



North Santa Clara Resource Conservation District An independent special district of the State of California

To: NSCRCD Board of Directors
From: Stephanie Moreno, Executive Director/District Clerk
Subject: Items 8.1: *Strategic Planning*
Date: February 6, 2025

Executive Director Recommendation:

Initiate the development of a long range plan as defined by Division 9 by directing the Executive Director to work with consultant Megan Fluke to develop and present a more detailed scope of work and budget for Board consideration at the March 2025 meeting.

Background:

The District has adopted long range plans since at least 1979, when the District was known as the Evergreen Resource Conservation District. The most recent plan was adopted in July 2020 and is due for its five-year update. In March 2024, then-Director (now Board President) Frank Maitiski suggested the District consider completing a SWOT analysis as a pre-cursor to the development of the long range plan, and in October 2024 the Board approved execution of an agreement with Megan Fluke to conduct the analysis. The analysis was completed in January 2025 and is scheduled for adoption at the February 6, 2025 Board meeting.

The contents and timing of the District's Long Range Plan are dictated by Division 9 of the Public Resources Code, which is the enabling authority for California's resource conservation districts (RCD). It only mandates the development of a long range work plan if an RCD intends to submit requests for funding to the State Department of Conservation.¹ However, if an RCD does choose to develop a long range work plan – regardless of whether or not they plan to request funding from DOC – it triggers legislative requirements and establishes the plan's functions as follows:

1. Identification of resource issues within the district for purposes of local, state, and federal resource conservation planning.
2. Establishment of long-range district goals.
3. Provision of a framework for directors to identify priorities for annual district activities.
4. Provision of information to federal, state, and local governments and the public concerning district programs and goals.
5. Setting forth a basis for evaluating annual work plan achievements and allocating available funding to the district.
6. Involvement of other agencies and organizations in the district planning process in order to help ensure support in implementing district plans.

Discussion:

As the Board has communicated their interest in completing the long range plan as soon as possible, Ms. Fluke and I co-developed a proposed timeline and scope for the planning process (see Table 1).

¹ PRC Section 9084.

Table 1: Proposed 2025-2030 Long Range Plan process		
Milestone	Timeline	Key Activities and Deliverables
Design Framework & Approach	April 2025	<ul style="list-style-type: none"> • Develop constituent engagement approach and budget • Create long range plan outline and format • Design meeting facilitation methods • Establish detailed timing and milestones for activities and deliverables • Design project tracking and reporting approach
Board Strategic Planning Retreat (public meeting)	April-May 2025	<ul style="list-style-type: none"> • Hold half to full day in person facilitated planning session • Start refining agency mission, vision, and values • Start receiving board input for 2025-2030 long range plan including: <ul style="list-style-type: none"> ○ Review resource issues and prioritize focus areas ○ Establish long-range district goals • Build camaraderie through intentional team building
Board field trips (public meeting)	May-June 2025	<ul style="list-style-type: none"> • Conduct 2-3 visits to key project locations • Include presentations on project impact, lessons learned, future opportunities
Community and Constituent Engagement	May-June 2025	<ul style="list-style-type: none"> • Design and translate constituent survey • Develop community survey distribution approach to support broad reach including attending community events, public workshops, online advertising, participation incentives, and collaboration with partners
Agency and Organization Engagement	July 2025	<ul style="list-style-type: none"> • Design and distribute agency and organization survey • Consider hosting a workshop for public agencies and nonprofit organizations with aligned missions
Board Review of Engagement results	August 2025	<ul style="list-style-type: none"> • Compile engagement results • Present engagement results to Board of Directors • Collect Board feedback
Complete Draft Plan	August-September 2025	<ul style="list-style-type: none"> • Draft long range plan • Staff and legal counsel review • Technical editing
Present Draft Plan	October 2025	<ul style="list-style-type: none"> • Present drafted plan at Board of Directors meeting • Collect Board feedback • Discussion of implementation approach
Present Final Plan	November 2025	<ul style="list-style-type: none"> • Present final plan
Disseminate Final Plan	November 2025	<ul style="list-style-type: none"> • Disseminate final plan to federal, state, and local agencies along with the general public

At tonight's meeting, the Board will be asked to provide feedback on the proposed process to enable development of a detailed scope of work and an estimated budget. Specifically, input is requested on:

1. Overall Process Design
2. Strategic Planning Retreat
3. Field Trip Component
4. Community Engagement Approach
5. Resource Needs
6. Additional Considerations

After the Board has provided feedback, it is recommended that Ms. Fluke be asked to refine the proposal and submit her estimated hours to complete the project. The Executive Director will then incorporate her budget into the overall budget, which will include other third-party expenses such as venue rental, mailing costs, participation incentives, supplies, legal notices, and more.

The proposed process as outlined will allow expenditures to be allocated across two fiscal years, offering the District increased flexibility for budgeting purposes, and will expedite the completion date, aligning with the Board's goal of completing the plan as soon as possible.

Summary:

A recommended process has been developed for initiating the long-range planning process, designed to align with the priorities and objectives previously outlined by the Board. The proposed timeline and scope, as detailed in Table 1, will enable the District to complete the entire process within nine months, while also allowing expenditures to be allocated across multiple fiscal years, providing the Board with greater fiscal flexibility. It is recommended that the Board review and propose any changes to the proposal during tonight's meeting and formally initiate the process by directing the Executive Director to work with consultant Megan Fluke to develop and present a more detailed scope of work and budget for Board consideration at the March 2025 meeting.