City of Bayfield Common Council – Reorganizational Meeting

Notice of Public Meeting: Tuesday, April 16, 2024

==**Immediately following Council Meeting which begins at 5:30 pm**==

Bayfield City Hall, 125 South First Street, Bayfield, WI 54814 * 715-779-5712

The public is invited to join this meeting in person or from their computer, tablet or smartphone.
https://meet.goto.com/862122205
You can also dial in using your phone.
Access Code: 862-122-205, United States: +1 (571) 317-3112
Get the app now and be ready when your first meeting starts: https://meet.goto.com/install

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Call to Order – Roll Call – Pledge of Allegiance
Approve Agenda

AGENGA
1. 2024 Spring Election: Certification of Election and Oath of Office(s)
2. Election of Council President
3. Certificates of Recognition
4. 2024 City of Bayfield Council and Committee/Commission/Board Appointments
5. City of Bayfield Orientation Handbook
6. City of Bayfield Common Council and Committee Code of Conduct
7. Spano Group Advisors Summary Report
10. Bayfield Chamber and Visitor Bureau Invitation – Head Shots, Thursday, May 9, 2024, at the Bayfield Lakeside Pavilion

Correspondence:
1. BATS Invitation: World Trails Weekend on June 1st and 2nd

Next Mtgs:
1. Next Meetings:
   - Set Regular Meeting Dates/Times
   - May 14, 2024 – 2 p.m. Board of Review (Min. of two hours required), Reg. Council Meeting immediately following (approx. 4 p.m.)

Adjournment

City of Bayfield
Office of the Clerk and Mayor
125 South First Street - P.O. Box 1170
Bayfield, Wisconsin 54814
Phone (715) 779-5712
cityclerk@cityofbayfield.com

Spring Election

MBOC Report – April 2, 2024

This report shows the number of electors who have cast provisional ballots, the number of absentee ballots not yet returned and the Election Night canvas report for the Spring Primary Election.

Outstanding Provisional Ballots: ___0___

Voters who cast provisional ballots may provide the required documentation no later than 4 p.m. on Friday, April 5, 2024.

Total Absentee Ballots Issued: ___57___

Total Absentee Ballots Counted: ___33 - Mail, 17 - In-Person___

Outstanding Absentee Ballots: ___7___

PRESIDENTIAL PREFERENCE VOTE **Choose only one**	
Democratic	169
Republican	40
DEMOCRATIC **President of the United States Vote for one**	
Joe Biden	160
Dean Phillips	6
Uninstructed Delegation	15
Write In ~~Scattering~~	3
REPUBLICAN **President of the United States Vote for one**	
Chris Christie	
Vivek Ramaswamy	
Ron DeSantis	2
Nikki Haley	7
Donald Trump	35
Uninstructed Delegation	1
Write In	
COUNTY **County Supervisor District 2** **Vote for 1**	
Mary Dougherty	160
Write In ~~Scattering~~	14
MUNICIPAL **Mayor** **Vote for 1**	

Brian Fehr		96
Ted Dougherty		120
Write In	Scattering	9
Alderperson At-Large Two Year Term **Vote for not more than 2**		
B. J. Havlik		37
Catherine (Cass) Joy		59
Tad Paavola		84
Diane C. Fizell		116
Matt Carrier		112
Write In		
Write In		
SCHOOL DISTRICT **Bayfield School District** **School Board Member - City of Bayfield Seat** **Vote for 1**		
Dionne Johnson		202
Write In	Scattering	5
Bayfield School District **School Board Member - At Large Member** **Vote for 1**		
Jeffrey Wenz		116
Sarah N. Tourdot		77
Write In		
Bayfield School District **School Board Member - LaPointe Seat** **Vote for 1**		
Elena Erickson		166
Write In		
REFERENDUM		
QUESTION 1: Use of private funds in election administration		
Yes		53
No		167
QUESTION 2: Election Officials		
Yes		50
No		170

Active Voters - Poll Book: _____ 401 _____
Election Day Registrations: _____ 10 _____
Number of Spring Election Voters: ___ 236 ___

Board of Canvassers:
Tina Nelson: _____
Heidi Nelson: _Heidi Nelson_____
Lyn Hoopman-Cornelius: _Lynette Hoopman-Cornelius_
Billie L. Hoopman, Clerk: _Billie L. H_____
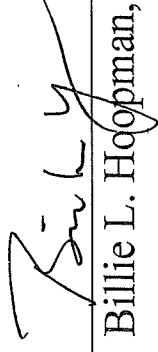Dated: _4-2-2024_

Certificate of Election

State of Wisconsin
City of Bayfield, Bayfield County

I, Billie L. Hoopman, City Clerk of the City of Bayfield, Wisconsin, do hereby certify that at the Municipal Election held in the City of Bayfield on the 2nd day of April 2024, you, **Edward H. Dougherty**, were by the greatest number of votes elected to the office of **Mayor** for the City of Bayfield for a term of two (2) years commencing on the 16th day of April 2024 and ending on the 21st day of April 2026.

Given under my hand and official seal, this 3rd day of April 2024.

