



NORTH SANTA CLARA RESOURCE CONSERVATION DISTRICT

Strengths, Weaknesses, Opportunities, and Threats Analysis

A presentation for the February 6, 2025
Board of Directors meeting



PRESENTATION OBJECTIVES

- 1. Review SWOT Analysis Findings. Receive feedback from Directors and Associate Directors**
 - a. Did anything in the analysis surprise you? If so, what?
 - b. Do you think any part of the analysis should be edited for clarity?

- 2. Review SWOT Analysis Recommendations. Receive feedback from Directors and Associate Directors**
 - a. Which of the analysis recommendations should be prioritized?
 - b. Do you recommend additional actions beyond the analysis recommendations?



PROCESS DESIGN FOR TONIGHT

1. We'll check in for feedback and questions after presenting:

- Strengths and Weaknesses
- Opportunities and Threats
- Recommendations

2. The Board has a choice of adopting the SWOT analysis as presented or suggesting amendments for consideration prior to finalization and adoption.

3. We can capture parking lot items for topics that need deeper discussion in future meetings



WHAT IS A SWOT ANALYSIS?

A basic framework used to identify the internal and external factors that can impact an agency.

- **Strengths:** Internal positive attributes or advantages
- **Weaknesses:** Internal limitations/challenges
- **Opportunities:** External favorable factors that could be leveraged
- **Threats:** External challenges/ risks that could negatively impact the District





DATA COLLECTION AND ANALYSIS

Document Review: Past Long Range Plans, Annual Work Plans, Environmental/Social Justice Policy, meeting minutes, District website, LAFCO's 2011 Countywide Water Service Review

Internal Stakeholder Interviews: 14 structured virtual interviews (30-45 minutes each) with 6 current/former directors, 5 current/former associate directors, 3 staff members

External Stakeholder Survey: 57 surveys sent in English, Spanish, and Chinese, 22 responses (39% response rate). Responses from conservation organizations, agricultural partners, educational institutions, and local agencies

Draft Review: The SWOT Analysis was drafted and we then reviewed with your Executive Director and Legal Counsel to ensure clarity and accuracy



NORTH SANTA CLARA
RESOURCE CONSERVATION DISTRICT



STRENGTHS

- 1. Unique financial flexibility as public agency**
- 2. Trusted community resource**
- 3. Technical and educational expertise**
- 4. Skilled board and staff**
- 5. Community access and inclusion**

"RCDs have the flexibility to do what other public agencies can't - work on private property and move quickly."

WEAKNESSES

1. Continuity and knowledge management
2. Director and Associate Director engagement
3. External communications and visibility
4. Resource allocation and constraints
5. Equity and inclusion implementation
6. Operational systems

"We are trying to take on more programs and we want to do more in our district... But we only have three staff. There aren't enough staff to take on more and more projects."

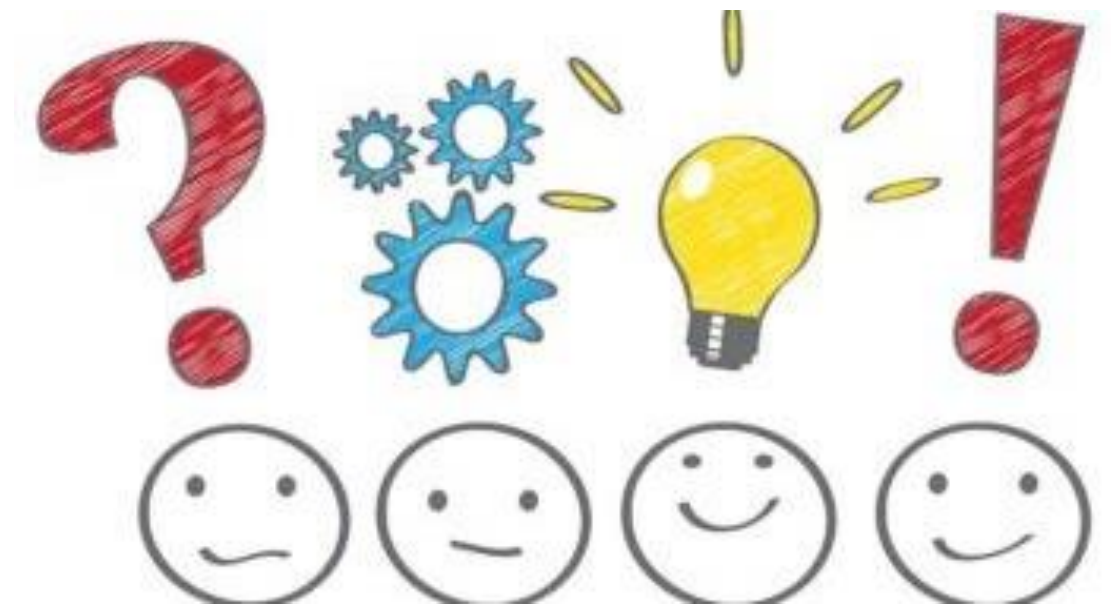


FEEDBACK AND QUESTIONS

Did anything in the Strengths or Weaknesses surprise you? If so, what?

Do you think any part of this part of the Strengths section or Weaknesses section of the analysis should be edited for clarity?

