

## 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:** Staff Report for Regular Agenda Item 6.4: *Executive Director Position: Discussion and possible action to establish schedule for update of the job description, evaluation template, and evaluation schedule for the Executive Director position.*  
**Meeting Date:** October 7, 2025

---

### **Proposed Action:**

*Adopt the recommendations as presented for updates to the Executive Director job description, evaluation template, and evaluation schedule.*

### **Background:**

The Board has indicated an interest in updating the Executive Director job description and evaluation template in coordination with the ongoing revisions to the *Personnel Policies and Procedures & Employee Handbook* and the *District Director Policy*, which are being presented for adoption during the October 7, 2025 Board meeting. The Board has also noted that a formal evaluation of the Executive Director has not been completed since 2021, and requested that a date for the next evaluation be established and that evaluations be held on a regular, annual schedule thereafter.

### **Discussion and Recommendations:**

Job Description: The current Executive Director job description, incorporated into the 2014 employment agreement, included only general areas of responsibility. A revised agreement was approved in 2020, but the job description was not updated at that time. In 2017, a more formal draft was prepared for future Board consideration, though it was not brought forward to adoption. Since then, the scope of the Executive Director's duties has expanded considerably.

During the recent legal review of the personnel policies, Special Counsel requested a copy of the job description. Both the approved and draft versions were provided for context. Some of the legal review comments extended beyond compliance matters and included potential policy changes – such as adjustments to designated duties and establishing minimum academic requirements – that are within the Board's policy discretion.

*Recommendation: To ensure clarity and alignment with current duties and District policy, it is recommended that the Board authorize the Executive Director to prepare, in consultation with District Counsel Gantenbein, an updated job description that reflects current responsibilities and incorporates any relevant legal recommendations. The draft would be presented for Board review and discussion at the November 2025 meeting.*

Evaluation Template: The current evaluation template was developed by the Executive Director and approved by the Board. More specifically, this was the version used in the evaluation completed by the

Board President and Vice President<sup>1</sup> in 2021. Although both officers prepared separate evaluations and later jointly discussed the results with me, a single consolidated record including the criteria for future evaluations, was not finalized.

*Recommendation: Given the Board's expressed interest in clarifying the evaluation process, it is recommended that discussion of the current evaluation template be scheduled for the November 2025 Board meeting. Feedback from that discussion would inform revisions to the template, with adoption of the updated version proposed for the December 2025 meeting.*

Executive Director Evaluation Schedule: The Executive Director's current employment agreement provides for an annual evaluation by the Board in July, aligning with the anniversary of employment. However, this timing coincides with *fiscal* year-end activities and may not be optimal for preparing for and undertaking a thorough review. Additionally, implementing this change for the next evaluation would provide more time to complete the recommended preparatory steps and support a more informed process.

*Recommendation: To provide a more practical timeline and support a more constructive and transparent evaluation process, it is recommended that the Board consider revising the evaluation period for the Executive Director to a calendar-year cycle, with the next evaluation to be conducted at the January 8, 2026 meeting using the updated evaluation template expected to be approved at the December 4, 2024 Board meeting.*

Attachments:

- Current Executive Director job description.
- Current Executive Director evaluation template.

---

<sup>1</sup> A new evaluation process that required evaluation by the full Board was adopted when the ED employment agreement was amended in late 2020, but because that year's evaluation process had already been initiated, the former process with the President and Vice President as evaluators remained in place until the evaluation was completed.

## **EXHIBIT A**

### **DESCRIPTION OF DUTIES**

The executive shall be employed as Executive Director and shall report to the GCRCD President or such other board member as the GCRCD shall designate. Subject to modification by the GCRCD President or the GCRCD Board of Directors, the Executive Director's immediate areas of responsibility will include, but not be limited to:

- Financial management
- Personnel management
- Contract management
- Board reporting
- Conservation needs assessment and issue tracking
- Coordination with conservation partners
- District program and outreach oversight
- Grant-writing, management and oversight
- Policy development and accountability