Billie L. Hoopman, Clerk

Seal of the
City of Bayfield, WI
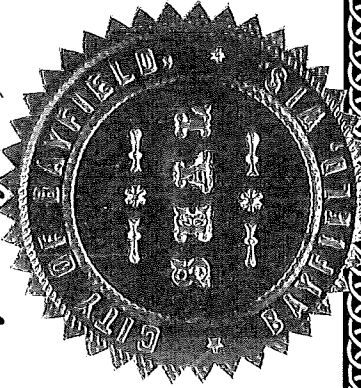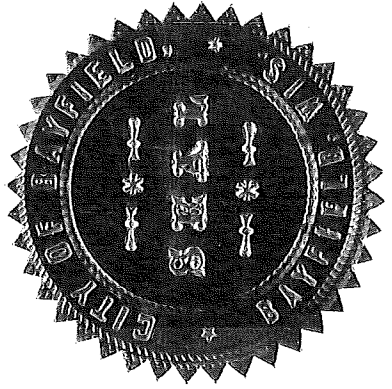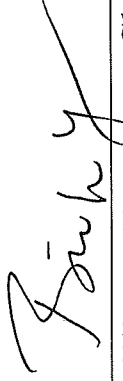
Certificate of Election

State of Wisconsin

City of Bayfield, Bayfield County

I, Billie L. Hoopman, City Clerk of the City of Bayfield, Wisconsin, do hereby certify that at the Municipal Election held in the City of Bayfield on the 2nd day of April 2024, you, **Mathew Carrier,** were by the greatest number of votes elected to the office of **Alderperson** for the City of Bayfield for a term of two (2) years, commencing on the 16th day of April 2024 and ending on the 21st day of April 2026.

Given under my hand and official seal, this 3rd day of April 2024.

Billie L. Hoopman, Clerk

Seal of the
City of Bayfield, WI
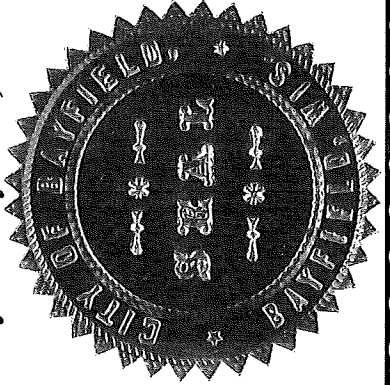
Certificate of Election

State of Wisconsin
City of Bayfield, Bayfield County

I, Billie L. Hoopman, City Clerk of the City of Bayfield, Wisconsin, do hereby certify that at the Municipal Election held in the City of Bayfield on the 2nd day of April 2024, you, **Diane C. Fizell**, were by the greatest number of votes elected to the office of **Alderperson** for the City of Bayfield for a term of two (2) years, commencing on the 16th day of April 2024 and ending on the 21st day of April 2026.

Given under my hand and official seal, this 3rd day of April 2024.

Billie L. Hoopman
Billie L. Hoopman, Clerk

Seal of the
City of Bayfield, WI

STATE OF WISCONSIN, } ss.

Bayfield County.

I, the undersigned, who has been _____ elected _____ to the

office of _____ Mayor _____ in and

for the _____ City _____ of _____ Bayfield _____ ,

in said County, but has not yet entered upon the duties thereof, swears (or affirms) that I will

support the Constitution of the United States and the Constitution of the State of Wisconsin, and

will faithfully discharge the duties of said office to the best of my ability. So help me God.

Edward H. Dougherty: ___*Edward H. Dougherty*___

Subscribed and sworn to before me this __3__ day of ___April___, 2024.

___*Billie L. Hoopman*___

Billie L. Hoopman, Clerk

(Section 19.01 Wisconsin Statutes)

OATH OF

Edward H. Dougherty

****

as: Mayor (2-yr. Term)

City of Bayfield, Bayfield County, Wis.

Filed ___April___ 3rd ___, ___ 2024 ___

___*Billie Hoopman*___
Clerk

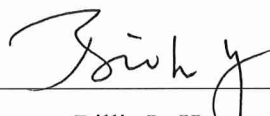**STATE OF WISCONSIN,**   } ss.

Bayfield County.

I, the undersigned, who has been _____ elected _____ to the

office of _____ Alderperson _____ in and

for the _____ City _____ of _____ Bayfield _____,

in said County, but has not yet entered upon the duties thereof, swears (or affirms) that I will

support the Constitution of the United States and the Constitution of the State of Wisconsin, and

will faithfully discharge the duties of said office to the best of my ability. So help me God.

Matthew Carrier: _____

Subscribed and sworn to before me this _____ day of _____ April _____, 2024.

_____
Billie L. Hoopman, Clerk

(Section 19.01 Wisconsin Statutes)

OATH OF

Matthew Carrier

****

as: Alderperson (2-yr. Term)

City of Bayfield, Bayfield County, Wis.

Filed _____ April _____, _____ 2024 _____

_____
Clerk

STATE OF WISCONSIN,

Bayfield County.

} ss.

I, the undersigned, who has been _____ elected _____ to the

office of _____ Alderperson _____ in and

for the ___ City ___ of _____ Bayfield _____,

in said County, but has not yet entered upon the duties thereof, swears (or affirms) that I will

support the Constitution of the United States and the Constitution of the State of Wisconsin, and

will faithfully discharge the duties of said office to the best of my ability. So help me God.