Do you have any questions on Strengths or Weaknesses?



OPPORTUNITIES

1. New potential funding
2. Agricultural sector support
3. Partnership development
4. Natural resource protection
5. Climate resilience and technical support

"We're uniquely positioned to bring state and federal resources to our region that wouldn't come here otherwise."





THREATS

1. Climate change and agricultural viability
2. Urbanization and land use pressures
3. Community awareness and engagement
4. Interagency tensions and perceptions
5. Resources and available funding

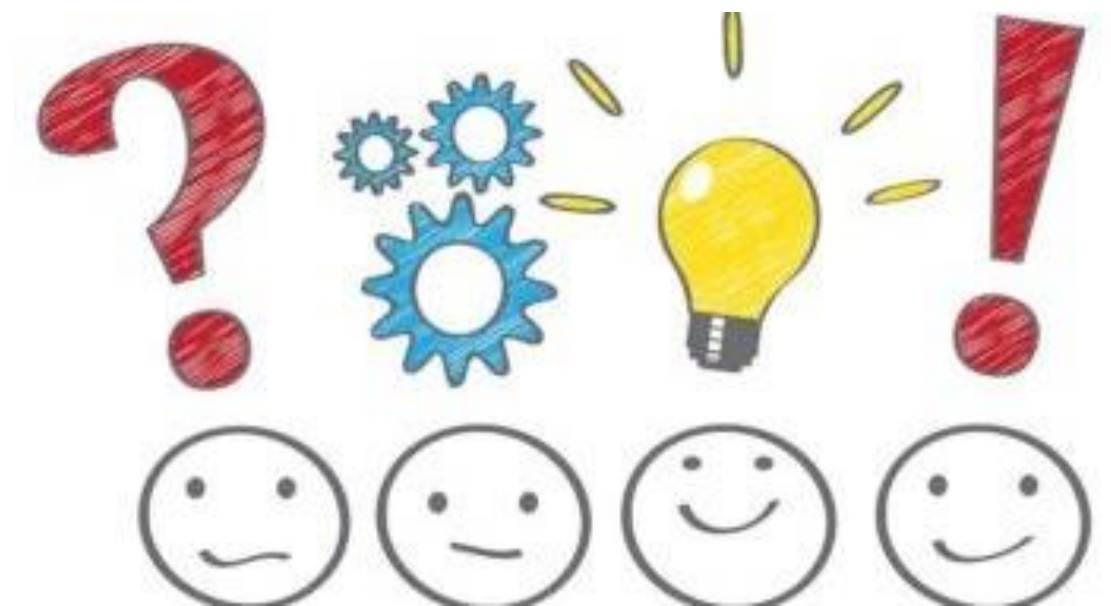
"If we lose open space and agricultural land to development, the work associated with the land becomes moot."

FEEDBACK AND QUESTIONS

Did anything in the Opportunities or Threats surprise you? If so, what?

Do you think any part of this part of the Opportunities section or Threats section of the analysis should be edited for clarity?

Do you have any questions on the Opportunities or Threats?





RECOMMENDATIONS

In addition to the SWOT Analysis informing the District's upcoming long range plan update, it is recommended that the District consider prioritizing and taking more immediate action on issues that can be addressed outside of the long range planning process.



RECOMMENDATIONS

Organizational health

1. Document/implement succession plan to preserve institutional knowledge
2. Conduct resource assessment to align capacity with strategic focus areas and program priorities
3. Document systematized grant pursuit processes
4. Explore additional funding mechanisms including fee for service and bond measure possibilities

Program evolution and service delivery

5. Document project selection criteria to balance opportunities with capacity
6. Consider expanded climate resilience and adaptation services
7. Deepen agricultural support services with focus on sustainability and historically underserved farmers

Community engagement and partnerships

8. Design systematic approach to enhance visibility and communications
9. Clarify EJ policy success metrics in the context of recent Executive Orders
10. Strengthen interagency relationships
11. Build on successful multilingual program delivery

FEEDBACK AND QUESTIONS ON RECOMMENDATIONS

Organizational health

1. Document/implement succession plan to preserve institutional knowledge
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Program evolution and service delivery

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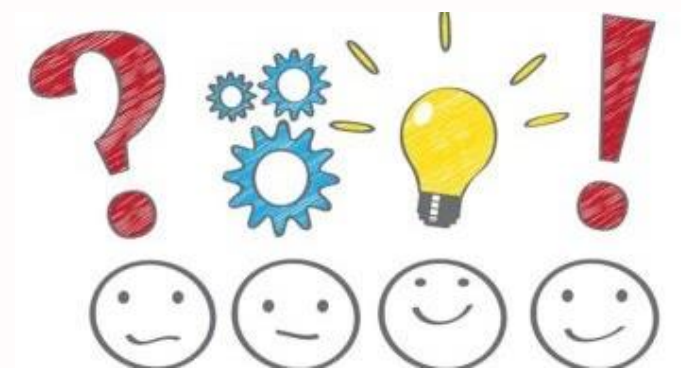
Community engagement and partnerships

8. Design systematic approach to enhance visibility and communications
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10. Strengthen interagency relationships
11. Build on successful multilingual program delivery

Which should be prioritized?

Do you recommend additional actions?

Any clarifying questions?



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Thank you!

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