



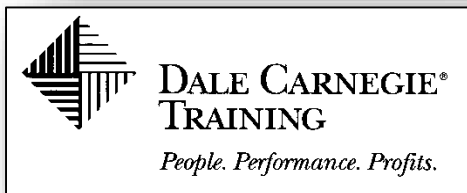
Lean Project Governance – A Key to Senior Leadership Engagement!



John Dickson
Chief Operations Officer
Spokane County
jdickson@spokanecounty.org
(509) 477-5770



My Background



Main Ingredients to Sustaining Lean!

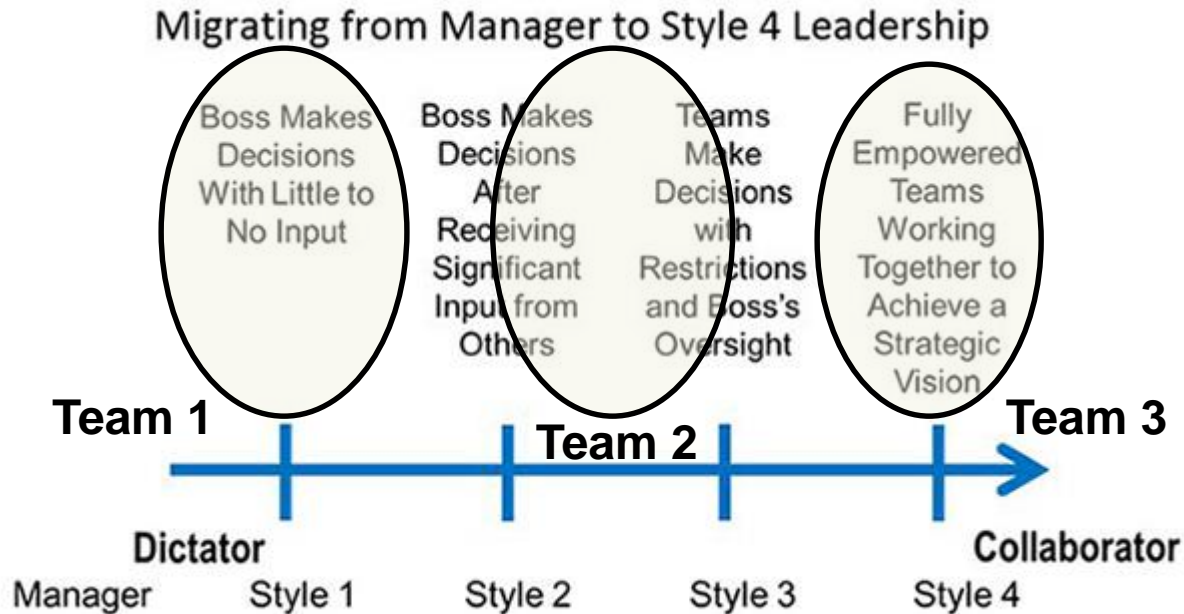


100,000 participants surveyed...



Source: "Why Won't My Boss Embrace Lean? An Epiphany", John Dyer, Industry Week, March 13, 2018

The Epiphany...

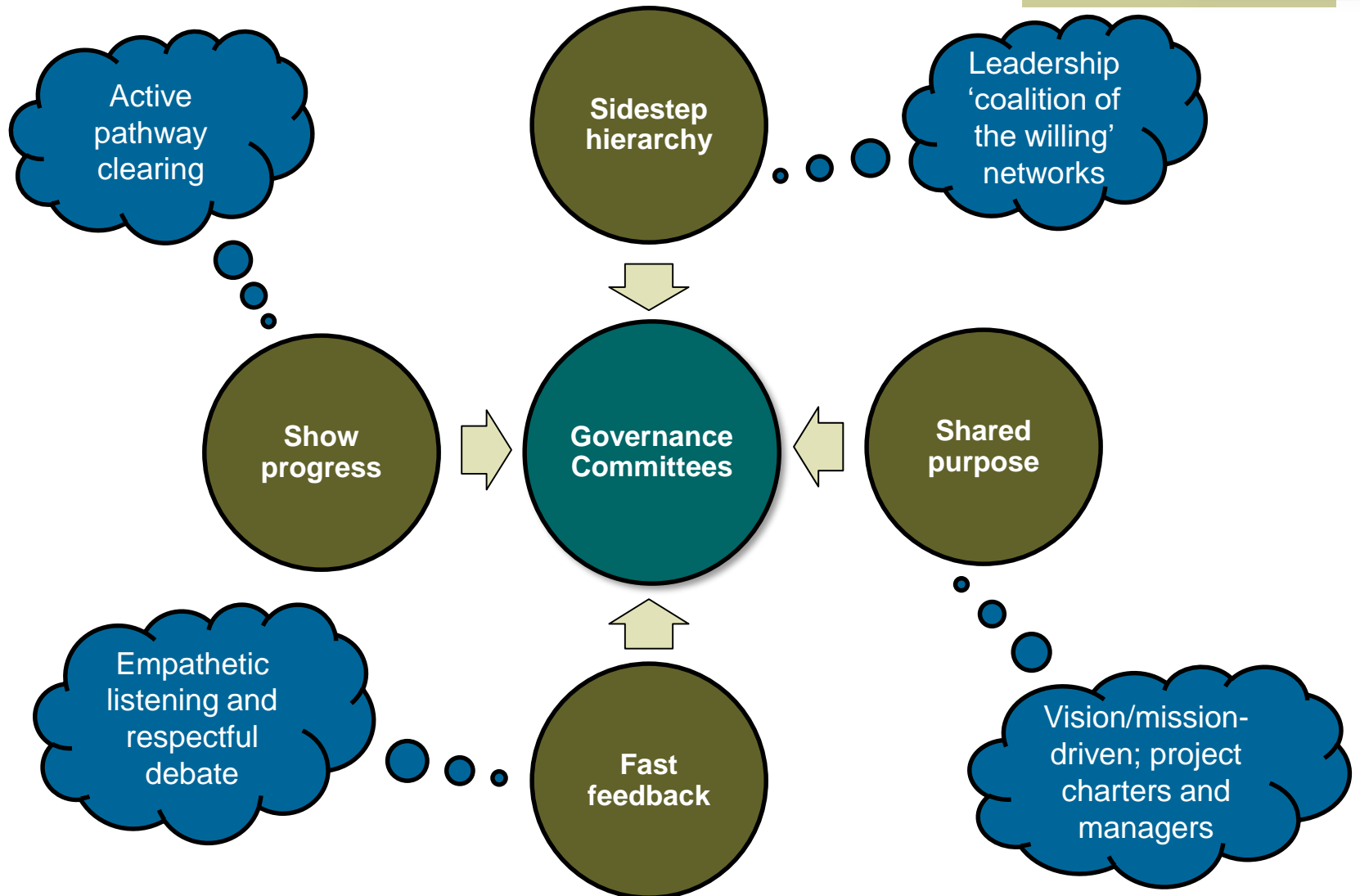


Which leader appears to be the busiest (working 'harder')?

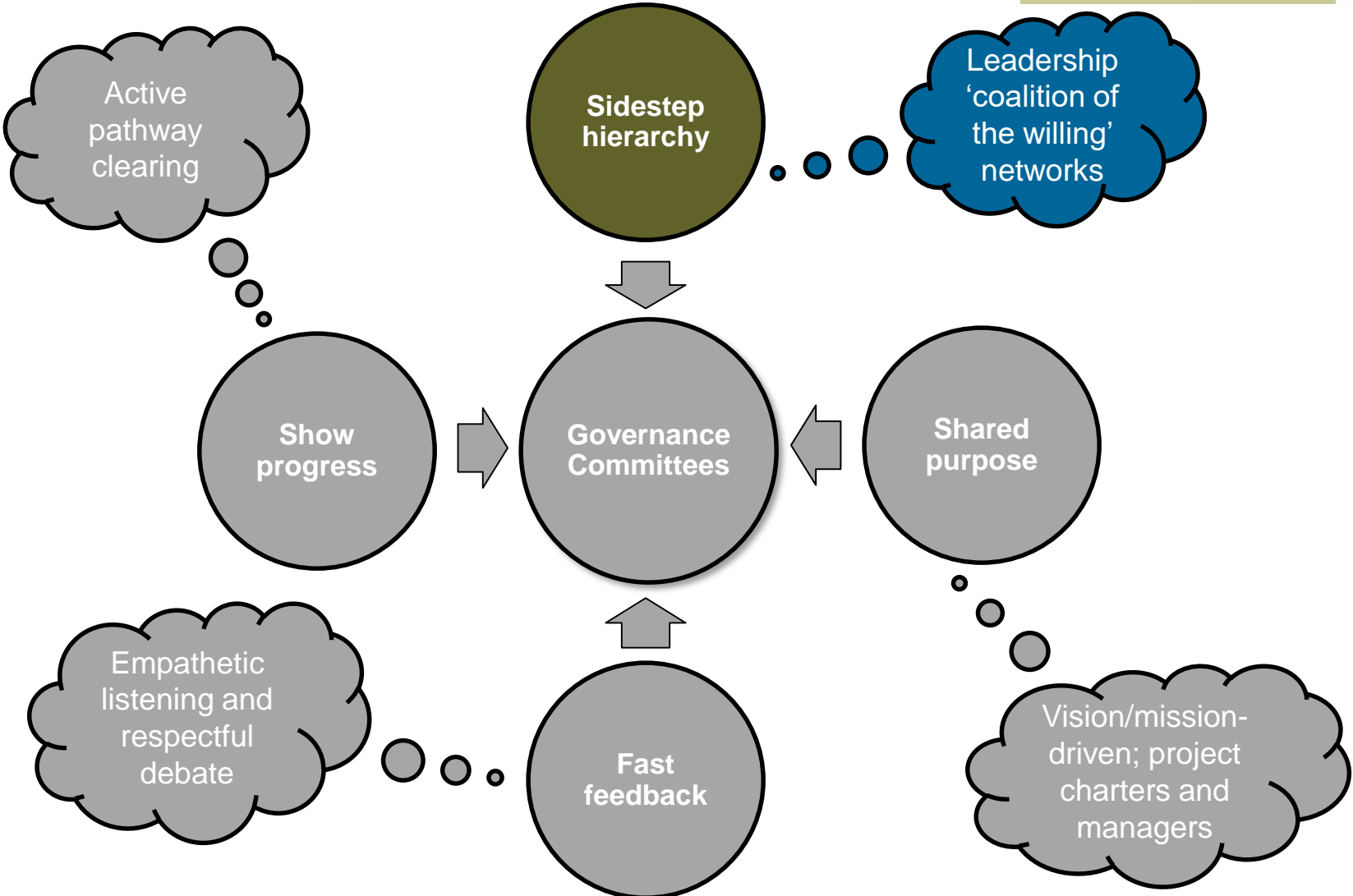
Which leader most likely gets recognized and promoted?

