

SCC staff organizational restructure



Organizational development plan 2026

James Thompson, Executive Director
SCC All-Staff Meeting | Feb. 2, 2026



CONSERVATION DISTRICTS
OF WASHINGTON STATE

your window to healthy lands

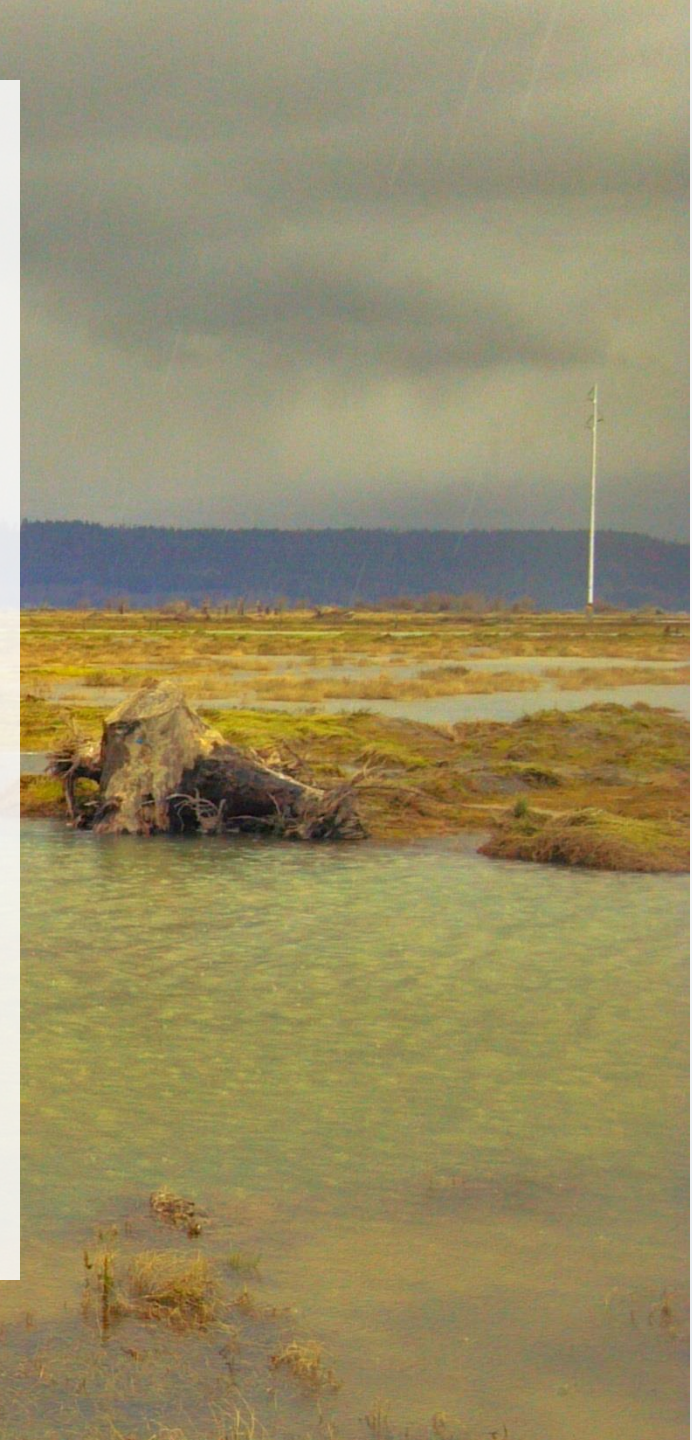
Our mission and vision

- **Mission:** To conserve natural resources on all lands in Washington state, through voluntary and incentive-based programs, in collaboration with conservation districts and other partners.
- **Vision:** Our state shall have healthy soils, water, air, and ecosystems, and sustainable human interaction with these resources, including viable agriculture and forestry. The State Conservation Commission and districts are recognized as trusted partners who promote voluntary stewardship and accomplish natural resource goals.

Why restructure?

