



The Town of Hilton Head Island Regular Finance & Administrative Committee Meeting

**Tuesday, June 23, 2015
2:00 p.m. – Conference Room 3**

AGENDA

As a Courtesy to Others Please Turn Off All Cell Phones and Pagers during the Meeting

- 1. Call to Order**
- 2. Freedom of Information Act Compliance**
Public notification of this meeting has been published, posted, and mailed in compliance with the Freedom of Information Act and the Town of Hilton Head Island requirements.
- 3. Approval of Minutes**
 - a. Finance and Administrative Committee Meeting, 2:00pm June 16, 2015
 - b. Finance and Administrative Committee Meeting, 9:00am June 18, 2015
- 4. Unfinished Business**
None
- 5. New Business**
 - a. Selection of ATAC Liaison
 - b. 2:30 p.m.: Telephone interview with prospective Facilitator for annual Town Council strategic planning workshop
 - c. Wrap-up discussion of prospective Facilitators
 - d. Wrap-up discussion of Town's Business Licensing process
 - e. Wrap-up discussion of bond expenses and debt cap philosophy
- 6. Adjournment**

Please note that a quorum of Town Council may result if four (4) or more of Town Council members attend this meeting.

**TOWN OF HILTON HEAD ISLAND
FINANCE AND ADMINISTRATIVE COMMITTEE MEETING**

Date: June 16, 2015 **Time:** 2:00 p.m.
Members Present: John McCann, *Chairman*; Bill Harkins, Tom Lennox, *Council Members*
Members Absent: None
Staff Present: Steve Riley, *Town Manager*; Greg Deloach, *Assistant Town Manager*; Tom Fultz, *Director of Administrative Services*; Brian Hulbert, *Staff Attorney*; Nancy Gasen, *Director of Human Resources*; Jill Foster, *Deputy Director of Community Development*; Victoria Shanahan, *Accounting Manager*; Erica Madhere, *Finance Administrator*
Others Present: Kim Likins, *Council Member*; Eleanor O'Key, *Lowcountry Inside Track*; Members of the public
Media: Zach Murdock, *Island Packet and Beaufort Gazette*

1. Call to Order:

The meeting was called to order at 2:05 p.m.

2. FOIA Compliance:

Public notification of this meeting has been published, posted, and mailed in compliance with the Freedom of Information Act and the Town of Hilton Head Island requirements.

3. Approval of Minutes:

- a. Mr. Harkins moved to approve the Minutes from the Finance and Administrative Committee Meeting on June 9, 2015 at 2:00pm. Mr. Lennox seconded, and the motion passed with a vote of 3-0.

4. Unfinished Business:

None

5. New Business:

a. 1% Sales Tax discussion

The Committee discussed ideas, criteria, and potential projects to be funded by the proposed 1% Sales Tax. Mr. Harkins spoke about the need for realistic criteria to be able screen ideas. He communicated his belief that the criteria should mandate the project: 1. demonstrates value for the whole county, 2. demonstrates an activity beyond the normal scope of the operating budget, and 3. is tangible and easy for the community to understand as a necessity for the region. Mr. Harkins recommended two projects that adhere to the criteria. His first suggestion was for costs associated with planning an upgrade or replacement of the bridge to Hilton Head Island, as the consequences of losing the bridge, even for a short time frame, would be financially catastrophic for the County. His second

suggestion was for costs related to the Arts because the Arts provide a profound asset to the whole community, and need to flourish on a regional basis in order to be successful. Mr. Lennox agreed with Mr. Harkins' criteria and recommended projects, and also suggested the sewer initiative as a third project to consider. The Committee discussed whether or not the sewer project would have regional impact, and ultimately agreed that it is certainly a community issue since the lack of a working sewer system would cause suffering of health, quality of life, marine life, and the environment, and would also cause the loss of revenue.

Mr. Harkins made a motion to recommend the bridge, arts, and sewer items to Town Council as potential projects to be funded by the proposed 1% Sales Tax, and Mr. Lennox seconded. The motion passed with a unanimous vote.

b. Public communications RFP discussion

Tom Fultz, Director of Administrative Services for the Town, explained the different methods of solicitation that could be used for the public communications service search. A Request for Proposals (RFP) is the most definitive method that sets forth defined tasks, deliverables, and scope of work. Another option is the Request for Qualifications (RFQ), which is less definitive and is a search based on experience and an assessment of past performance on similar projects. The Committee stated the second method, the RFQ, is the method that should be used.

Mr. McCann explained the idea for a public communications contract started as a way to get good news out to the public, so that the community can realize the importance of the issues at hand. The purpose would be to create awareness, understanding, and support. The Committee's idea is that Town Council members would create a list of major projects for which the stories need to be told, and that the full Council would control how the money is spent. It was suggested that a set percentage could also be used for Mayoral communications and speeches.

