

Criteria Development Evaluation of Marina Management Plans UW-Madison Extension, Kelly Pederson, Community Development Educator

December 2020 through October 2021

Bayfield Harbor Commission (BHC), Mayor Ringberg and Billie Hoopman engaged in a Criteria-Based decision-making process with Kelly Pederson's guidance. It is a solid method to sift through multiple options and seems a good fit for the determination of the future of the Bayfield City Marina.

This 3-step process lead the BHC through an extremely thorough and thoughtful analysis. It was as follows:

Phase 1: Group develops guiding criteria that the final solution must adhere to.

In this phase, the group discussed and determined 9 categories of criteria, including:

1. Impacts on the City of Bayfield,
2. Organizational capacity and feasibility of implementation
3. Impacts on Harbor Commission
4. Impacts on residents
5. Impacts on customers
6. Impacts on city and marina employees
7. Impacts on marina operations and feasibility
8. Impacts on the environment
9. Other stakeholders in the region and industry

Of these criteria it was determined that the numbers 1, 4 and 5 were the most substantive, although all categories deserved consideration and criteria for each criteria were developed.

Phase 2: Group identifies a variety of options to be evaluated.

With the information from Phase 1, the group determined the various options available for operating the marina. These options included:

1. Renew lease as done in the past
2. Issue RFP under the existing structure
3. Negotiate a new lease with existing operator with additional benefits to the City
4. Open RFP for ideas on what could be more beneficial structures
5. City buys minimum equipment necessary to operate a marina, issue RFP for management
6. City operates marina under BHC guidance, with a variety ways to accomplish this structure
7. City sells the marina outright

Phase 3: Group evaluates options against criteria and makes a selection.

The group evaluated each option identified in Phase 2 as to how it met the determined criteria.

The determined criteria was broken down into two categories – MUST meet criteria and PREFERRED. Examples of criteria included:

Must Meet:

1. Provide long-term revenue to the City General Fund
2. Generate long-term funding for infrastructure improvements and repairs
3. Provide long-term funding for BHC operations
4. Maintains BHC oversight over properties and amenities
5. Within BHC capacity to manage and operate successfully

6. Feasible to execute in reasonable time frame
7. Maintains public access
8. Provides substantial return on investment.
9. Ensures continuity of Marina-related service
10. Aligns with WI Clean Marina standards

Preferred:

1. Aligns with City Comprehensive plan
2. Increases value of City assets
3. Increases efficiencies in current City operations
4. Provides opportunities to leverage funding for improvements
5. Supported by City residents
6. Viewed positively by Marina customers
7. Provides critical services to customers
8. Opportunities to make efficient use of City Dock and LE Dock
9. Considers best use of land in Marina area
10. Results in positive economic growth in the region

Again, thorough discussion ensued to assist in determining the best options for management of marina operations

After many months of extensive discussion and consideration, the BHC determined the direction to proceed in managing the Bayfield City Marina would be to manage the Marina in-house. There were many various options of how this could be executed and these options should be examined in detail. BHC determined the assistance of a third party would be prudent. The follow up Marina Study was executed to assist in determining if the various criteria could actually be met under this operation structure.