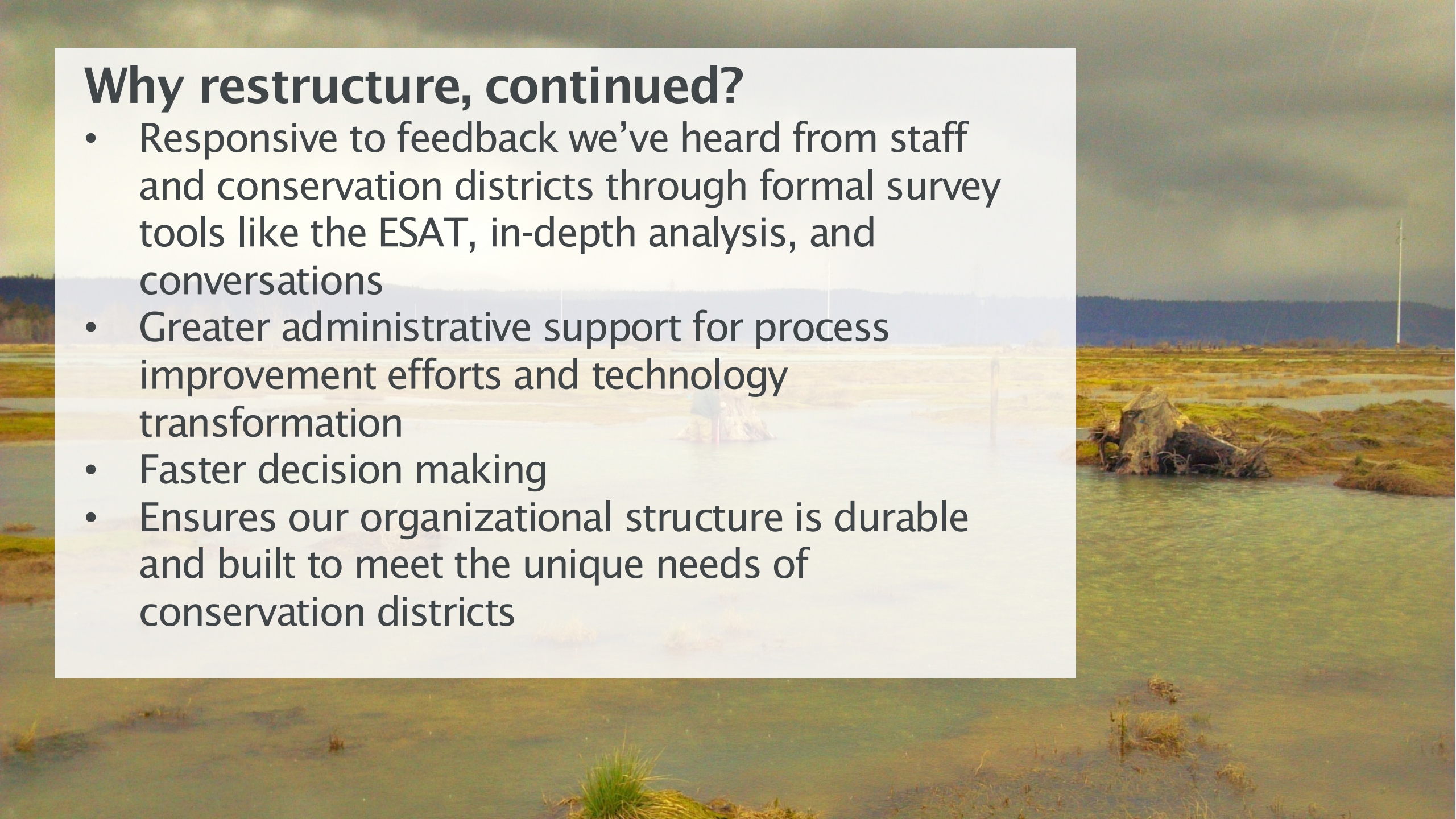
SCC is committed to delivering excellent services to the conservation districts and other partners we serve. Restructuring allows for:

- Better alignment with service delivery within core business units
- Enhanced role clarity for staff and external partners
- Clearer accountability to improve efficiency and ownership across the organization
- Stronger support for supervisors; staff growth, development, and training



Why restructure, continued?