The "Hero Manager" destroys lean implementations!

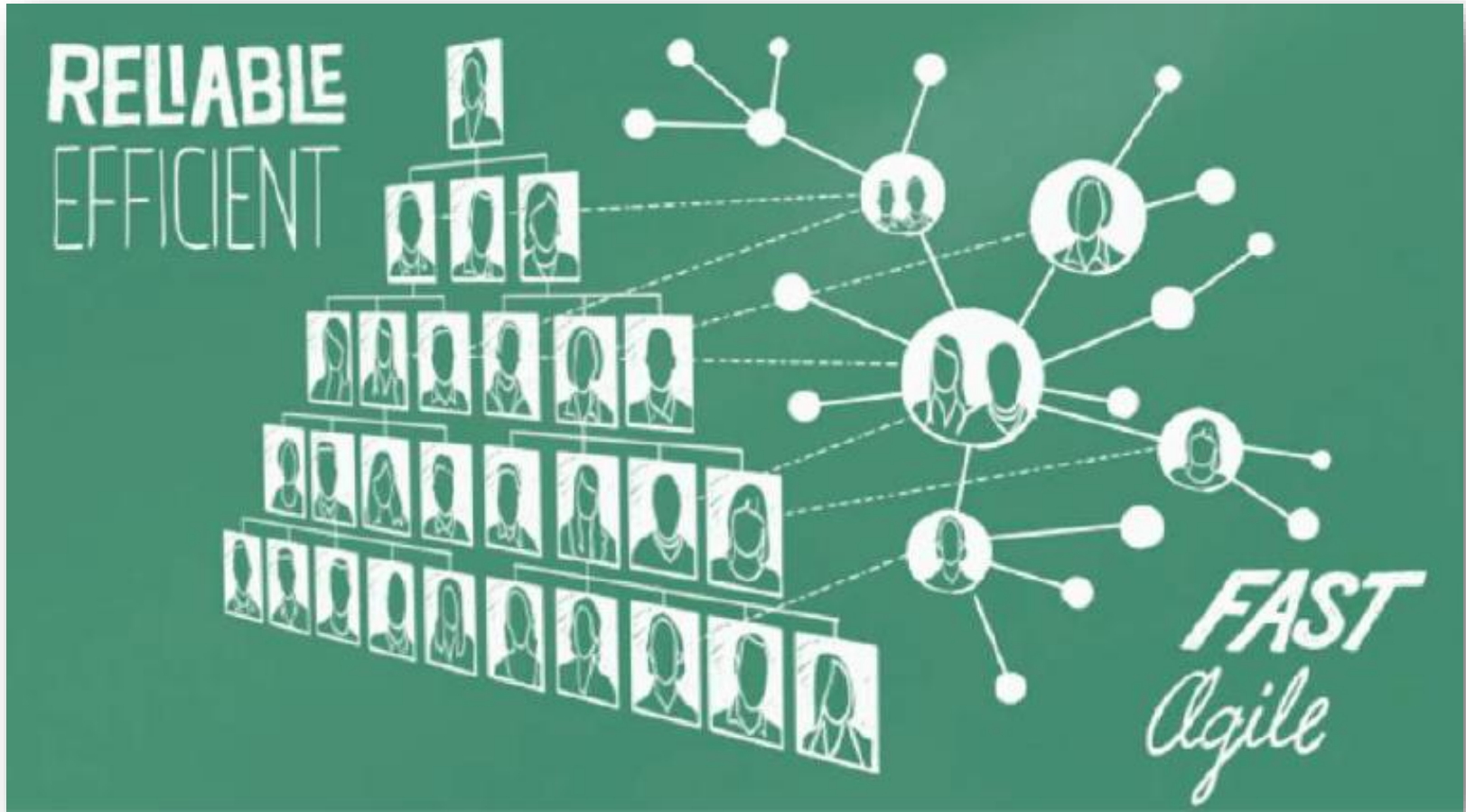
Successful System-Level Lean Implementations