Diane C. Fizell: _Diane C Fizell_

Subscribed and sworn to before me this __8th__ day of _____ April _____, 2024.

_____
Billie L. Hoopman, Clerk

(Section 19.01 Wisconsin Statutes)

OATH OF

Diane C. Fizell

****

as: Alderperson (2-yr. Term)

City of Bayfield, Bayfield County, Wis.

Filed _____ April ___ 8th ___, ___ 2024 ___

_____
Clerk

Chapter 72. Mayor and Council

§ 72-5. President of Council.

The Common Council at its first meeting subsequent to the regular election and qualification of new members shall, after organization, annually choose from its members a President who, in the absence of the Mayor, shall preside at meetings of the Council and, during the absence or inability of the Mayor, shall have the powers and duties of the Mayor, except that he shall not have power to approve an act of the Council which the Mayor has disapproved by filing objections with the City Clerk. He shall, when so officiating, be styled "Acting Mayor." The President of the Council shall be elected for a one year term of office.

Common Council and Committee
Code of Conduct

The City of Bayfield and its elected officials and members of all committees, boards and commissions (members) share a commitment to ethical and professional conduct and service to the City. The purpose of this code is to establish clear guidelines for members in carrying out their responsibilities in their relationships with each other, with City employees, with the citizens of the City of Bayfield, and with all other private and governmental entities.

1. Conduct with Each Other. Difficult questions, tough challenges to particular points of view, and criticism of ideas are legitimate and necessary elements of democracy in action. Every member has the right to an individual opinion, which shall be respected by other members during debate. Members shall refrain from being hostile, degrading, or defamatory when debating issues and engage in debate in a courteous and respectful manner.

2. Conduct with City Staff. Members shall treat all staff as professionals, referring to them respectfully during meetings, and never publicly demeaning an employee. Members will avoid interfering with the daily operations of departments and, whenever possible, direct concerns and inquiries to the Mayor or the Mayor's direct reports. Members shall address employee performance issues with the employee's department head or the Mayor rather than in public meetings.

3. Conduct Towards the Public. Members will demonstrate honesty and integrity in all dealings with the public and be an example of appropriate and ethical conduct. Members will make the public feel welcome at public meetings, and will avoid showing partiality, prejudice, or disrespect to members of the public speaking at public input.

4. Conduct with Media or Other Government or Private Entities. When communicating with the media, other units of government, or private entities, members will make clear whether they are expressing a personal opinion or the official position of the City. Each member has differing views and until a final vote is taken, the position of a member is not the City's position. Members shall refer all media questions on closed session matters or litigation to the Mayor or City Attorney.

Adopted: April 16, 2024

Signed by the Common Council this 16th day of April 2024.

_____

Ted Dougherty, Mayor

_____

William Bland, Alderperson

_____

Matthew Carrier, Alderperson

_____

Lyn Cornelius, Alderperson

_____

Diane Fizell, Alderperson

Adopted: April 16, 2024

BAYƒIELD

and the apostle islands

Summary Report

2023 City Leadership Retreat Facilitation
Bayfield, Wisconsin
November 9th, 2023

<div align="right">

Submitted by:

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⟲ SPANO GROUP ADVISORS

SPANO GROUP ADVISORS

Jake Spano
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St. Louis Park, MN 55416

@spanojake 𝕏
spanogroupadvisors@gmail.com ✉
952.649.0315 ☐

November 19, 2023

Mayor Gordon Ringberg
City of Bayfield
125 S. 1st St.
Bayfield, WI 54814

Dear Mayor, Council, and staff of Bayfield,

Thank you for your time and attention these past few weeks! The time we spent together is your next step in building a high performing team on behalf of the people of Bayfield. I hope you found the time useful as a first step in intentionally building yourselves out as a high performing team. Attached you will find a collection of documents which represent deliverables from our time together. They include:

- This cover letter.
- A "Reflections and Observations" document which is intended to provide additional feedback and recommendations based on our observations during our work together.
- A "Priority Practice List."
  - These are the three most significant actions that leadership in Bayfield can take to ensure a high performing team and will likely be the primary focus of our check in meeting in approximately 6 months.
- Finalized norms document agreed upon by the council during the workshop.
- An appendix of documents provided during our work.
  - The PowerPoint presentation from the workshop will be provided as a separate attachment.

I look forward to checking in with the planning group this spring as part of our agreement. I'd suggest a date in May, likely an hour to review how the group is applying what they learned this month. Should we need to explore a larger group or more time, we can discuss that as we get closer to our actual meeting date.

Best,

Jake Spano

2

Reflections and Observations

Below are general reflections and observations made throughout the workshop process. These are provided at the beginning of the report as they frame the recommendations and content that follows. Throughout this document unless otherwise stated, "leadership" is intended to refer to senior staff members and the mayor, and city council - essentially those in attendance at the workshop. Additionally, "city" generally refers to the city as a legal entity whereas "community", "neighbors", and similar terms refer to the broader residents, businesses, etc. Finally, "council" or "common council" is generally intended to include the council and the mayor unless otherwise stated.