- Responsive to feedback we've heard from staff and conservation districts through formal survey tools like the ESAT, in-depth analysis, and conversations
- Greater administrative support for process improvement efforts and technology transformation
- Faster decision making
- Ensures our organizational structure is durable and built to meet the unique needs of conservation districts





Our new organizational structure

- **Phased approach:** We will be working in phases to ensure we are careful and deliberate about shifting roles, teams, and appropriately managing multiple hiring processes.
- **Communication at every step of the way:** Our goal is to communicate the overall vision of the reorganization, and to walk staff through changes as they are made at each key step in the process. We will also be talking to our Commission and conservation districts about these changes.

Key themes from the new organizational chart

- Decision making will be more clearly delegated down through the organization through establishing an Executive Leadership Team (ELT) and an advisory Leadership Team (LT)
 - This increases the number of perspectives considered when decisions are made
- The Regional Manager (RM) team will have a Director who reports to the Executive Director
- The Program team will be consolidated under a Director, with two more supervisory positions to increase program support and capacity
- IT, Commission development, and organizational development functions will be consolidated under the Chief Engagement Officer with Communications to form an internal operations team
- No staff member's role or salary will change, unless they apply through the recruitment process for a new position

Roles we will be recruiting for:

- Director of Regional Managers (internal promotional opportunity)
- Administrative Assistant (internal promotional opportunity)
- Director of Programs (external process)
- Two program coordinator supervisory positions (external process)
- Tribal liaison (external process)
- Commission and Organizational Development position (external process)

SCC has existing funding for these FTEs- these recruitments will have no impact on available grant funding.

Important immediate changes to note:

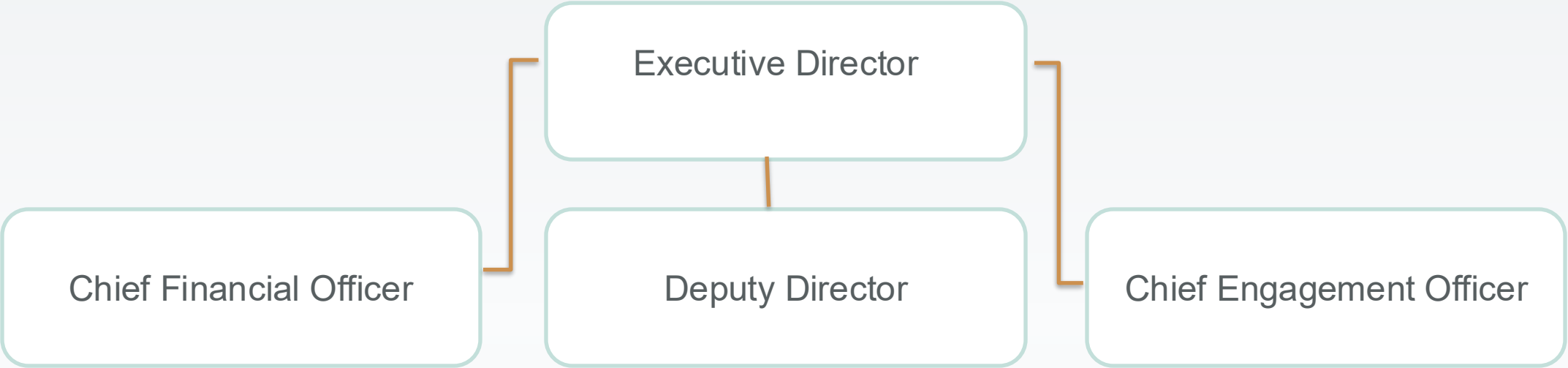
- Kate Delavan, Deputy Director of SCC
- Dani Madrone, Director of Policy and Governmental Affairs