Sidestep Hierarchy



Hierarchies and Networks



Source: "Accelerate", John P. Kotter, Harvard Business Review, November 2012

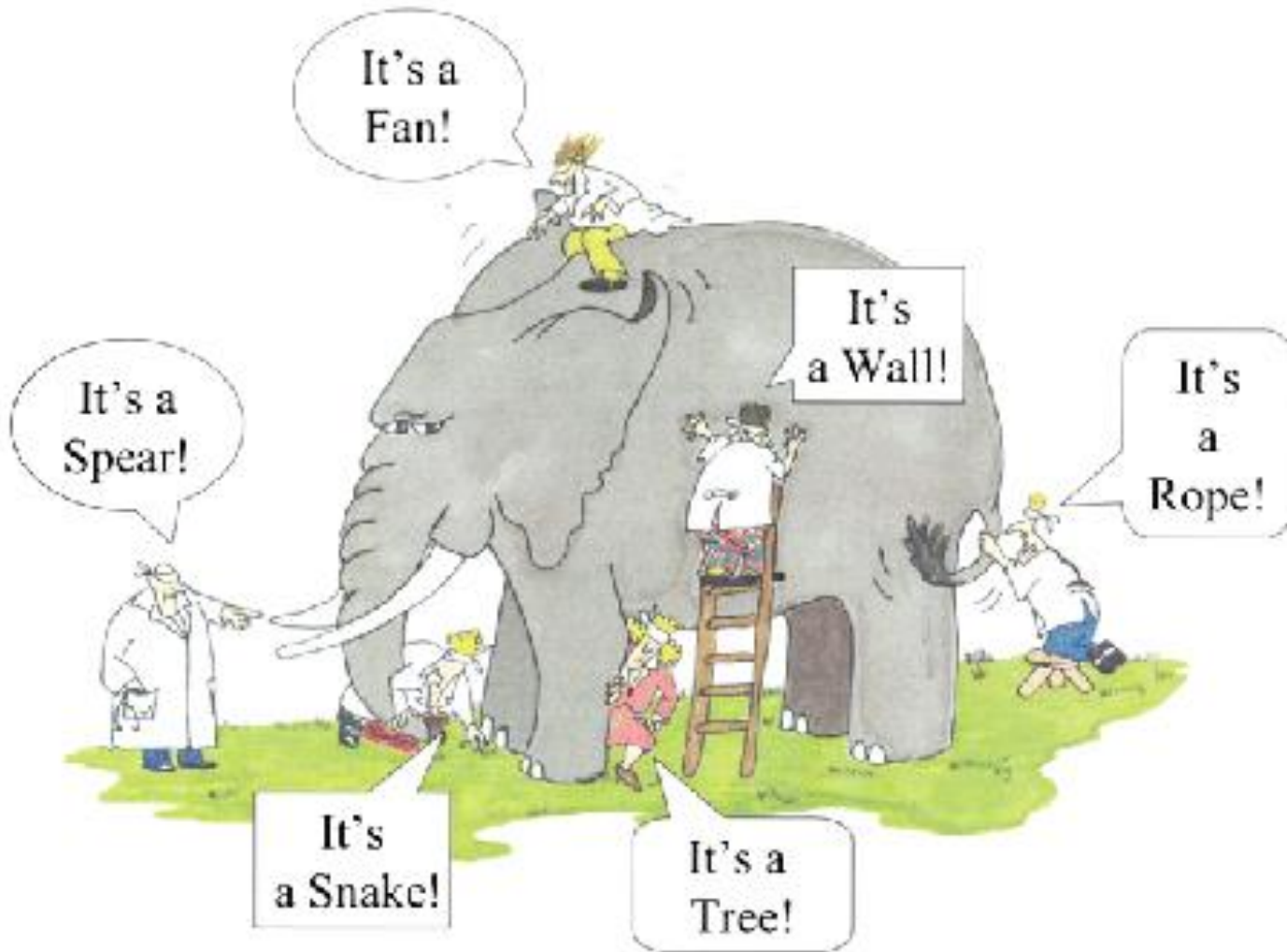
Hierarchies and Networks



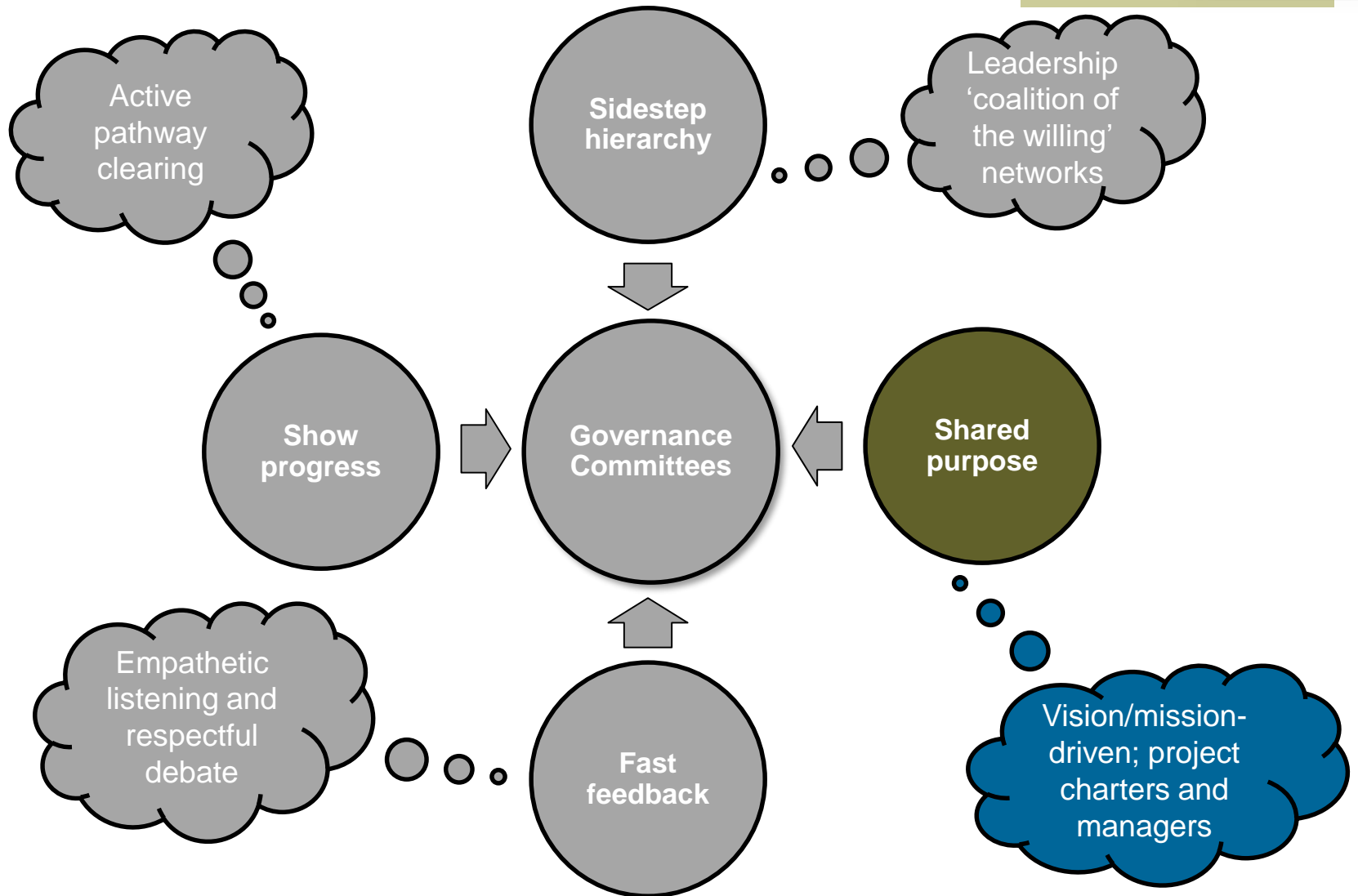
- Hierarchies are **NOT** designed to pivot, innovate, react or change fast
 - Embraces *conformity* (status quo)
 - They *run* the business
- Networks do **NOT** replace hierarchies, yet they excel at tackling uncertainty and change
 - Embraces *constructive nonconformity*
 - They *change* the business

Our governance committees are intentional networks

Our Need For Networks...



Shared Purpose



Vision/Mission Driven



A livable Spokane County
where people choose to...

live

work

play

Spokane County is dedicated to enhancing and protecting the quality of life for all citizens through the pursuit of excellence in responsive, cost-effective and customer-driven services.

County Balanced Scorecard

Strategic Objectives

Customer Service	Enhance citizen access Improve customer satisfaction Enhance collaboration and partnerships
Financial Stewardship	Keep the cost of doing business down Enhance financial management practices and performance Fiscally sustain immediate and long-term service objectives Encourage and facilitate opportunities for Economic Development
Public Engagement	Enhance our brand Improve public awareness Expand opportunities to directly engage with citizens
Employee Development	Effectively attract, recruit and retain employees Expand employee skill development opportunities Increase leadership effectiveness and employee engagement

Spokane County

- Visionary Leadership
- Integrity and Professionalism
- Results Oriented
- Collaboration
- Innovation
- High Quality Customer Services
- Continuous Improvement
- Accountability



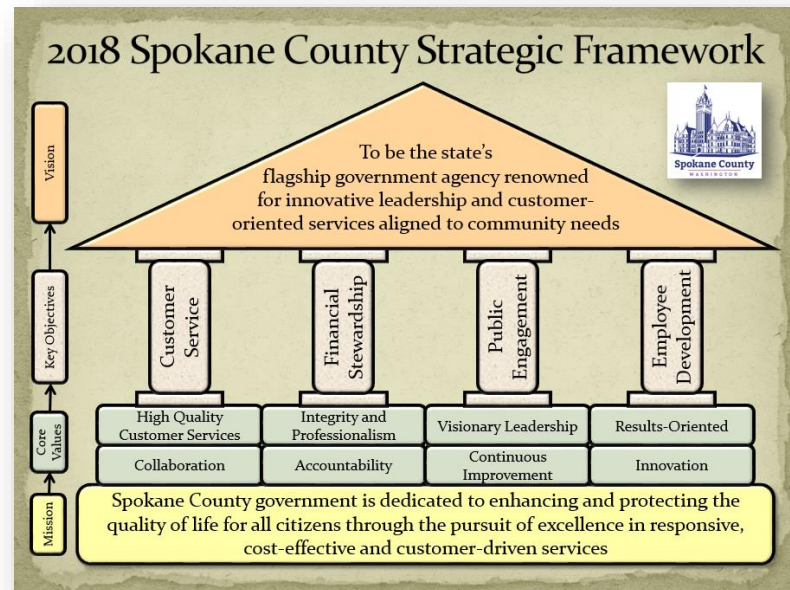
Commissioner
Josh Kerns
District 1



Commissioner
Mary Kuney
District 2



Commissioner
Al French
District 3



Project Charter



2018 Spokane County Project Charter



Project Title:

Project Sponsor(s):

The sponsor(s) approves the project budget and charter. Provides overall direction on the project. Responsibilities include: approve the project charter and plan; secure resources for the project; confirm the project's goals and objectives; keep abreast of major project activities; make decisions on escalated issues; and assist in the resolution of roadblocks. May or may not also be a project stakeholder.

Project Manager:

NOT the subject matter expert. The Project Manager function will cease at project completion.

Project Budget:

High level, not detailed and could vary up to +/- 50% of charter estimates.

Project Objectives and Deliverables:

Explain the specific objectives and deliverables of this project. For example: What are the project add to the organization? How does this project align with the strategic priorities of the county? What results are expected? What is going to be done to ensure the project is integrated and allow the project to close with a transition plan to operational/maintenance status?

Business Case Justification:

What is currently not working according to expectations? Why are the project deliverables needed?

Project Scope (Boundaries):

What are the scope boundaries of this project? What is outside the scope/boundaries?

Project Assumptions and Risks:

What variables exist that could potentially compromise the project success? Please note that all assumptions must be validated to ensure that the project stays on schedule and on budget.

2018 Spokane County Project Charter



Project Team:

The team works toward the deliverables of the project. Responsibilities include: understand the work to be completed; complete research, data gathering, analysis, and documentation as outlined in the project plan; inform the project manager of issues, scope changes, and risk and quality concerns; proactively communicate status; and manage expectations.

Subject Matter Experts (SMEs):

May or may not be part of the project team and can be brought in on an as-needed basis.

