



AGENDA

BOARD OF DIRECTORS SPECIAL MEETING

Wednesday, April 8, 2026 – Immediately Following Executive Session

West Center Room 2 / Zoom

*Code of Conduct

Directors: Candy English (President), Steve Reynolds (Vice President), Kristy McCue (Secretary), Lanny Smith (Treasurer), Jodie Walker (Assistant Secretary), Nellie Johnson (Assistant Treasurer), Dave Barker, Bart Hillyer, Chris McCrummen, Barry Stock, Scott Somers (non-voting)

AGENDA TOPIC

- 1. Call to Order / Roll Call – Establish Quorum**
- 2. Amend/Adopt Agenda**
- 3. Action Items**
 - A. Approve the Strategic Plan Consultant Contract
- 4. Member Comments** - Regarding Consent Agenda and/or Non-Agenda Items. Speakers are asked to provide their name and GVR member number. Please limit comments to two (2) minutes.
- 5. Adjournment**



Green Valley Recreation, Inc.
Board Meeting
Strategic Plan Consultant

Prepared By: Scott Somers, CEO

Meeting Date: April 8, 2026

Presented By: Scott Somers, CEO

Consent Agenda: No

Originating Committee/Department:

Administration

Action Requested:

Authorize the President to enter into an agreement with the chosen consultant to facilitate the next 5-year strategic plan.

Strategic Plan Focus Area:

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

Background Justification:

The current 5-year strategic plan ends December 31, 2026, and a new 5-year plan should begin January 2, 2027. Staff drafted and issued a request for proposal (RFP) for assistance in developing the next strategic plan in February. Three proposals were received as follows:

- BridgeGroup LLC based in Tucson, AZ, \$49,000, including a member survey (environmental scan)
- Raftelis based in Los Angeles, CA, \$102,825, NOT including a member survey (environmental scan), estimated at an additional \$15,000
- Zelos LLC based in Alexandria, VA, \$42,240, including a member survey (environmental scan)

All proposals were deemed responsive to the RFP. Zelos was selected in 2021 to assist the Board with developing the 2022-2026 Strategic Plan, which arguably was straightforward, comprehensive, easy to understand and administer, and successful.

Michael Letcher and Bill Stipp of the BridgeGroup successfully assisted the Board in the fall of 2025 with a series of workshops primarily focused on team dynamics, Board effectiveness, roles, and responsibilities.

Due to cost constraints, Raftelis isn't being recommended for further consideration. That said, I have complete confidence in both BridgeGroup and Zelos to deliver a solid 5-year strategic plan. Both firms have their strengths, and while Zelos' proposal does not include travel and airfare costs to facilitate in-person meetings, it could if the Board requested it. Keep in mind, the 22-26 plan was almost exclusively conducted via Zoom meetings with Zelos and was very successful. On the other hand, Mike Letcher and Bill Stipp at the BridgeGroup would be available for in-person meetings, which are certainly easier and more desirable by most.

Board members received electronic copies of the three proposals on March 23, along with the RFP. The two consultants being considered are scheduled to present their proposals to the Board via Zoom in a closed Executive Session on April 8. The Executive Session is planned to be closed since the information being presented to the Board is proprietary. Immediately following, the Board will then be asked in open session to authorize the President to enter into an agreement with the chosen consultant. Should the Board need more time, a Special meeting could be scheduled for April 15.

Attached is a description of strategic planning.

Fiscal Impact:

Funds in the amount of \$50,000 for this project are available in the Professional Fees line item of the 2026 Budget.

Board Options:

- 1) Authorize the President to enter into an agreement with _____ to facilitate the next 5-year strategic plan.
- 2) Authorize the President to enter into an agreement with _____ to facilitate the next 5-year strategic plan with conditions or amendments.
- 3) Reject the proposals received and direct staff to reissue the RFP.
- 4) Elect to not move forward with the strategic plan at this time.

Staff Recommendation:

Option #1 or #2

Recommended Motion:

I move to authorize the President to enter into an agreement with _____ to facilitate the next 5-year strategic plan.

Attachments:

- 1) Description of Strategic Planning

What strategic planning is:

- Member and board-driven.
- A process by which stakeholders (members, board, staff, partners) review the GVR vision and mission statements and either recommit to them, or make changes.
- An examination of how the vision and mission statements are reflected in current member experience and organizational operating methods.
- A process of collecting input from stakeholders, including information about GVR's strengths, weaknesses, opportunities, and challenges.
- An organizational assessment for strengths, weaknesses, opportunities and challenges.
- From those reflection and information collection steps, deriving explicit goals that will guide the priorities of the board and staff over the next five years.
- Identifying when each goal will be initiated and completed, defining success, identifying how success will be measured, and describing reporting practices for those engaged in advancing the goal and those charged with monitoring the outcomes.

What it is not:

- A facilities expansion or enhancement plan. Specific expansion and enhancement projects are strategies that may be implemented to advance higher goals.
- A set of staff work plans. Annual work plans for both board and staff, annual budgets, communications and marketing plans, and a comprehensive, functional organizational structure will still be required. These, among others, are often referred to as "supporting plans."
- Wholly prescriptive. A good strategic plan will include a balance of explicit measures and underlying principles that together, facilitate the nimble pursuit of unexpected opportunities that are consistent with the overarching intent of the plan

Why it is important:

If diligently implemented and monitored, a strategic plan provides

- Continuity
 - Eases staff and board succession which makes for a smoother member experience
 - Identifies operating principles that provide guidance in the course of an unexpected disruption (ie. natural disaster, economic crisis, pandemic)

- Conflict mitigation and sharpened focus
 - Unexpected proposals and opportunities are readily weighed against the established plan: "Does this opportunity advance a current goal? Is this proposal consistent with the principles derived from the mission and stakeholder feedback? How will pursuit of this opportunity affect the goals not yet completed?"

- Predictability and accountability
 - Members, staff and Directors can anticipate that tasks and activities will occur within the context of the plan.
 - Progress reporting processes are identified and success is defined before goals are launched. No goal-post moving.

- Workflow control
 - Goals are created with capacity and annual work plans in mind, to ensure that the goals, as well as current essential tasks, can be pursued with the resources required for excellent outcomes