Ability to self-regulate:
- At the beginning of the workshop the council established five norms for the workshop and consistently adhered to each one of them, which demonstrates that the group can clearly commit to respecting and collaborating with each other, especially when they disagree. They were:
  - Listen to understand.
  - Minimize the use of personal electronic devices at the table.
  - Tell your truth and know there are other experiences.
  - Participate fully by being engaged and responding to the discussion.
  - Create space to be vulnerable.
  - Assume everyone's best intentions.

Bayfield has several positives working in it's favor as a city including:
- Competent and professional staff.
- A council and staff who want to improve their function for their neighbors and themselves.
- Community members who are willing to give their time and expertise by serving on boards and commissions.
- A community culture that is forward thinking as evidenced by the fact that Bayfield was one of the first cities in Wisconsin to adopt a comprehensive planning process over 20 years ago.
- Bayfield has led on environmental stewardship while balancing the demands of a modern community.
- It is the gateway to the Apostle Islands National Park, bringing over 1.5 million visitors to the city each year. This creates demands on community infrastructure that must be met AND is an economic development opportunity most cities can only dream of.

Culture as a driver of employee engagement, recruitment, and retention:
- Creating a culture of a high performing team will make the city a more efficient and effective organization, delivering its residents the quality of life they deserve.
- However, it was noted by several members of the leadership group throughout this process that the current culture is costing the city valuable staff and financial resources which minimizes the likelihood of delivering on the expectations of Bayfield businesses, residents, and visitors. As Tom put it at the workshop (paraphrasing), "In 32 years I've never seen it this bad where a group of people can't seem to work together".

- The council and staff would benefit from better understanding the demands each other face. The role of leading a city is exhilarating, exciting, and rewarding. It is also demanding, conflicting, and draining and requires empathy from everyone to everyone.
- The council should make intentional and deliberate efforts to redouble its efforts to enhance the culture in their organization by finding ways to recognize and support city staff publicly and privately.
- As noted in the workshop, this is a process that requires an ongoing, intentional investment to be effective, not a one and done event.

Mayor and Council's expectations:
- All five members of the Bayfield common council are hardworking and thoughtful community leaders who want to build a better community. They also have varying bandwidth for additional work.
- The council is a team and its members' authority is derived from the council as a body, not as an individual council member.
- While disagreements over policy are to be expected, and encouraged in a healthy democracy, the way that happens is usually the difference between success and failure. It's expected that the creation and adherence to the norms created at the workshop will assist in maintaining positive and professional relationships amongst the city leadership.
- The council, staff and commissions need to strike the right balance between the information needed to make decisions with the amount of work and opportunity costs that the resulting delays may cause. Repeated requests for additional information from staff and commissions on policy questions results in what one person at the workshop said was "beating a dead horse".
  - The council might consider former Secretary of State Colin Powell's 40/70 rule. Simply stated his process was to get his team together to discuss an issue and identify all the issues and questions they may have. Then he would decide on the issue after he had at least 40% and before he had 70% of his questions answered. There is no perfect amount of information required to make a decision and moving the goalposts with unreasonable or unrealistic requests for more and more information is in itself, a decision to delay.
- The council will either need to focus their work on only the most important policy decisions and leave operational details to staff or consider meeting more frequently and adding staff to support the additional demands.

Revisiting prior decisions:
- In recent years there appears to be an increasing practice of revisiting decisions that were voted on. The council indicated that it was done in some cases to refine the prior policy decision and in other cases to motivate action by city staff.
- Whatever the motivation may be, reopening settled policy questions including revoting on settled policy obscures the fact that a binding decision of the council was made. Put simply, once policy direction is given through a vote, it is over, and everyone must move forward.

- The council should instead focus on collaborating with staff to establish a clear, reasonable, and repeatable process for managing its work then hold the mayor and staff accountable for delivering on that direction once decisions are made.
- A related nuance of this issue is that some council members expressed a desire to revisit and amend decisions made by prior councils so they could be on board with the policy. <u>Council members don't have to agree with prior decisions of the council, only accept them.</u>

Shared understanding of the state of budget:
- Throughout the workshop process the issue of the city's finances was brought up as an area of focus and what is clear is that not all members of the council and staff have a common understanding of the state of the city's finances. Some see the existing fund balance as an opportunity to drive improvements in the community while others feel there are longer term "structural" problems with the budget and the fund balance should be used to buy time while those structural problems are resolved.
- It's recommended that <u>the city bring in an independent entity to assess and report on the state of the city's finances</u> because until there is a shared understanding of the budget, how it is funded now and in the future, and what challenges and opportunities exist for revenue for the city, little else will matter or be decided.

Trust:
- The issue of trust between colleagues on the council or between council and staff was raised often. Resolving that will take more time than our workshop allowed so the city would be wise to invest time in engaging in a "Feels like/looks like/sounds like" process to arrive at a shared understanding of the culture of the organization and through it, build greater trust between members.
  - As a placeholder for that discussion trust was defined by different people during the workshop as:
    - Council having a full and open debate.
    - The council having full information to make decisions.
    - Transparency.
- While everyone makes mistakes, when Council receives a resident call where someone is upset with staff, Council should remember that staff are trained professionals with decades of experience in their field and trust that they are following the guidance of city council.