Customers and/or Stakeholders:

These are the people and/or departments requesting the deliverable(s). Responsibilities include: partner with the sponsor or project manager to create the project charter; partner with the project manager to manage the project including the timeline, work plan, testing, resources, training, and documentation of procedures; work with the project team to identify the technical approach to be used and the deliverables to be furnished at the completion of the project; provide a clear definition of the business objective; sign-off on project deliverables; take ownership of the developed process when transitions to maintenance/operations status.

Project Timeline:

High level, not detailed.

Authorizing Signature: _____ Date: _____

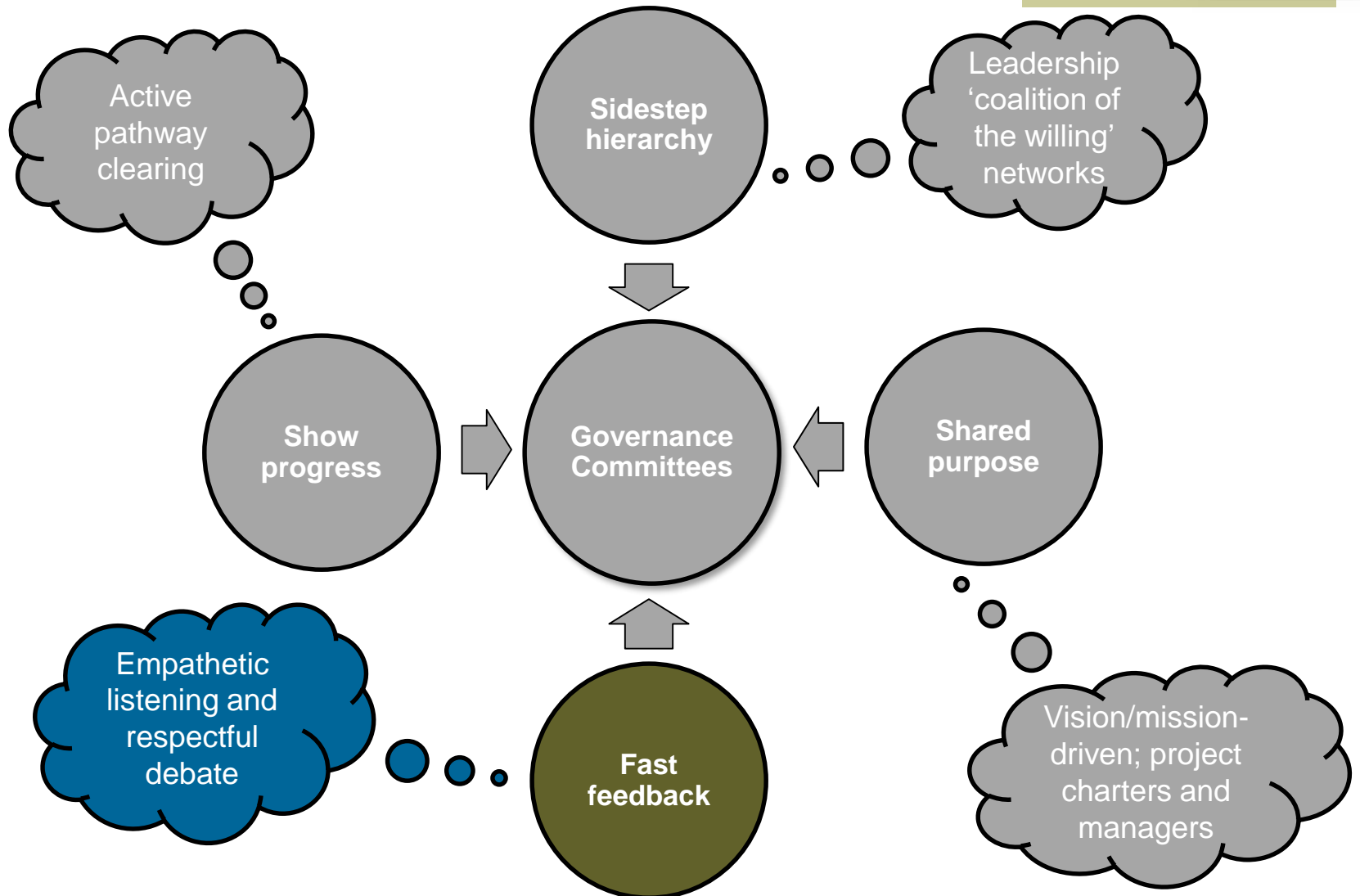
“How does this project align with the strategic priorities of the county?”

Project Manager



PM 101, 201 and PMP Bootcamp courses have been crucial for staff and culture development!

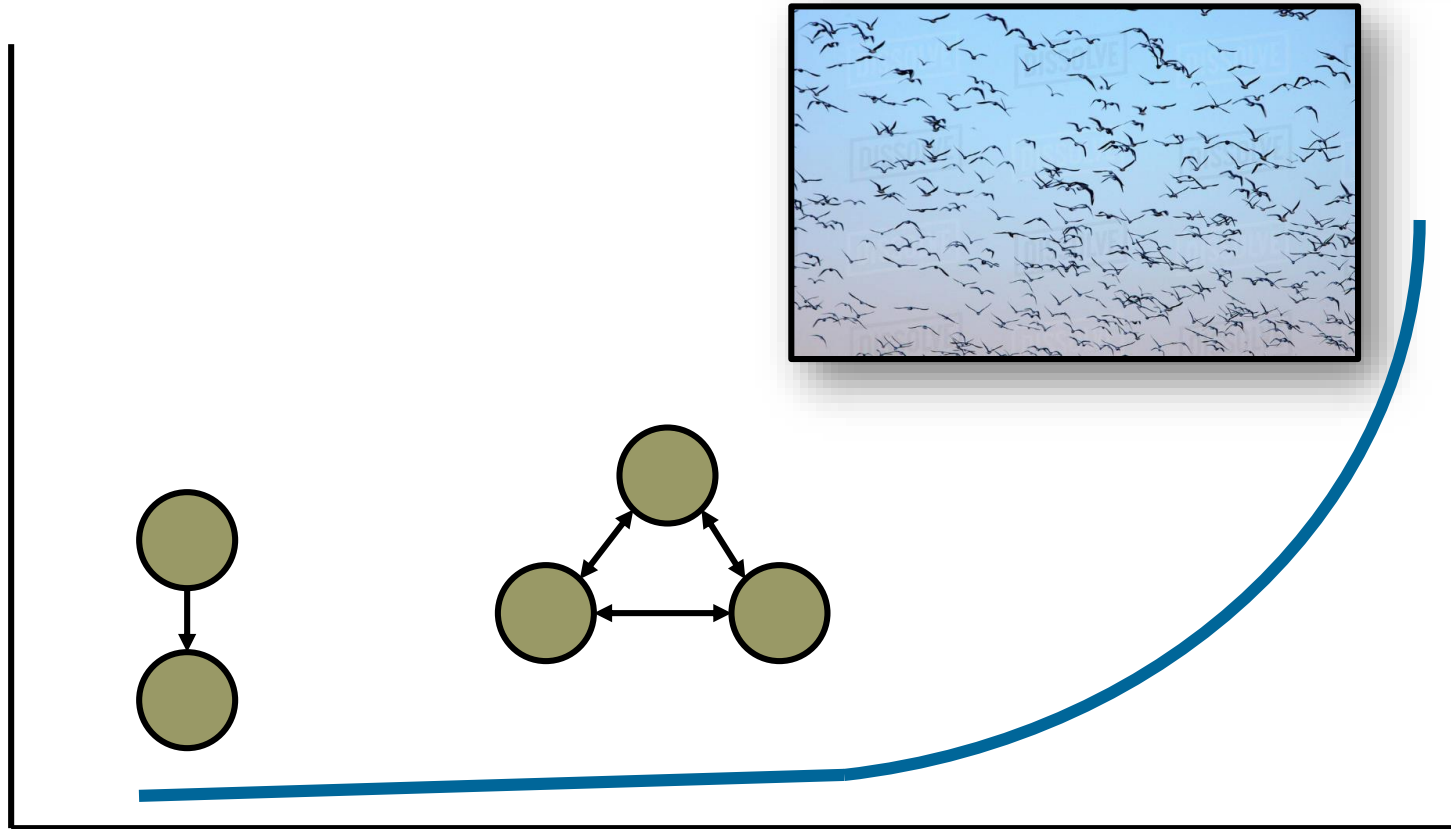
Fast Feedback



Complex Organizations...



Feedback Frequency

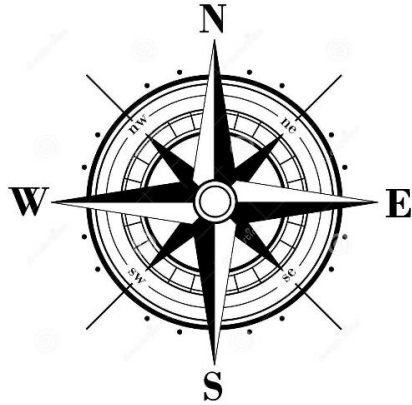


Organizational Structure

Leading Complex Organizations



■ Leadership's role...