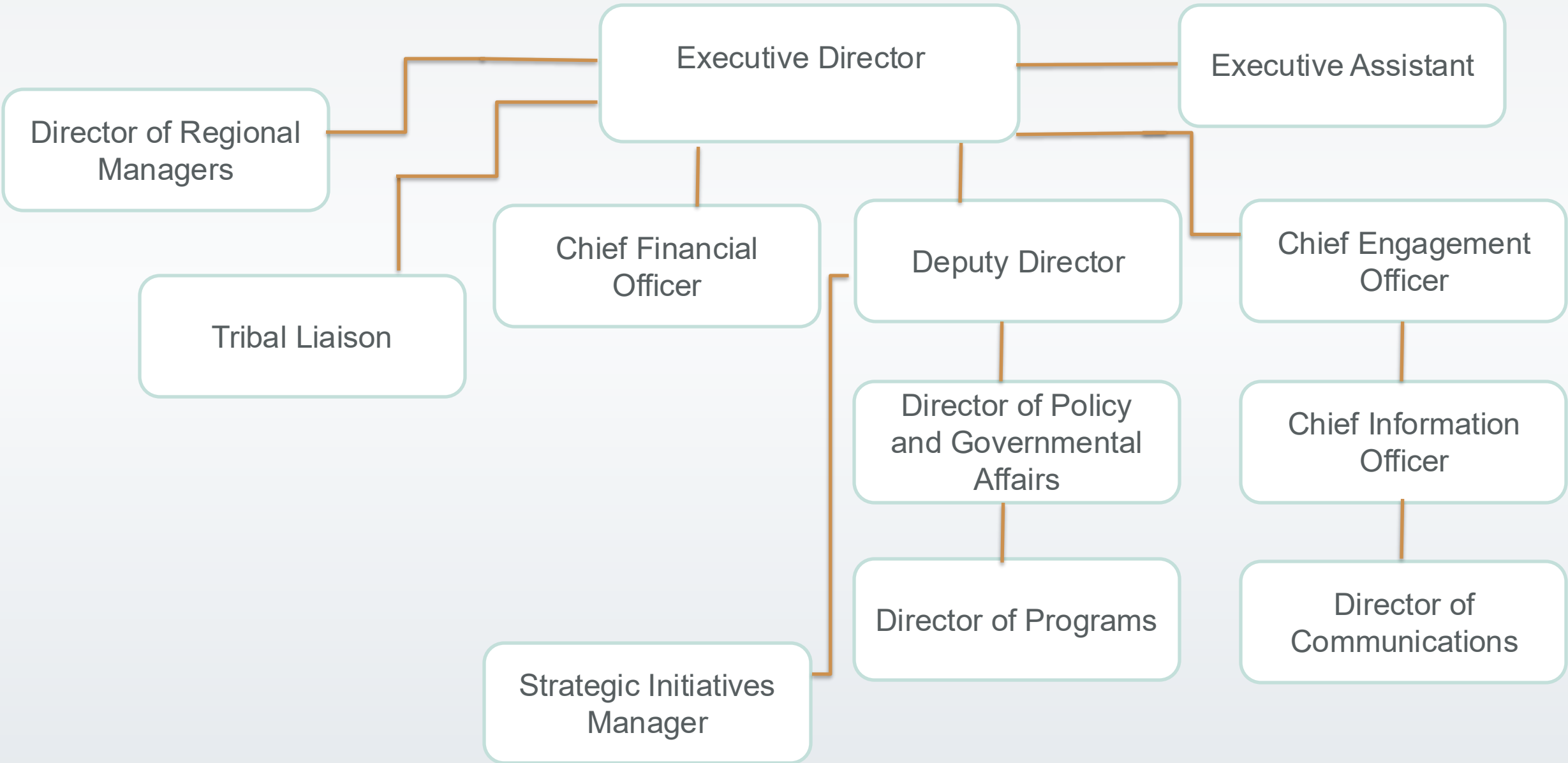
What will the organizational chart look like when all phases are complete?

This organizational chart is a future state; not all changes will happen immediately.

