



AGENDA

BOARD OF DIRECTORS WORK SESSION

Wednesday, April 20, 2022
Immediately Following the Special Meeting
WC Auditorium / Zoom
*Code of Conduct

Directors: Kathi Bachelor (President), Donna Coon (Vice President), Bart Hillyer (Secretary), Carol Crothers (Treasurer), Laurel Dean (Assistant Secretary), Jim Carden (Assistant Treasurer), Nancy Austin, Barbara Blake, Ted Boyett, Beth Dingman, Steve Gilbert, Bev Lawless, Scott Somers (non-voting)

AGENDA TOPIC

1. Roles and Responsibilities and How to Move Forward (Somers)



Green Valley Recreation, Inc.

Board of Directors Work Session

Roles and Responsibilities and How to Move Forward

Prepared By: Scott Somers, CEO

Meeting Date: April 20, 2022

Presented By: Scott Somers, CEO

Consent Agenda: No

Originating Committee / Department:

Administration

Action Requested:

Discuss and consider how best to move forward with improving governance, team work, conflict resolution, identifying roles and responsibilities, and taking a holistic look at Board, CEO, and senior staff relations.

Strategic Plan:

GOAL 5: Provide sound, effective governance and leadership for the corporation

Background Justification:

Attached is a staff report I provided to the Board on January 19, 2022, where I recommended working with an outside consultant to perform a management/leadership analysis. The Board at that time elected to delay the discussion until April.

Based on a history of Board consternation and a lack of agreement and understanding of roles and responsibilities, I strongly recommend working with an independent outside facilitator to work with the Board and staff. Improving Board relations should be the top priority of the Board given the long history of Board consternation, infighting, and micro-management. Working with a consultant on these long-standing issues will also address several items in the 2022-2026 Strategic Plan including:

Initiative 5.2: Work together effectively as a Board

- 5.2.2 Develop and adopt operating commitments for the Board that demonstrate courtesy, consideration, mutual respect, and willingness to listen to one another and to staff.

Initiative 5.3: Create a shared understanding of what it means to be effective leaders at GVR

- 5.3.1 Work with the CEO on developing the annual performance evaluation too, ensuring that it aligns with the job description, employment agreement, governing documents, and workplan.

- 5.3.2 Develop a list and description of GVR values/principles and articulate roles and responsibilities.

Fiscal Impact:

No impact at this time.

Board Options:

1. Direct staff to bring back proposals for Board consideration.
2. Delay any action to a later time.

Staff Recommendation:

Option #1

Recommended Motion:

NA

Attachments:

- 1) Staff report from January 19, 2022



Green Valley Recreation, Inc.
Board of Directors Work Session
Management Leadership Analysis

Prepared By: Scott Somers, CEO

Meeting Date: January 19, 2022

Presented By: Scott Somers, CEO

Consent Agenda: NA

Originating Committee / Department: Administration
Action Requested: Discuss and consider working with an independent objective consultant to perform a management/leadership analysis that includes a holistic look at Board, CEO, and senior staff relations; considers the results of an employee engagement survey; and provides recommendations for improvements.
Strategic Plan, GOAL 5: Provide sound, effective governance and leadership for the corporation
<p>Background Justification:</p> <p>In light of a recent incident concerning alleged code of conduct violations involving two Board members, and ongoing and escalating relationship issues among the Board Directors, between its members, the CEO, and the staff, it is more important than ever to work with an outside objective consultant to take a holistic look at these relationships and how negativity and hostility impacts staff morale and ultimately the organization and its members.</p> <p>The concept of conducting an anonymous employee engagement survey first surfaced during a Board Officers meeting on December 8, 2021 which came on the heels of several staff resignations. Board Officers indicated they would like to pursue surveying employees as part of the CEO’s annual performance evaluation since some of the questions on the evaluation form relate to leadership and management of staff. I embraced the concept, but suggested that a broader more holistic analysis be completed for several reasons: 1) an employee survey has not been completed in the recent past and therefore there would be nothing to compare the results with; and 2) a survey doesn’t allow for probing or a deeper dive into identifying systemic and culture issues that personal one-on-one interviews with an objective third party can uncover.</p> <p>A confidential memo to the Board of Directors will serve as a companion piece to this staff report. This memo will attempt to put a finer point and attempt to</p>

make a very strong argument and recommendation to engage with a consultant to complete a management/leadership analysis based on the attached scope of work.

The attached proposals were received based on the attached scope of work, which will allow for the contracted consultant to develop best practices recommendations to help the Board and staff to function as an effective mission-driven team. The project could be designed in such a fashion that the results associated with the CEO's performance could be used to inform the CEO's annual performance evaluation and evaluation process in future years.

Fiscal Impact:

Proposals received range in price from \$14,000 to over \$80,000. Funds for this expenditure are available in the Professional Fees line item.

Board Options:

1. Review and discuss the goals of working with an outside consultant on completing a management/leadership analysis. Review proposals, and collectively decide how to proceed.

Staff Recommendation:

Option #1

Recommended Motion:

It would not be appropriate for staff (CEO) to recommend a particular consultant or to contract with a particular consultant since this analysis will include assessing the performance of the CEO. This is a Board decision.

Attachments:

Scope of work previously circulated to the Board of Directors
Three (3) proposals received