Compass



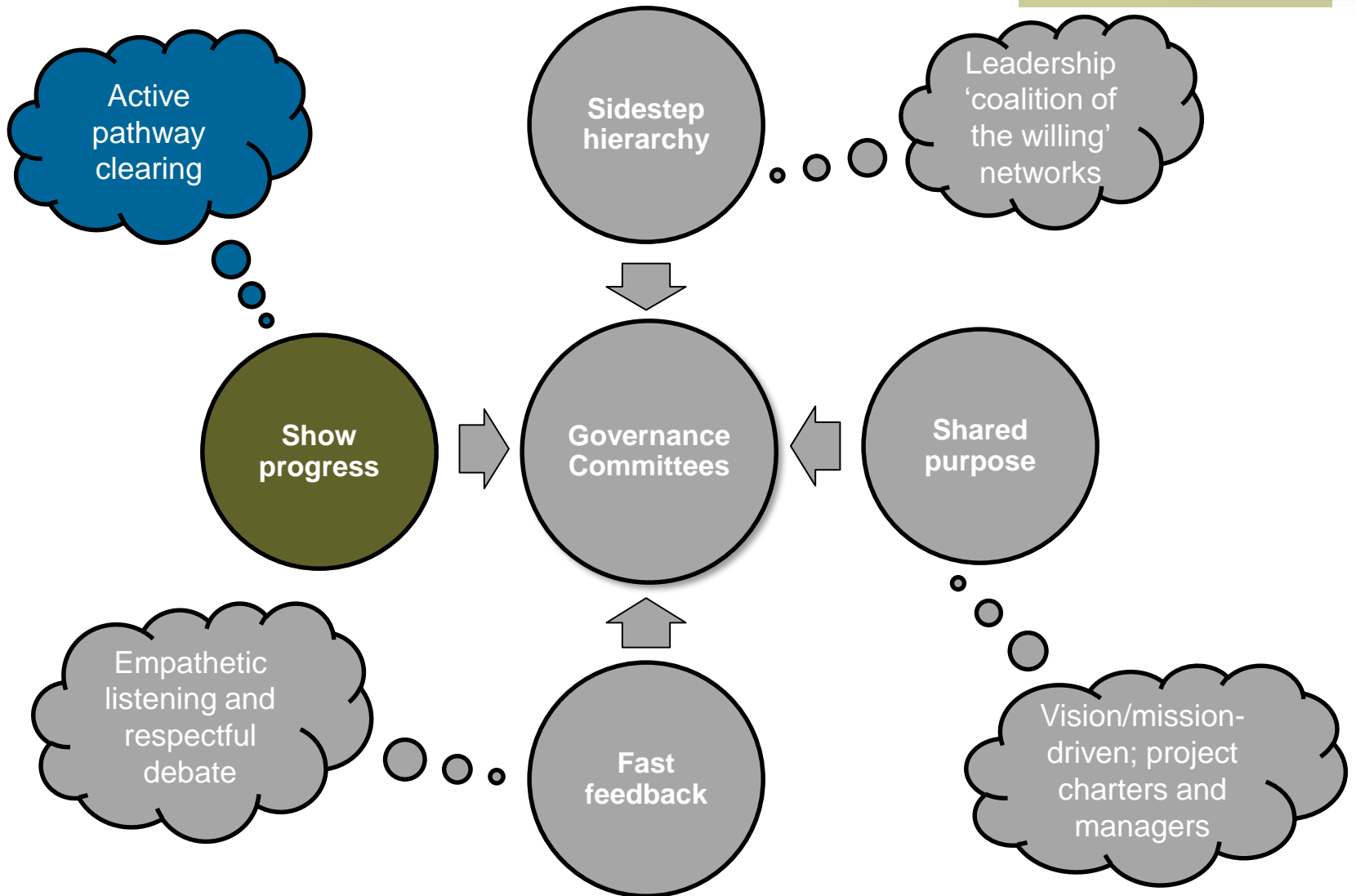
Mirror



Window

“A great leader looks into the mirror during times of failure and looks out of the window during times of success.”

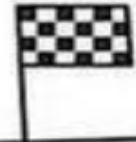
Show Progress



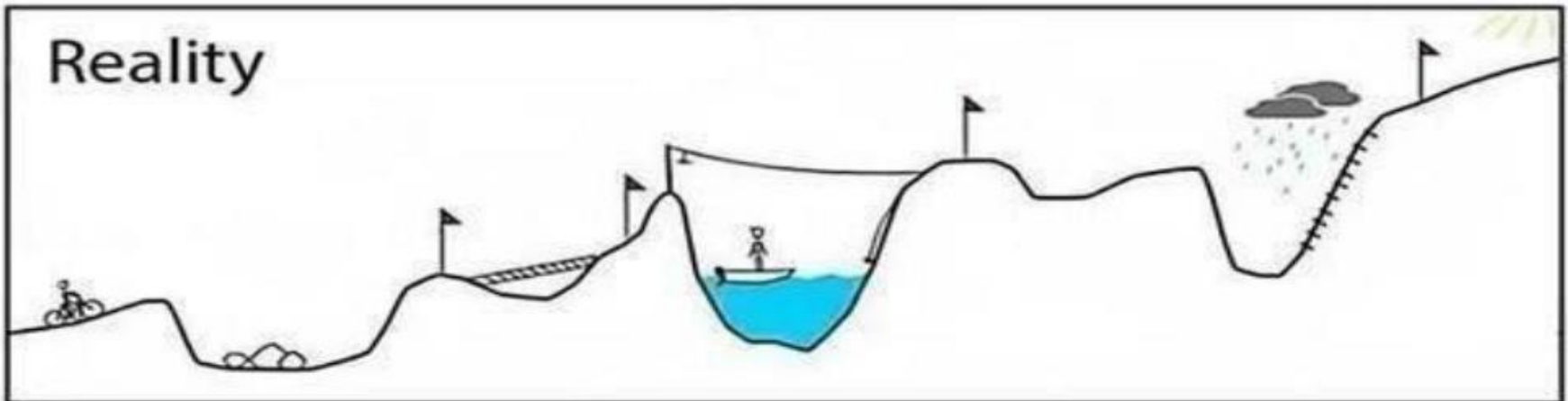
After The Lean Event...



Your plan



Reality



Regional Law and Justice Project Progress Update



Spokane Regional Justice Project Dashboard

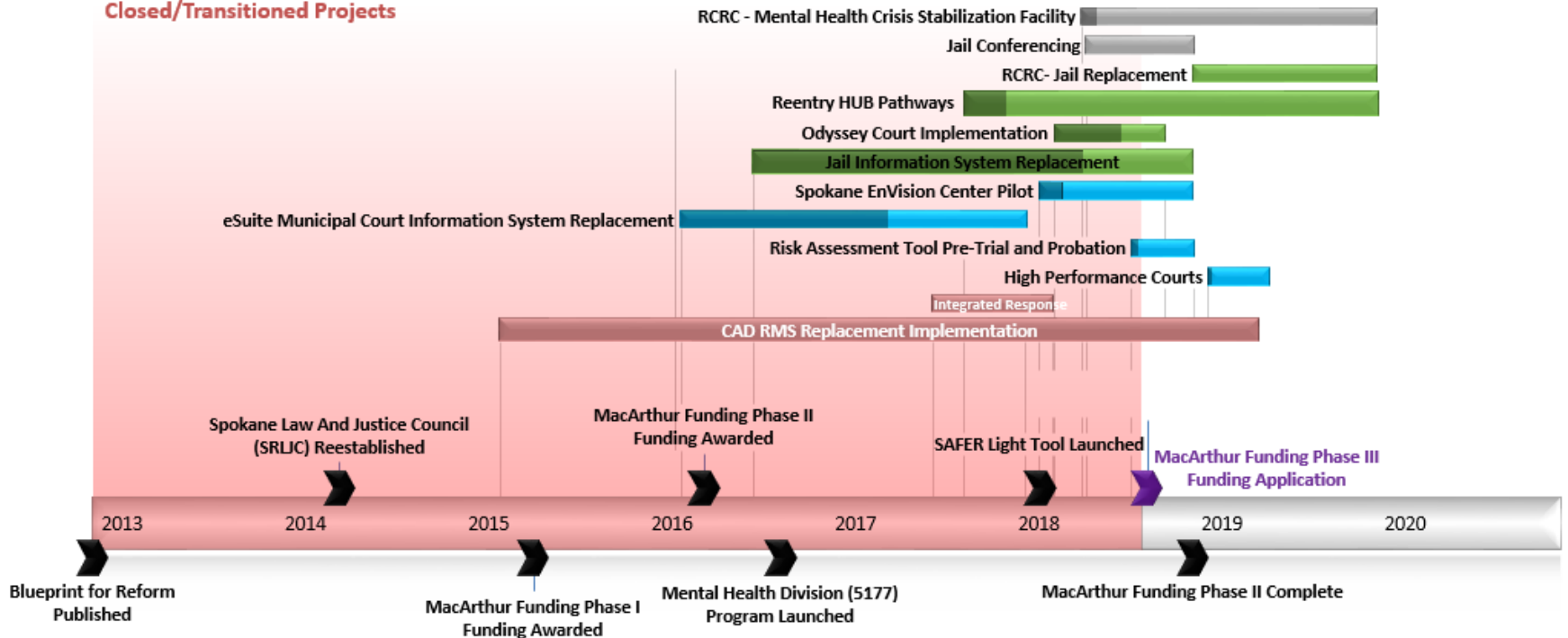
Project Sponsors

Regional Governance Workgroup

Spokane County

City of Spokane

Closed/Transitioned Projects



Jail Tracker Progress Update



Project Status

● Completed
 ● On Track
 ● Cautionary
 ● At Risk

All % Completes are Approximate



Work Completed:

1. Non-Detention Services (DS) Requirements Finalized - Feb., 2018
 - Includes Courts, Prosecutor, Law Enforcement, etc.
2. Legacy Data Migration - Sept. - Mar., 2018 (~95% complete)
 - Work is considered complete as testing can proceed, w/ minor elements remaining to be migrated from OMS to JailTracker to will be completed in the coming weeks.
3. ***** June 13th, 2018 Go live Date Finalized *****

In Flight & Up Next:

1. Interface Build (x20) - Sept. - Mar., 2018 (~95% Complete)
 - Interface tuning a part of testing through April
2. System Configuration by Functional Area - Sept. - Jan., 2018
 - Rough configuration (~95% Complete)
 - Final configuration a part of testing - April - May, 2018
3. Report Creation Underway - Feb. - May, 2018 (~15% Complete)
 - DS report build underway, Non-DS reporting to follow
4. Training Planning Underway
 - Curriculum, staff member and day/time class breakdown being generated - by 4/20

#	Key Milestones	
1	RFP Evaluation Completed	● March, 2017
2	Contracting Completed	● June, 2017
3	Project Kickoff	● Sept., 2017
4	Data Mapping and Migration	● Sept. - Mar., 2018
5	Interface Build (x20)	● Sept. - Mar., 2018
6	System Configuration	● Sept. - Mar., 2018
7	Testing	● Nov. - May, 2018
8	Change Mgmt. - Training, etc.	● April - May, 2018
9	Move to Production (Release 1)	○ June 13 th , 2018
10	Move to Production (Release 2)	○ Sept., 2018

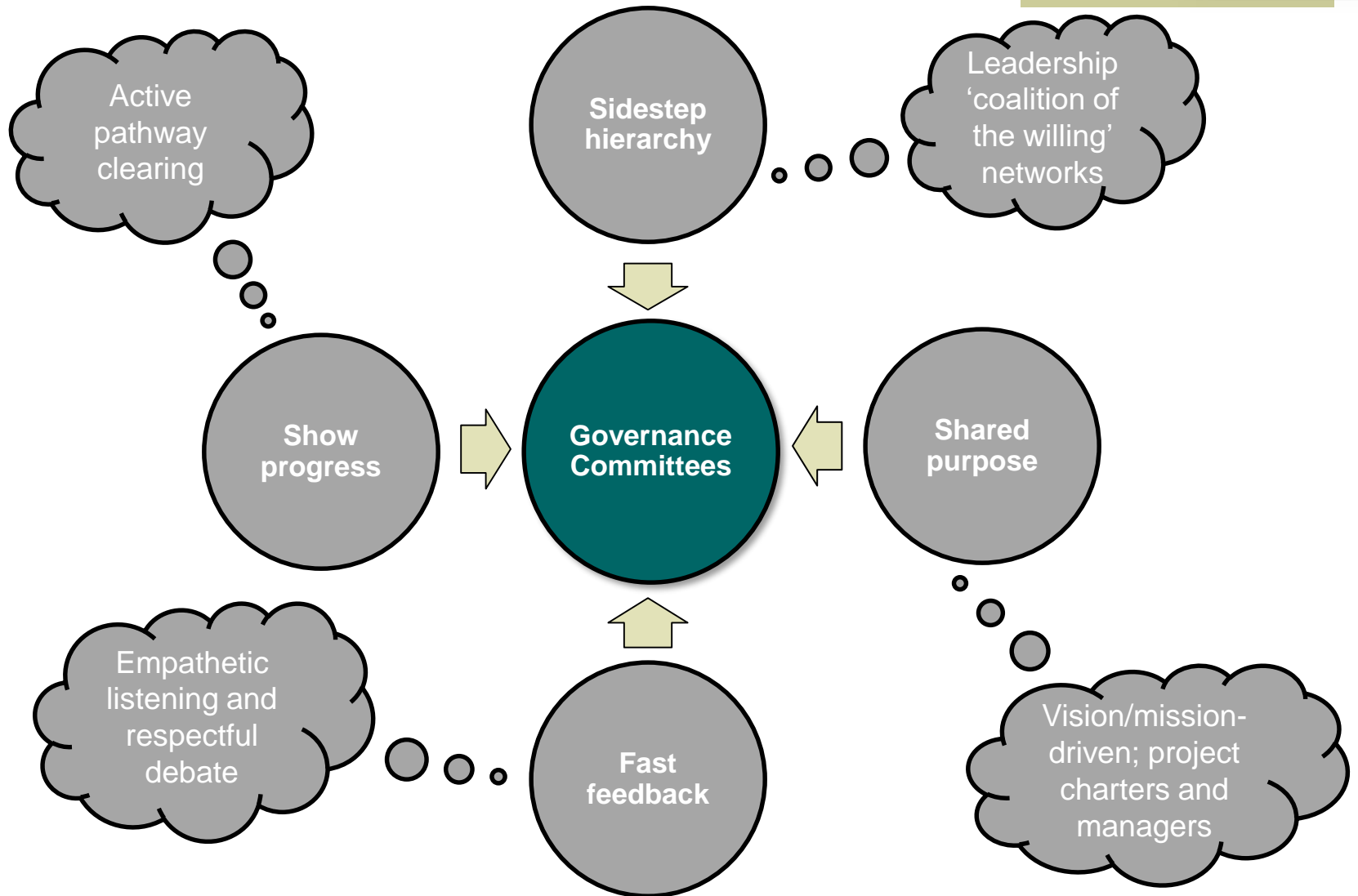
Project Leadership Team

John McGrath	Becky Gehret	John Dickson
Mike Sparber	Steve Nelson	Ken Mohr
Tim Christopherson	Aaron Lind	

Statement of Work

Project seeks to replace the current Offender Management System (OMS) and ancillary jail mgmt. systems included in the current contract with Global Tel Link (GTL). System is used for inmate mgmt. by Detention Services, as well as other Spokane Regional Criminal Justice Agencies.

Governance Committees!



Governance Committee Responsibilities



Defining
—GOVERNANCE—

1. SETS DIRECTION

- A leader knows the right thing to do
- Considers long- and short-term interests

2. MAKES DECISIONS

- Seeks evidence
- Has authority
- Structures process

3. PROJECT OVERSIGHT

- Ask good questions
- Actively listen
- Focus on details and the big picture

Good governance isn't easy...
IT TAKES DISCIPLINE

- Sets direction
 - Executable scope and timeline
- Makes decisions
 - *Good* decision may not ultimately be the *right* decision
- Oversees project
 - Enables success
 - Curiosity is the key

Our Successful Governance Committees (Video)



- Hierarchy allows and enables their existence
 - Complimentary strengths with networks
- Self-organized around a shared purpose
 - Project Manager and Charter
- Executive/senior leadership participants
 - No more than 7 members
 - Proxies *not* allowed
- No formal policies/procedures
 - Avoid hierarchical (management) tendencies!
- Forms and disbands fast