# Guadalupe-Coyote Resource Conservation District (GCRCO)

*An independent special district of the State of California*

## Executive Director Performance Evaluation

**Employee Name:** \_\_\_\_\_

**Evaluation Period:** \_\_\_\_\_

<b>A: Achievement of Goals</b>	<b>Exceeded Expectations</b>	<b>Met Expectations</b>	<b>Needs Improvement</b>
<i>Established in previous evaluation:</i>			
Goal 1: Achieve RCD Tier 1 certification through the California Department of Conservation to strengthen the District and enhance long-term viability.	<i>DOC suspended the certification program due to lack of resources.</i>		
Goal 2: Increase funding for additional staffing, programs and projects through grants, donations, MOUs, and/or by providing fee-for-services.			
Goal 3: Expand the District’s public outreach program to develop mutually-beneficial connections with the agricultural and business communities, local and regional government entities, and nonprofit organizations to achieve the District’s mission.			
Goal 4: Strengthen existing collaborative partnerships to maximize efficiency, increase range of services, and leverage available resources.			
<i>Set by additional Board direction, strategic planning efforts and/or District priorities:</i>			
Goal 5: Update the website to make it more relevant, attractive, and accessible.			
Goal 6: Update the Long-Range Plan in accordance with District goals and priorities.			
Goal 7: Build and maintain organizational capacity and financial viability to accommodate District mission and goals.			
Goal 8: Recruit applicants for Director and Associate Director positions to increase Board diversity and enhance District knowledge base.			
Goal 9: Implement changes to policies, procedures and operations to ensure diversity and environmental justice are key components of our administrative operations, strategic planning and programmatic work.			

<b>B: Leadership</b>	<b>Exceeded Expectations</b>	<b>Met Expectations</b>	<b>Needs Improvement</b>
1. Clearly articulates and models the District’s values and mission to the Board, staff consultants, collaborative partners, stakeholders, and the public.			
2. Shares their vision for the District, and inspires visionary thinking and action in others consistent with the mission.			
3. Seeks, evaluates and acts upon opportunities for innovation to change, grow and improve.			
4. Empowers the Board, staff consultants and collaborative partners through sharing information and authority.			
5. Identifies, develops, and maintains the key relationships in the community necessary to support an effective organization.			

<b>C: Management Performance</b>	<b>Exceeded Expectations</b>	<b>Met Expectations</b>	<b>Needs Improvement</b>
1. Works with the Board and financial consultants to prepare budgets, conduct audits, monitor progress, and initiate changes to operations and/or to budgets, as appropriate.			
2. Assures adequate control and accounting of funds, including maintaining sound financial practices and complying with applicable laws.			
3. With the Board, develops, implements and monitors compliance with District policies and procedures to ensure accountability, transparency, equal opportunities, and compliance with applicable laws.			
4. Recruits, develops and retains staff and consultants to provide additional technical assistance, and manages their performance effectively through clearly-defined scopes of services, periodic feedback, and monitoring.			
5. With the Board, develops, implements and monitors a realistic yet ambitious work plan that includes outside funding in addition to tax revenues.			
6. Establishes relationships with potential funders, including government agencies, foundations, and corporations.			
7. Manages the recruitment and development of Associate Directors and other volunteers necessary to achieve the District’s mission.			
8. Develops and implements programs and projects responsive to Board direction and priorities.			

<b>C: Management Performance</b>	<b>Exceeded Expectations</b>	<b>Met Expectations</b>	<b>Needs Improvement</b>
9. Works with the Board to develop strategies for achieving the mission, goals and financial viability of the organization.			
10. Provides suitable and timely information to the Board about key issues for discussion, analysis and decision making.			
11. Is able to pivot quickly in response to changing Board priorities and needs.			
12. Develops workshops and outreach events designed to capture the imagination and interest of participants, and to encourage ongoing public participation in natural resource and wildlife conservation issues.			
13. Actively participates and assumes leadership roles in local and regional stakeholder and association groups on behalf of the District.			
14. Designs and maintains a user-friendly website that promotes District transparency and improves public education regarding the District's mission.			
15. Maintains a social media presence to promote natural resource and wildlife conservation, and encourage interaction with diverse groups of stakeholders.			
16. Considers issues of diversity, equity and inclusion when developing new programs.			

<b>D: Overall Rating</b>	<b>Exceeded Expectations</b>	<b>Met Expectations</b>	<b>Needs Improvement</b>

<b>E: Comments</b>

**F: Goals for the Next Annual Evaluation**

1.	Continue to build and maintain organizational capacity and financial viability to accommodate District mission and goals.
2.	Seek additional public engagement opportunities to enhance public awareness of the role watersheds play in maintaining a healthy and resilient community, and the personal importance of preserving agricultural lands and healthy ecosystems.
3.	Monitor administrative operations and implement changes as appropriate to maintain internal controls, enhance transparency and accountability, and ensure compliance with applicable laws.
4.	Review operations and implement changes as appropriate to ensure diversity and environmental justice are key components of District administrative operations, strategic planning and programmatic work.
5.	Continue implementation of the Long Range Plan.
6.	Continue advocacy for consolidation with a neighboring resource conservation district(s) to leverage resources and expand capacity.
7.	Develop and implement a fund development plan that includes outreach to local corporations and foundations.
8.	
9.	

Evaluator Name/Position: \_\_\_\_\_

Evaluation Date: \_\_\_\_\_