Greg Deloach, Assistant Town Manager, stated the procurement portion of the contract should be straight-forward, however, the administration portion may need more discussion down the line. Mr. Fultz stated he had received enough information to get started on a draft RFQ and could be able to submit it to the Committee the following week, if it was so desired.

Mr. McCann asked for public comment, and Kim Likins explained that public relations is all about crafting the message, and it is important for the firm to be able to identify and communicate potential pitfalls upfront. Jocelyn Staiger suggested speaking with fellow municipalities and counties that are already using this type of service, and getting their advice.

Mr. Harkins moved to allow Mr. Fultz to begin working on a draft RFQ for a public communications service and Mr. Lennox seconded. The motion passed with a vote of 3-0.

6. Executive Session:

At 2:32 p.m., Mr. Harkins moved to enter into Executive Session to discuss negotiations incident to proposed contractual agreements. Mr. Lennox seconded and the motion was approved by a vote of 3-0.

Mr. McCann called the meeting back to order at 2:58 p.m., and announced there was no action taken as a result of the Executive Session.

7. Adjournment:

Mr. Harkins made a motion to adjourn and Mr. McCann seconded. All members voted in favor and the meeting was adjourned at 2:58 p.m.

Approved:

Respectfully submitted:

John McCann, Chairman

Erica Madhere, Secretary

DRAFT

**TOWN OF HILTON HEAD ISLAND
FINANCE AND ADMINISTRATIVE COMMITTEE MEETING**

Date: June 18, 2015 **Time:** 9:00 a.m.
Members Present: John McCann, *Chairman*; Bill Harkins, Tom Lennox, *Council Members*
Members Absent: None
Staff Present: Greg DeLoach, *Assistant Town Manager*; Erica Madhere, *Finance Administrator*
Others Present: Lyle Sumek (via telephone)
Media: None

1. Call to Order:

The meeting was called to order at 9:02 a.m.

2. FOIA Compliance:

Public notification of this meeting has been published, posted, and mailed in compliance with the Freedom of Information Act and the Town of Hilton Head Island requirements.

3. Approval of Minutes:

None

4. Unfinished Business:

None

5. New Business:

a. Telephone interview with prospective Facilitator for annual Town Council strategic planning workshop

The Committee conducted a telephone interview with Lyle Sumek, the Facilitator the Town has been using for several years. Mr. McCann explained the Committee is interested in reformatting the annual retreat by possibly reducing the number of days from 2 ½ to 1 ½ with an abbreviated meeting agenda of 5 or 6 key items for Town growth, and asked for Mr. Sumek's opinion about the desired redirection. Mr. Sumek stated his belief that if the overall strategic framework of vision and goals is in place, the workshop can focus on setting direction on the key strategic issues. He explained that over the several years he has worked with the Town, his method of facilitating the annual workshop has changed numerous times to adapt to the different styles of the various Council members and Mayors. Mr. Sumek spoke about a number of approaches he uses to achieve success with narrowing down to 5-6 key issues, such as holding a citizen summit prior to the workshop with each Council member inviting 5-7 citizens to hear their areas of concern; or working with the Town's committees and asking each committee to identify 1-2 issues that need key strategic discussion, then creating a subcommittee tasked with the duty of narrowing the list; or

holding interviews with each Council member and bringing the compilation of issues to a committee to drill down farther. Mr. Sumek has used each of these approaches with other municipalities, as well as many other approaches not discussed. Mr. Sumek explained the importance of giving each Council member an opportunity to give input, no matter what method is used. A couple of his suggestions were to conduct interviews himself and then pass the ideas to the F&A Committee for narrowing, or for the F&A Committee to hold a meeting and give each Council member an allotted amount of time to speak about 1-2 key ideas that are important to them.

Mr. Sumek and the Committee also discussed using a portion of the retreat to talk about budget issues as related to the key items at hand. Mr. Harkins explained that the new budget process will already have started prior to the retreat so they may be able to divulge an idea of where the base budget will stand and how much funding could be available for new items. This could be discussed at the beginning of the retreat so as to lay the foundation for the workshop. Mr. Sumek agreed, and shared that at many other sites he facilitates, at the start of the workshop the Town Manager will give a briefing including the projected revenues for the next year so everyone knows the framework of what will be available, unless they want to make choices to reduce services, eliminate other projects, or consider raising taxes.

The Committee asked what the role of the Town Manager should be in the strategic planning process, and Mr. Sumek stated his opinion that the Town Manager should be a full participant during the discussion process as he has critical information that should be shared, and could possibly even give recommendations to Council before Council votes on direction.

Mr. Sumek assured the Committee he could help Council through the desired workshop reformatting, and made suggestions of approaches to take during preplanning in order to be able to assist with focusing the vision for the retreat. He also mentioned that he works closely with the Town of Bluffton and Beaufort County, so he could bring regional vision and awareness to the Town of Hilton Head Island's process.