Leadership Engagement via Governance Committees



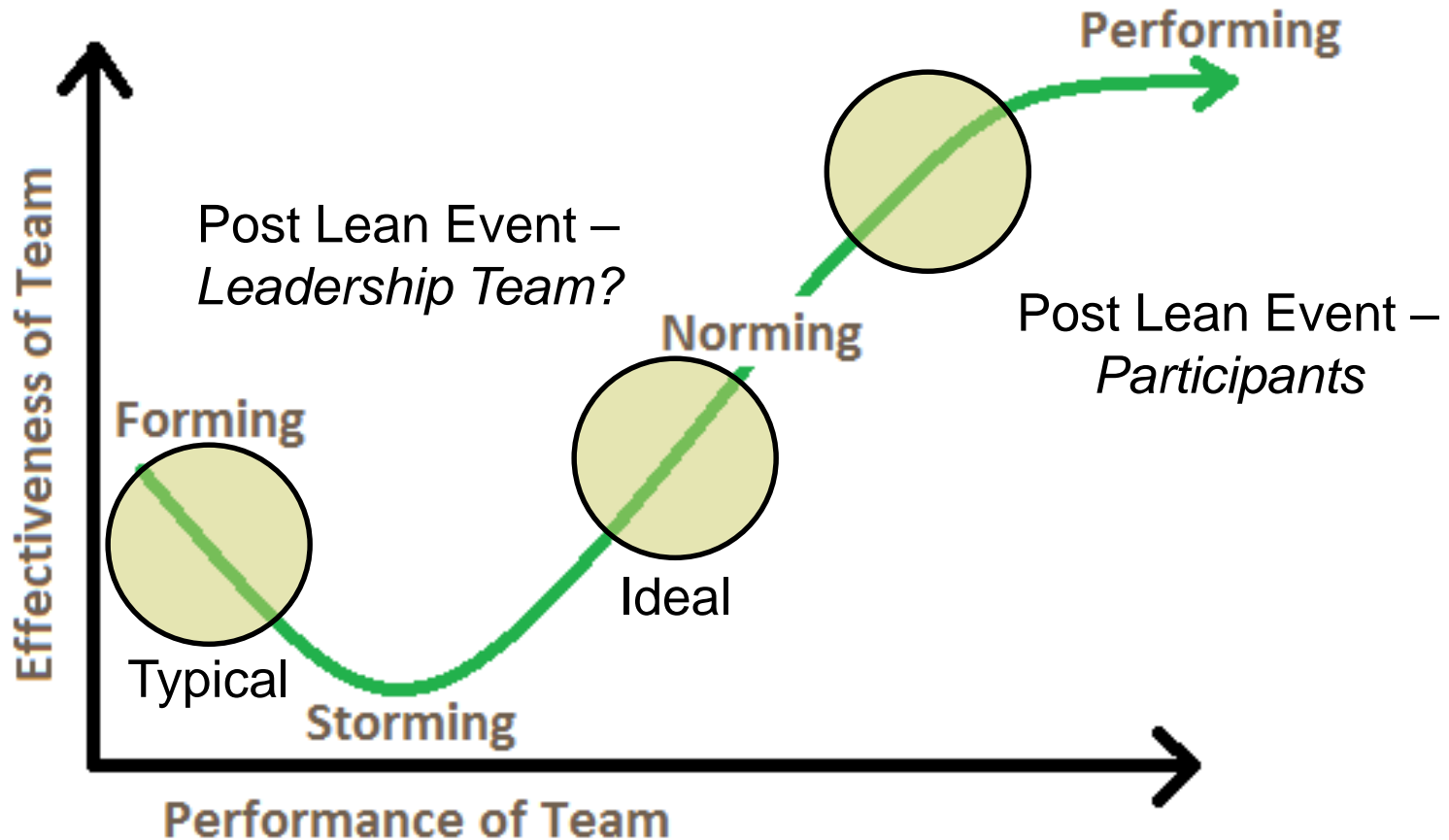
“If your leaders are responsible for certain aspects of the business where their performance is monitored by the results of a project, you can bet your bottom dollar that they’ll be more engaged in making it work.”

Nick Thompson, a leadership coach for [Australian Help](#)

Lean Leadership Engagement (Or Not...)



Tuckman's Team & Group Development Model



The Governance Committee Cycle...



Governance Committee formation; Leadership champion important; certified Project Manager

UNCONSCIOUS INCOMPETENCE
You are unaware of the skill and your lack of proficiency

UNCONSCIOUS COMPETENCE
Performing the skill becomes automatic

Successes celebrated!; additional Governance Committee(s) willingly form

CONSCIOUS INCOMPETENCE
You are aware of the skill but not yet proficient

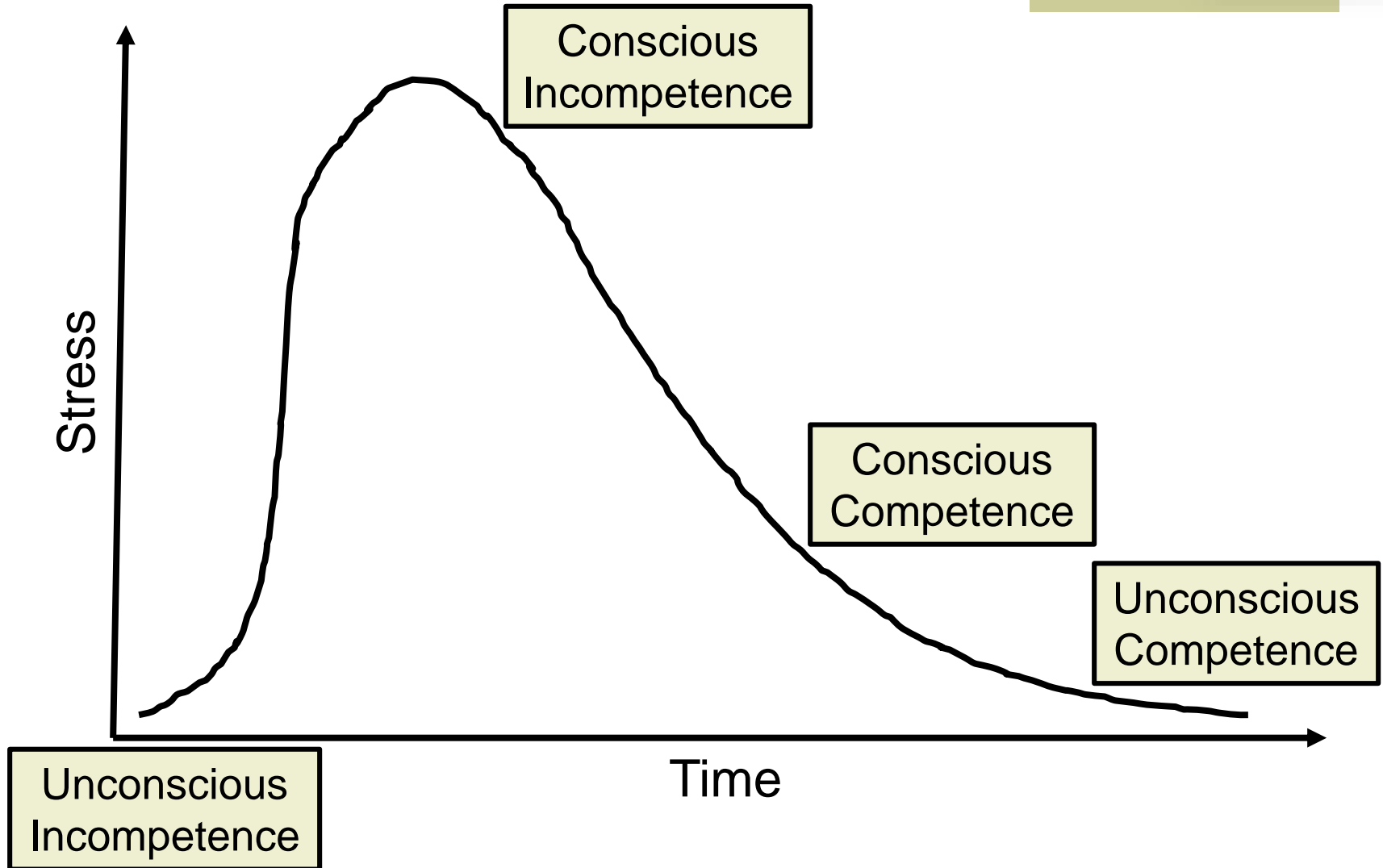
CONSCIOUS COMPETENCE
You are able to use the skill, but only with effort

Highest Stress Here!

Approve Project Charter; establish meeting schedule (at least twice/month)

Active listening and debate; progress monitored closely; pathways cleared

The Learning (Stress) Curve



Spokane Regional Projects Snapshot



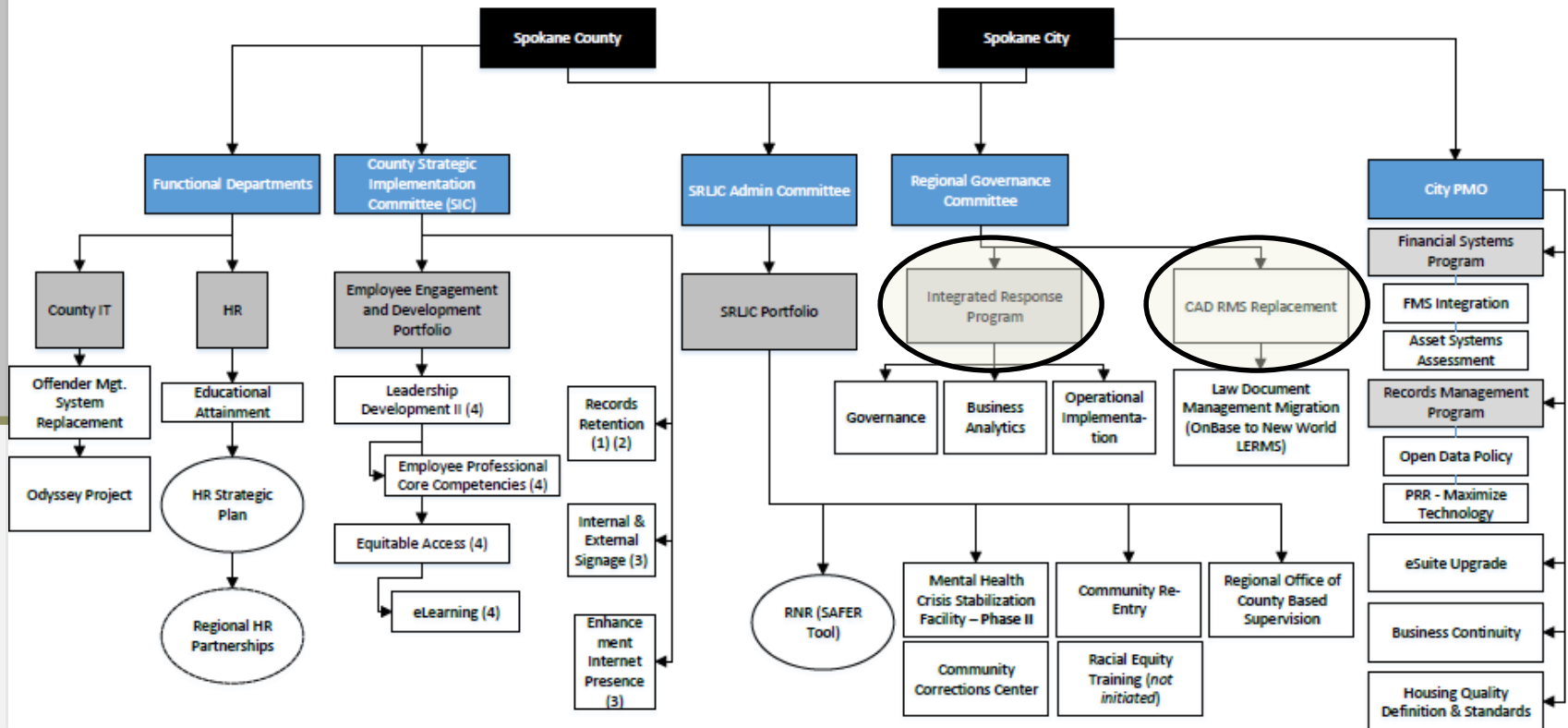
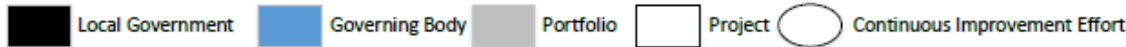
Snapshot of Regional Project Management Activity
Revised 7/1/17

