How strongly do you think most residents of McFarland identify with the Village of McFarland? (Circle one.)



3. Do you feel that having an "identity" and sponsoring social activities would create a stronger sense of belonging to the McFarland community for newcomers and for people not presently interacting within the Village? Please explain your answer.

80% yes
9% no
8% uncertain
2% no response

This information I felt was conclusive. People do think that activities and a central theme are important. I can at least ascertain that this is an area that Village should pursue.



RESULTS OF THEME

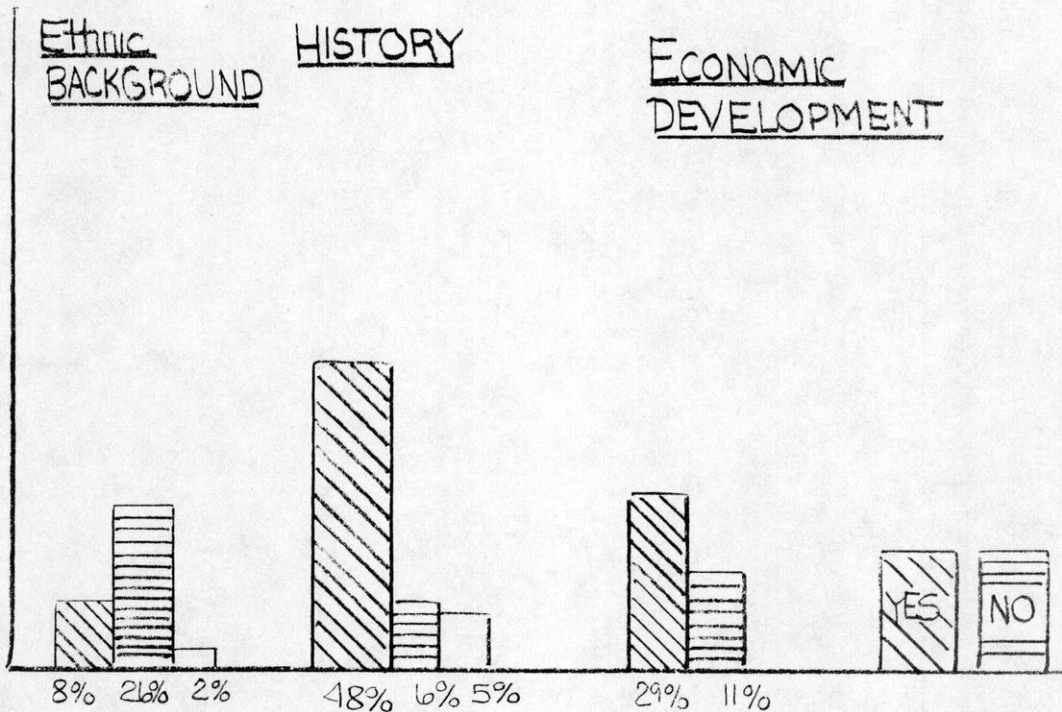
5. The idea of adopting a "theme" for McFarland has been discussed from time to time. In selecting a theme for McFarland, which of the following do you think should be considered? How important do you think these elements are?

Ethnic background: _____ History: _____

Economic Development Potential: _____

Other: _____

Comments:



List= of other suggestions

family festival - yearly community events -arts & crafts fair

City of the Second Lake - Softball - Wetlands - Indian Mounds

Small Town Atmosphere - Auctions - Potlucks



APPENDIX D

Survey Questions for Analysis
On Intergovernmental Relations



QUESTIONS COMPRISING TELEPHONE SURVEY OF VILLAGE TRUSTEES

1. What kind of information orientation, if any, did you receive upon becoming a trustee? Do you feel a more structured orientation would be of help?
2. How do you allocate your time on Village tasks? Do you feel you spend too much time?
3. Do department staff attend Village Board meetings and committee meetings with enough regularity? Do you think it would help if each department had a specific trustee designated as a liason?
4. How could Village government be made to work better?
5. Did you express interest in the committee you chair? Is it clear to you what the role and authority of your committee is? Do you see any overlap within the Village staff that relates to the subcommittee you attend?
6. How do the subcommittees and Village Board interact? eg. on the route of passage of expenditures, ordinances, resolutions, etc.
7. Have the volunteers serving your committee been satisfactory? How are they selected?
8. Describe, if any, your efforts and networking with other local governments. Is this continued on a regular basis?
9. What value, if any, do you see in working with other local government officials? Have you ever acted as a liason with Dane County or the City of Madison?

QUESTIONS COMPRISING TELEPHONE SURVEY OF VILLAGE DEPARTMENT HEADS

Profile of Department:

- * Briefly describe in three or four broad categories the nature of your department's work.
- Do you and your staff face any particularly pressing problems in carrying out the functions of your department?
- If you had access to one additional full-time employee or volunteer, what would you direct that person to do?
- Please describe the role, if any, of volunteers in your department.

Volunteers:

- * Are there problems or limitations in supervising a volunteer staff? How have you tried to address them?
- Do you feel your volunteers have adequate training for most situations they face in their work? What additional types of training would you like to provide for them?
- Would you like to have more volunteers to serve your department? How are new volunteers attracted to join and inducted into service?
- Do you feel your volunteers have adequate recognition within the community? In your opinion, does this affect the attitudes of your volunteers?

Relationship With Village Board:

- * How would you describe your communication with the Village Board? (adequate, inadequate, not frequent enough, etc.)
- Do you, as a matter of tradition or policy, report to any particular committee of the Village Board? How often and under what circumstances?
- Is there a particular board member who has taken a specific interest in the functions of your department?
- Does the Village routinely involve you in planning decisions which have consequences for your department?
- Do you feel that the Village makes optimum use of the expertise which exists within your department?

Other Relationships:

- * Do you need to coordinate with other Village departments? With staff or departments outside of the Village? (Please describe)

Could this coordination/communication be improved? Would there be value in regular contact with staff of other village departments in Dane County?



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Callan, Joan. Transportation Planner, Dane County Regional Planning Commission.

Chatman, Larry. President, McFarland Business Association.

Chvala, Chuck. State District Representative.

Colvin, Rex. Wisconsin Department of Industry, Labor, and Human Relations.

Dale, Hannah. McFarland Resident.

Dinaur, Chuck. Planner, Department of City Planning and Development, Madison.

Dodson, Virginia. McFarland Resident.

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Driewer, Bud. Director of Public Works, Village of McFarland.

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