Governance and Reality:
- Having efficient, accessible, and transparent processes are vital to the success of any team and this is especially important in smaller cities who don't have the resources of larger communities.
- Like most cities in America, Bayfield's common council is comprised of "part – time" elected officials which presents some challenges in the Mayor/Council form of government. To support the policy making process, Bayfield has historically utilized volunteer commissions to take policy recommendations however the council has recently shifted away from using the commissions in certain cases

which can result in unanswered questions that must be addressed at subsequent meetings which are held monthly.
- Additionally, the mayor is the chief executive and responsible for supervising staff, however his professional obligations limit his availability to manage staff who are tasked with policy implementation.
- All this creates challenges for staff as they attempt to carry out the direction of the council.

Scarcity mindset:
- When faced with a constant barrage of challenges and limitations people and organizations begin to view even opportunities as a challenge. It's so pervasive that "scarcity mindset" is a recognized medical condition in humans. This condition feels somewhat analogous to the current state of the city. The volume of unanswered policy questions, policy decisions that have not been enacted, legal and financial unknowns, and the pace of change, has led to a sort of organizational paralysis and a belief that even great opportunities are more trouble than they are worth.
- For example, 1.5 million people visit Bayfield annually and it was noteworthy that when this was raised during the process it was usually framed as a burden on the community rather than an opportunity.
- While there will always be challenges, frustrations, and mistakes made when balancing community needs, what is clear is that the current deficit thinking in Bayfield is not sustainable. As we all know, change is constant, and the city will shape it or be shaped by it.

Priority Practice List

Like any activity, perfecting a skill takes practice and below are three priorities for workshop attendees to focus on to continue the work of creating, strengthening, and refining their work as a high performing team. These will be the items that we will reflect on at our mid-year check-in.

Governance/Role Clarity

While every city has a form of government, absolute adherence to it in every moment of every day is not realistic because of the demands placed on city staff and the competing demands placed on the time of elected officials. As such workarounds and operational tweaks are common in cities to manage these conflicts, however when they transform from exceptions to the rule, and are inconsistent, they create chaos. Given that like most elected leaders across America, the mayor and council in Bayfield are part-time officials with professional responsibilities outside of their roles as elected officials, it's important that they are efficient in their deliberation and provide clear, definitive, and actionable direction to staff at the appropriate time. However, in Bayfield, historical processes to manage the challenges of a part time council and small staff through a consistent process and the use of volunteer commissions, has become inconsistent. Therefore, to improve the quality of life for the residents and businesses in Bayfield two things should happen: a) the city must return to some practical practices to manage its workflow because everyone must know how, when, where, and whom they engage with to advance the civic needs of the city, whether they are inside or outside of the formal structures of city government and b) the city should engage a consultant to explore the long term viability of its current form of government.

- Recommendation
  - An immediate return to historical processes to manage workflow while also engaging an outside entity to assess the viability of changing the Bayfield form of government from a Mayor/Council form to a City Administrator form.
- Ends/Goals
  - Clarity of roles which reduces inefficiency, makes the best use of community resources, maximizes policy/procedural outcomes, and aligns your governance to the reality of life for the mayor, council, and staff in Bayfield.
- Means/process
  - In the short-term returning to the historical practice and roles of council members, bringing items of consideration to the full body and staff for a high-level discussion and reflection.
    - At this stage, the council should not be concerning themselves with the details of implementation but apply some of the Carver governance guidelines and remain in the 'biggest bowl' possible asking questions like:
      - Is this a priority?
      - How does this idea align with our comprehensive plan?
      - What are the opportunity costs of this idea?
      - What are the unintended consequences of this idea?

- This phase, informed by staff input, will help to frame the questions and direction for the committees taking up the policy.
- Committees will work with staff to review and improve the policy suggestion and if they support it, return it to the council for adoption.
- The council then reviews these items with staff and approves them or returns them to the committee for further refinement, resisting the temptation to make changes on their own.
  - o Once the council passes policies they are directed to the Mayor and the City Clerk with specific dates for implementation – informed by city staff.
    - All communication from council members to staff should cc the mayor and city clerk for their awareness and management.
  - o Finally, the city should engage with an outside entity to assess the viability of the city moving to a council/city administrator form of government. As discussed in the workshop, this has been done in cities like Bayfield before using a model that provides funding to pay for the increased salary of a city administrator. As a start, it's recommended that the city contact Andy Kurtz (SGA receives no compensation for this referral. Andy was recommended by Wisconsin League of Municipalities Executive Director, Jerry Deschane). Andy led a similar transition when he was the city administrator for the Village of Marathon City, WI and currently serves as the director of planning and community development for Verbicher Consulting. He's aware that you may reach out to him.
    - akir@vierbicher.com
    - 715-470-3903

Establish a more systemic approach to policy review

Modern cities are no longer simply managing the "drink / drive/ flush" tasks of local government. Increasingly, city policy makers are developing and financing their own projects, spearheading environmental cleanup efforts, addressing homelessness and during Covid, some found themselves thrust into the role of public health practitioners. Each concern brought to them, whether about cutting the grass in the local park or a public safety concern, often carries a profound sense of urgency. This is heightened when an elected official seeks to be responsive to their neighbors' needs. That said, it's important to strike a balance between being responsive and responsible by streamlining the policy prioritization and review process which will if implemented and adhered to, create a more predictable workflow for staff and improve the volume and quality of information provided to them by commissions and staff for their policy deliberations.