Mr. McCann closed the telephone interview and thanked Mr. Sumek for speaking with the Committee.

Mr. Deloach recommended that, after all interviews have been completed, the Committee should identify one prospective facilitator and request a scope of work and quote from them, which will then come back to the Committee for review. If the scope is satisfactory, the Committee will recommend the prospective facilitator to the full Council.

6. Adjournment:

Mr. Harkins made a motion to adjourn and Mr. Lennox seconded. All members voted in favor and the meeting was adjourned at 9:48 a.m.

Approved:

Respectfully submitted:

John McCann, Chairman

Erica Madhere, Secretary

Meet The People Who Can Guide Your ORGANIZATION TO A BETTER TOMORROW.

The Mejorando Group is comprised of professionals who have served as executives and managers in a variety of public- and private-sector organizations. We offer extensive experience, strong people management skills, seasoned judgment, and a valuable perspective that allows us to have an immediate impact on the performance of your organization's employees.

Patrick Ibarra

Co-Founder and Partner



As co-founder and partner in the Mejorando Group, Patrick Ibarra is an entrepreneur of ideas who brings organizations over 30 years experience and in-depth expertise from serving as a Consultant and Manager in both public and private sector organizations, including as a city manager.

With over 15 years experience serving in four cities of varying size primarily as a City Manager or Assistant City Manager he effectively blends his background serving in government with his seasoned experience as an external OD consultant by providing a valuable perspective in partnering with government leaders. He possesses an in-depth understanding of the daily workings of government – political aspects, the role of budgets, sometimes continuously shifting priorities, the influence of internal and external (i.e. media, community groups, etc.) stakeholders, and managing delivery of essential services and programs – that is woven seamlessly together enabling his advice and recommendations for improvement to succeed. Mr. Ibarra's perspective and experience are enormously helpful as he partners with government leaders in co-creating ambitious and practical approaches to performance improvement.

Patrick is one of the country's leading experts on government succession planning and has designed and implemented organization-wide programs for the cities of Bismarck (ND), Colleyville (TX), Greensboro (NC), and Irvine (CA). In addition he has collaborated with a number of organizational leaders on crafting strategies and techniques to address the impacts of the changing workforce demographics on workplace-related subjects.

Patrick holds two advanced degrees, a Masters in Public Administration and a Masters in Organizational Development. He is certified in Facilitation Skills by Development Dimensions International and by the Center for Creative Leadership for assessment and performance support tools (i.e. 360-Degree Assessments) including Benchmarks, 360 by Design and Executive Dimensions.

Patrick is an Adjunct Faculty Associate at Arizona State University teaching a graduate course on organizational change.

A frequent speaker at conferences of professions within government, Patrick shares practical strategies to leaders in their pursuit to move their organization forward in all directions. He also authors articles offering specific actions government leaders and managers can implement to immediately improve organizational performance.

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Cindy Bezaury

Expert



Cindy Bezaury has dedicated her education and career to organizational development and process improvement as a Human Resource Executive in both the private and public sectors. As a member of the executive leadership team for both city and county organizations, her ability to work with individuals and employees at all levels of an organization continues to be a key aspect of her success. She serves in committee and project roles for professional associations and maintains status as an IPMA-HR Certified Professional.

With a Bachelor's Degree in Business and a Master's Degree in Labor and Industrial Relations, Cindy has the advantage of understanding the broad aspects of a business operation combined with the experience gained as a Chief Negotiator. Her expertise includes organizational development, human resource management, labor and management relations, and risk management. In her current role as a municipal department director, she is responsible for all recruitment and retention, classification and compensation, benefits, employee relations, risk

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"Patrick Ibarra of the Mejorando Group brought a new level of strategic thinking to our annual strategic planning process. He stretched our minds, helped bridge the gap between council members and City staff, and made sure we ended up with a list of goals that could be realistically accomplished. **Patrick really brought his knowledge of how cities work to our process,** and opened the door for our continuous improvement. **I'd recommend Patrick and his team to anyone** who wants to bring new energy and productivity to their strategic planning process."

*Tim Reed
Mayor
City of Brookings, SD*

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"The Mejorando Group was instrumental in helping us improve our customer service, both for internal and external customers. Patrick Ibarra provided us with specific recommendations as to how to best move forward, and took everything one step further by helping us build, motivate, and guide an employee team to shepherd the recommendations from concept to reality. **Patrick is energetic, creative, and strategic,** and we will continue to build on the customer service foundation he helped create."

*Martha Clark Lofgren
City Manager
City of Folsom, CA*

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We Want To Hear From You.

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"I've been teaching leadership for many years in a business that demands it. As a participant in Patrick Ibarra's Leadership Challenge workshop, I learned many new approaches to leadership and management that will help me create a stronger, more effective police department. **I highly recommend Patrick Ibarra.**"

*Dave Snowden
Chief of Police
City of Beverly Hills Police
Department*

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