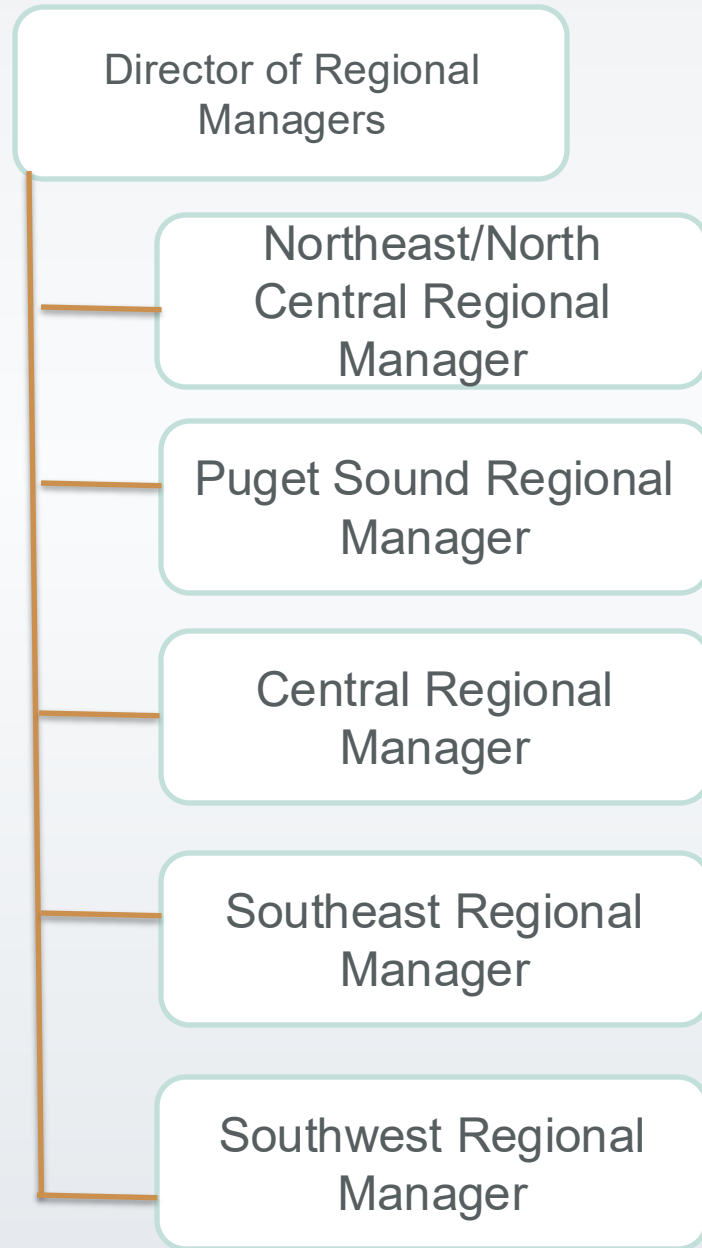
Executive Leadership Team



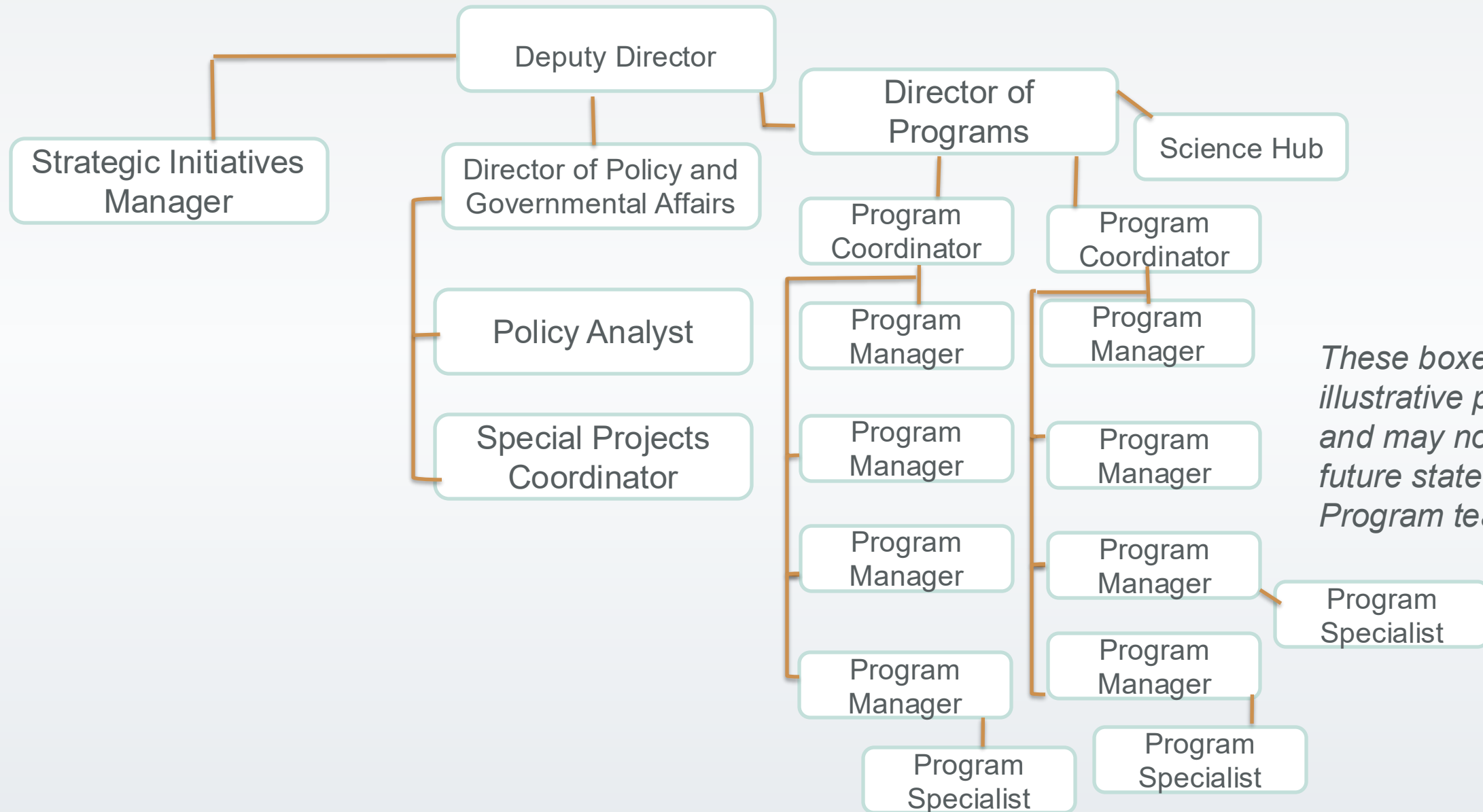
Leadership Team