- Establish a "systems thinking" process for policy review.
  - o Ends
    - The council stays in the "biggest bowl" possible and can focus on the long-term vision for the city.
    - Improved policy outcomes.
    - Greater transparency for the public, council, and commissions.
    - Reduced staff workload.
  - o Means
    - Review the city calendar for important recurring events and put them on the council calendar. Things like comprehensive plan

review, budget adoption, annual assessment process, etc. These are the items that the city is legally required to conduct.
- Review the Bayfield Comprehensive plan and from that document choose the four most important areas you need to work on in 2024. For example, looking at the Bayfield comprehensive plan for 2019-2029 one might suggest:
  - Transportation
  - Economic development/land use
  - Housing
  - Utilities/community facilities
- Divide the calendar so that each priority has a block of time that policy suggestions related to that area will be taken up. Not all blocks will be the same length.
- As council agrees to take up policy questions, they are slotted for the corresponding block of time which will result in what feels like onerous delays but remember, blocking the calendar based on a systems thinking approach, means that all transportation issues will be addressed in a holistic manner balancing all the competing demands in a responsible systems process, versus responding on an ad hoc basis.
  - There will of course be timely items that require action outside of the normal calendar window but those should be limited to true emergencies. The more the city adheres to this model, the less likely "emergency" issues will arise.

Again, this approach will provide staff and committees more predictability to prepare for policy discussions, provide greater transparency for the public, reduce timely start-stop work by staff trying to respond to council requests and address council's request during the workshop to have more time to get the best information to base decisions on.

Norms adherence
Council will be responsible for creating a mature and emotionally healthy culture around their interactions so that they can work together, disagree, provide direction to staff, support that direction (especially if they didn't agree with it) and come back the next week and do it all over again. This means adhering to the agreed upon norms of the city and practicing self-awareness to hold each other and especially themselves accountable in a healthy manner.
- Recommendation
  - Integrating the norms agreed upon at the workshop into the culture of the council.
- Ends/Goals
  - Improved personal relationships between council members, staff, and council members.
- Means/process
  - An immediate and formal adoption of the agreed upon norms at an upcoming city council meeting.
  - Adhering to those norms.
  - When they are violated, understanding that:

- Our shortcomings are not failings but as traits of being human. This means that when a norm is violated it is respectfully pointed out, perhaps privately at first but publicly if necessary, focusing on the behavior, not the person exhibiting the behavior.
- It's done in a calm and respectful manner, and we assume the persons' intentions were not to violate the norm in the first place.
- This practice is not just so that council can "get along", although that is an important part of norms, but it's important because when a group affirmatively agrees to a norm and then is unwilling to abide by it and no one within the group addresses it, this shows up as disrespectful and will quickly become demoralizing for the group. Therefore, it will be important for the council and especially the mayor to not only model this behavior but be willing to nudge others as needed to ensure they are adhering to these norms.

City of Bayfield Council and Staff Norms

We will make space for others to speak and will not interrupt each other during our discussions.

We will focus our comments on policy, not personalities.

Council will share the activities of their committees openly and equitably will all council and staff members.

We will show respect for each other by being on time and prepared for our meetings.

When we disagree with each other we will not carry that disagreement into the future.

Our policy review process will provide staff opportunities to weigh in on policy proposals in a timely manner.

We will acknowledge successes publicly and address criticisms privately.

Appendix A

Bayfield City Workshop Agenda
Bayfield Carnegie Library
37 N. Broad St., Bayfield, WI
November 9th, 2023

Time: 7:30am – 4:30pm

Attendees:
- Council and Mayor
- City Staff excluding Dakota Weeks, the Fire Chief and City Assessor

Theme:
- The importance of building a high performing team between council and staff. This process will inform not what we will work on but how we will work together.
- Achieving that by creating a deeper connection and trust between members of the group by:
  - Understanding not <u>what</u> your colleagues think, but <u>how</u> they think about challenges and questions put before them?
  - Understanding the governance in a council/mayor form of government and:
    - How do we respond when things change or are in conflict to make sure we remain a high performing team?
    - What's working? What is not?
    - What do we need to do to make it work? Is that achievable?
  - Review the council code of conduct for possible additions/amendments that work for this group at this time.

Schedule:

Time	Activity
7:30 – 8am	Light breakfast (provided by city)
8 – 8:15am	Introductions and opening thoughts from attendees
8:15 – 8:30am	Creation/agreement on norms for the workshop
8:30 – 9am	Review/Discussion of interview results
9 – 10am	Gregorc Mindstyles review
10 – 10:15am	Break
10:15 – 11:30am	Gregorc Mindstyles assessment review and discussion
11:30am – Noon	Lunch (provided by city)
Noon – 2:00pm	Governance Discussion
2 – 2:15pm	Break
2:15 – 4pm	Council Code of Conduct review and updates
4 – 4:30pm	Review of the Day / Next steps / Closing thoughts
4:30pm	Adjourn

CONCRETE SEQUENTIAL	ABSTRACT SEQUENTIAL
This learner likes: - order - logical sequence - following directions, predictability - getting facts **They learn best when:** - they have a structured environment - they can rely on others to complete this task - are faced with predictable situations - can apply ideas in pragmatic ways **What's hard for them?** - Working in groups - Discussions that seem to have no specific point - Working in an unorganized environment - Following incomplete or unclear directions - Working with unpredictable people - Dealing with abstract ideas - Demands to "use your imagination" - Questions with no right or wrong answers	**This learner likes:** - his/her point to be heard - analyzing situations before making a decision or acting - applying logic in solving or finding solutions to problems **They learn best when:** - they have access to experts or references - placed in stimulating environments - able to work alone **What's hard for them?** - Being forced to work with those of differing views - Too little time to deal with a subject thoroughly - Repeating the same tasks over and over - Lots of specific rules and regulations - "sentimental" thinking - Expressing their emotions - Being diplomatic when convincing others - Not monopolizing a conversation
CONCRETE RANDOM	ABSTRACT RANDOM
This learner likes: - experimenting to find answers - take risks - use their intuition - solving problems independently **They learn best when:** - they are able to use trial-and-error approaches - able to compete with others - given the opportunity to work through the problems by themselves. **What's hard for them?** - Restrictions and limitations - Formal reports - Routines - Re-doing anything once it's done - Keeping detailed records - Showing how they got an answer - Choosing only one answer - Having no options	**This learner likes:** - to listen to others - bringing harmony to group situations - establishing healthy relationships with others - focusing on the issues at hand **They learn best when:** - in a personalized environment - given broad or general guidelines - able to maintain friendly relationships - able to participate in group activities **What's hard for them?** - Having to explain or justify feelings - Competition - Working with dictatorial/authoritarian personalities - Working in a restrictive environment - Working with people who don't seem friendly - Concentrating on one thing at a time - Giving exact details - Accepting even positive criticism

Bayfield Interview Themes

1. Why did you choose to serve on the Bayfield Council or work for the city of Bayfield and what do you believe you bring to the organization in terms of skills, perspectives, experiences, etc.?
   a. Issues that motivated me to run.
   b. Community pride.
   c. Benefits are good.
   d. I like the smalltown feel.

2. How would you describe the organizational culture of the city?
   a. Informal.
   b. Has been challenging before but it feels like this council wants to do better.
   c. Access is murky and sometimes feels a little like an exclusive club.
   d. Need more accountability.
   e. Changing fast.
   f. Confrontational.
   g. Lack of trust.
   h. Can be hostile when people disagree.
   i. Disorganized.

3. In your opinion, what is the most important thing the city must do in order to deliver on residents' needs and expectations?
   a. We need to get clarity on our finances.
   b. We lack a line of sight to our goals.
   c. We need some structured processes to help define how we work, and we need to stick to them.
   d. We need to be better at running meetings and managing staff.
   e. Transparency.

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    f.   We need to be more focused on the possibilities and not on what cannot happen.

4. Do you feel there is a clear understanding of the role of the Mayor and Council as compared to the staff?
   a. Yes / No / I don't know.
   b. Sometimes it feels like roles are reversed between staff and mayor/council.
   c. Used to be that council members engaged us with questions to answer but now they just bring us direction.
   d. The council comes directly to staff with questions/work items and doesn't include the mayor on that. It feels like the mayor should be coordinating that.
   e. We talk about structure and governance, but we struggle to stick with it.

5. Do you believe there are barriers holding the Bayfield Council and staff back from being a higher performing team and if so, what is/are those things?
   a. Trust and civility.
   b. We need to stop operating from a scarcity mindset.
   c. We need better communication between us – we are not as aligned as we need to be.
   d. We need to spend more time considering the issues in front of us and less time simply reacting to them.
   e. We're a team but it doesn't always feel like we're on the same one if that makes any sense?

6. What else do you think I should be aware of as we prepare for this workshop?
   a. The staff is really professional and competent.
   b. I don't have any expectations of this workshop changing anything.
   c. Lately our community has developed an edge. Sort of a nasty streak.
   d. I'm worried that this workshop will get heated.
   e. Covid wore a lot of us down and it doesn't feel like we've recovered – we're still worn thin.
   f. We're a family and we should treat each other like one.