Regional Manager Team

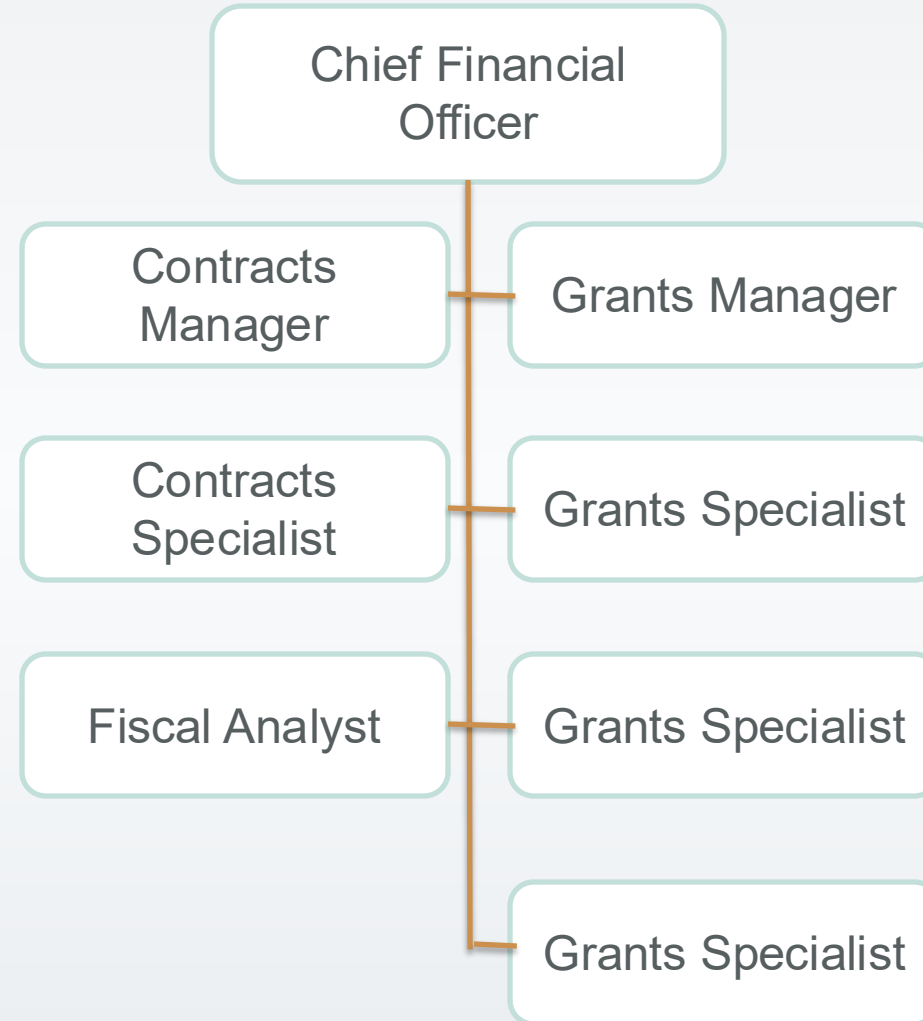


Policy and Programs

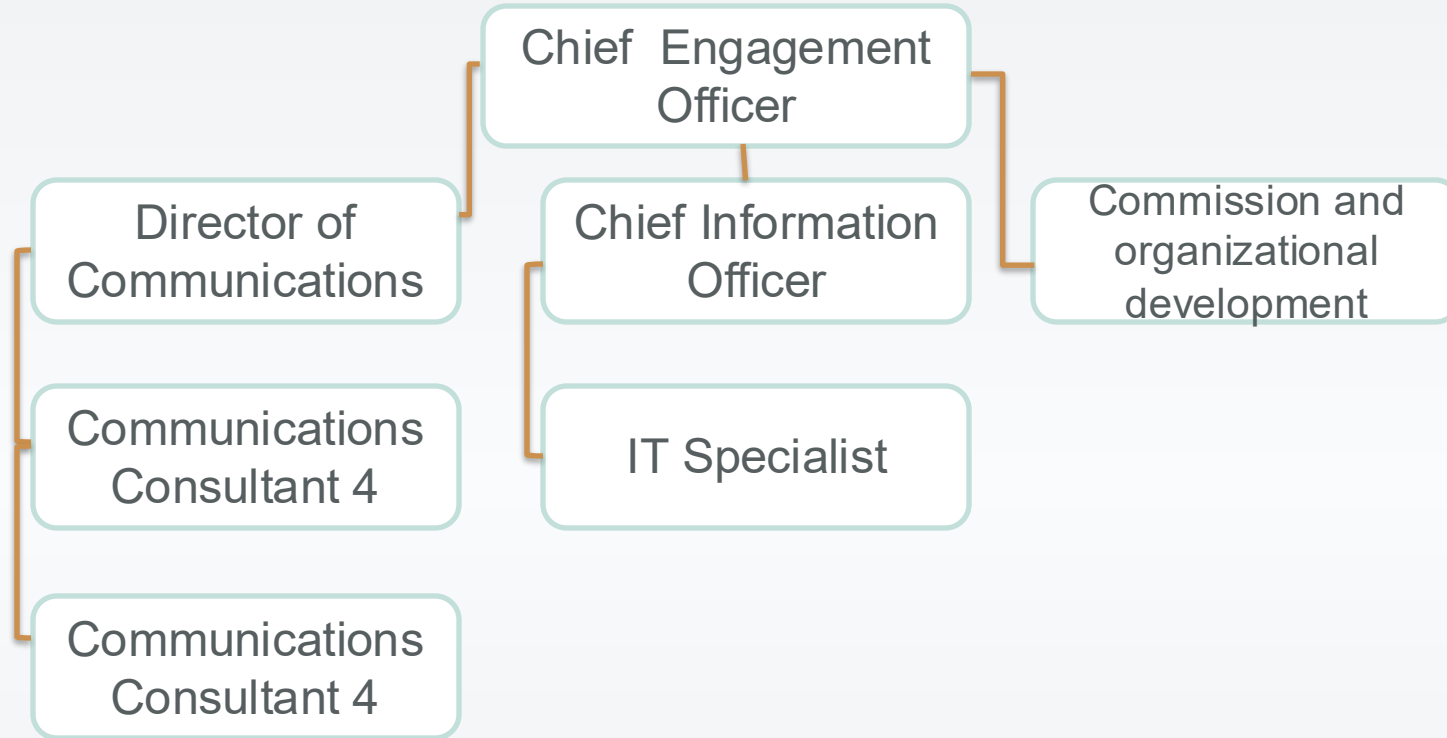


These boxes are for illustrative purposes only and may not reflect true future state for the Program team.