Dear City of Bayfield Mayor and City Council -

On behalf of the Bayfield Area Trails Committee, I would like to invite you all to participate in the Bayfield Area Trails **World Trails Weekend** on June 1st and 2nd. The main events are scheduled for Saturday June 1st, at 9 am to 12:30 pm at the Les Voigt State Fish Hatchery. This will include a noon celebration of the new **Pileated Woodpecker Trail** that will connect the Fish Hatchery to the Mt. Ashwabay parking area trailhead. There will be guest speakers as well as interactive information tables about current and future trail plans.
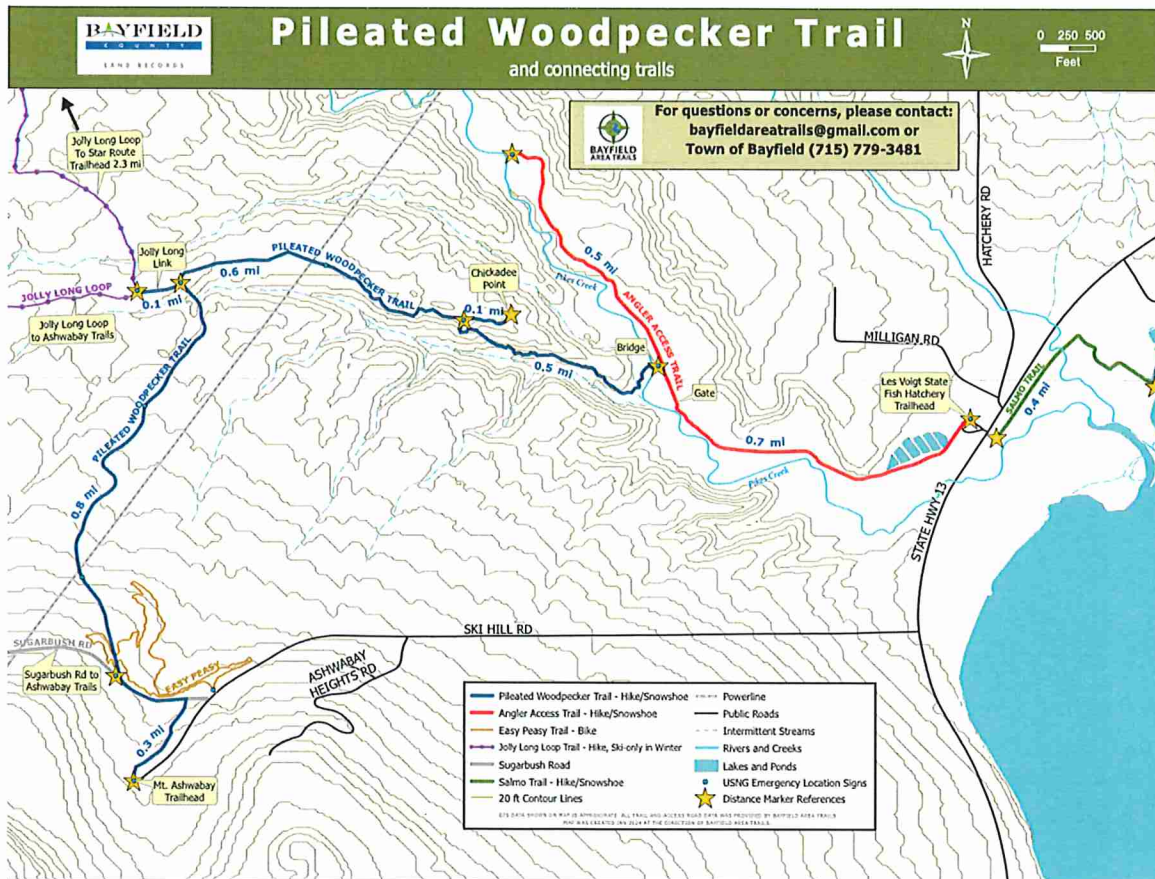
Bayfield Area Trails Committee members will host information tables to seek input about existing trails as well as potential new trails as part of the Bayfield Area Trails Committee's long-term planning effort. Representatives from the City Parks and Recreation Committee, led by Council member Matt Carrier, will be there on behalf of the City. You may also be interested to learn about the Red Cliff Tribe's new feasibility study that will include the potential trail link between Red Cliff and Bayfield.

On Sunday June 2nd at 3 pm we will celebrate and dedicate the new **Big Ravine Headwaters** property and trails with a ribbon cutting at the new wetland viewing platform that is accessed from the Big Ravine parking lot on Meyers-Olson Rd. north of Bayfield. After the event we will gather at the Bayfield Winery & Blue Ox Cidery to enjoy beverages and apps.

Because the City of Bayfield has been a pivotal player and supporter in Bayfield Area Trails, we would be most honored by your participation at either or both of these events.

Bayfield Area Trails believes that trails enhance individual and community wellbeing by connecting people with nature – and with each other. Among many valuable contributions, trails offer an opportunity to view and learn about nature, provide health benefits through recreation, create corridors of protected natural space, advance tourism and local economies, and enhance our sense of place. We constantly hear positive remarks about these trails and great enthusiasm for trails throughout the area. Visit our website to learn more.

Thank you for your support and service to our community.

With heartfelt gratitude; sincerely,

Kate Kitchell

Bayfield Area Trails
Committee Chair

BAYFIELD AREA TRAILS

CELEBRATION 2024

WORLD TRAILS WEEKEND!
HIKING, PLANNING, SHARING

SAT. JUNE 1, 2024
9AM-NOON
LES VOIGT STATE FISH HATCHERY
83875 STATE HWY 13
BAYFIELD, WI

SUN. JUNE 2, 2024
3PM-4:00PM
BIG RAVINE HEADWATERS
35555 MEYERS-OLSON ROAD
BAYFIELD, WI

ACTIVITIES
- HATCHERY TOURS
- FEATURED PRESENTATION
- DEDICATE TWO NEW TRAILS
- TRAIL PARTNERS' INFO TABLES
- GUIDED BIRD HIKES EACH DAY - 7AM
- CHART THE FUTURE OF BAYFIELD AREA TRAILS

GET THE DETAILS

BAYFIELD AREA TRAILS

Sponsored by the Bayfield Area Trails Committee | bayfieldareatrails.com
Image is a rendering of the Big Ravine Headwaters.