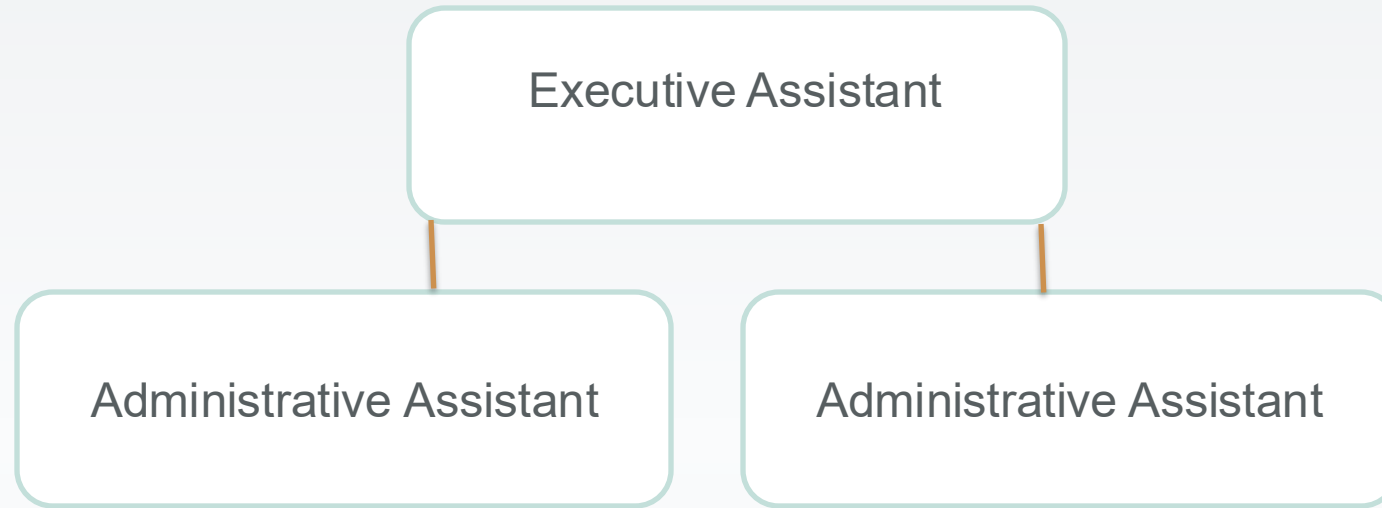
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Chief Engagement Officer Team (SCC Operations)



Administrative Team



Phase One

- **Feb. 2 – mid-March:** Post and hire for Director of Regional Manager position, Director of Programs position, Administrative Assistant position, and Tribal Liaison position; establish Executive Leadership team and new Leadership team
- **End of March:** Program staff formally move to program team with hire of new Director of Programs
- **End of March:** IT moves to operations team

Phase Two

- **Early April:** Post and hire for Program Coordinator positions
- **Mid-April:** Post and hire for Commission and Organizational Development position



Phase Three

- **Beginning of May:** Roll out supervisor tool kits that include templates for 1:1s, performance evaluations, required training, and more; onboard new staff

Key takeaways

1. SCC remains committed to our core mission, vision, and excellent service delivery.
 - As these changes are taking place, we will continue to provide high-quality, effective services to our partners.
2. A new organizational structure begins at the end of March.
 - The restructure aligns SCC business units more closely with service delivery needs.
 - Staff and external partners will have clearer points of contact and increased support.

Key takeaways, continued

3. Benefits of the restructure

- Role clarity for staff members and external partners
- Improved accountability and efficiency
- Stronger support for supervisors, staff, development, and training
- Improved decision-making

Key takeaways, continued

4. Transition timeline and next steps

- **Phase one:** hiring Director of Regional Managers, Director of Programs, Administrative Assistant, and Tribal Liaison; establish Executive Leadership team and new Leadership team
- **Phase two:** Program staff formally moves to a single team, IT moves to operations team, hiring for supervisory Program Coordinator positions and Commission and Organizational Development position
- **Phase three:** Supervisor toolkits, new employee onboarding



Question and answer opportunity



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