County Strategic Initiatives

- 1 – Customer Service
- 2 – Financial Stewardship
- 3 – Public Engagement
- 4 – Employee Development

City of Spokane Strategic Initiatives

- 1 – Safe, Health and Compassionate Community
- 2 – Urban Advantage
- 3 – Economic Vitality
- 4 – Sustainable Infrastructure



Regional Governance Committee – CAD/RMS



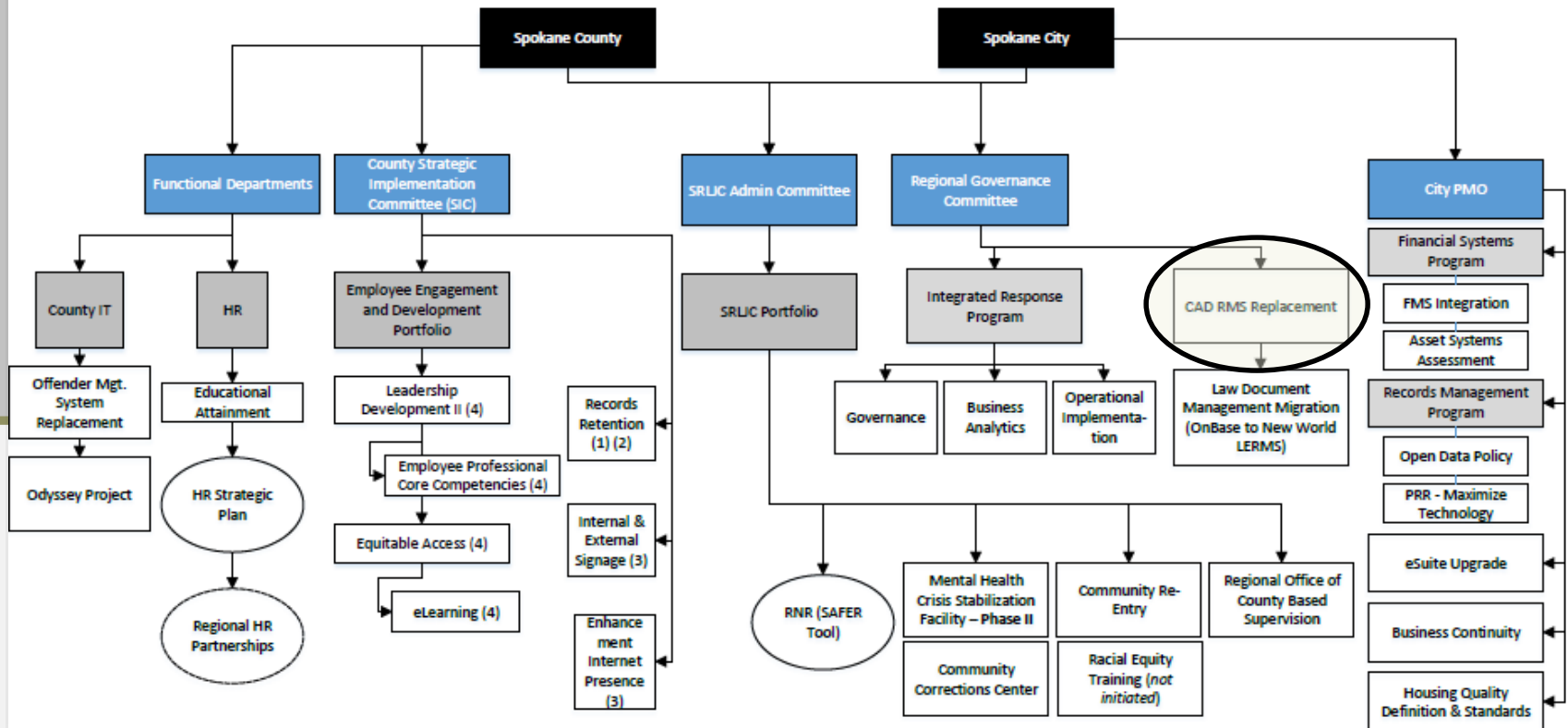
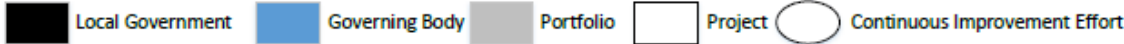
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Governance Committee Formation (2014)



Board of County Commissioners/Mayor/City Council

Approve funding requests in conjunction with County/City CAD RMS Project which are not funded through 911 Excise Tax or 1/10 of 1% Communication Tax

Governance Committee

- Composition:
 - (1) County Commissioner; (BOCC representative)
 - (2) City Administrator; and
 - (3) County CEO
 - (4) City CFO
- Responsibilities:
 - (1) Approve Annual Budget for CAD RMS Project;
 - (2) Assure CAD RMS Project completed on time; and
 - (3) Resolve any conflicts with regard to implementation of CAD RMS Project.
 - (4) Direct Report for Project Manager
 - (5) Project Charter Adherence
 - (6) Define long term Law IT Maintenance structure.

CAD/RMS Governance Model



Governance

Governance Model



Spokane CAD RMS Governance Committee



Oversight Core Team (LEIS Board)

CAD Build Team

RMS Build Team

Mobile Build Team

GIS Build Team

Legacy Data Build Team

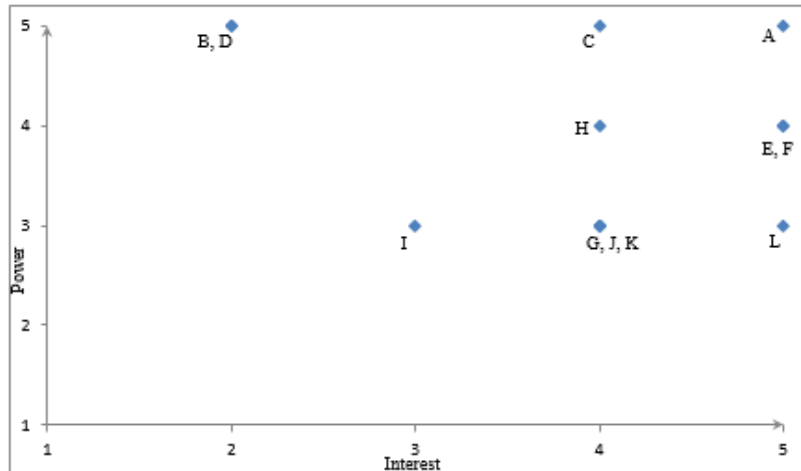
'Hierarchy' Communication Strategy



The chart below will be used to establish stakeholders and their levels of power and interest for use on the power/interest chart as part of the stakeholder analysis. 5 (higher) 1 (lower)

Key	Organization	Name	Interest (1-5)	Power (1-5)
A	Spokane County	Shelly O'Quinn	5	5
B	Spokane County	Marshall Farnell	2	5
C	City of Spokane	Theresa Sanders	3	5
D	City of Spokane	Gavin Cooley	2	5
E	SCSO	Ozzie Knezovich	5	4
F	SPD	Frank Straub	5	4
G	911	Lorlee Mizell	4	3
H	Spokane County	John Dickson	4	4
I	SREC	Bob Lincoln	3	3
J	SCSO	Jeff Tower	4	3
K	SPD	Tim Schwering	4	3
L	Spokane County (ISD)	Becky Gehret	5	3

Below is the power/interest chart for CAD RMS Replacement Project stakeholders. Each letter represents a stakeholder in accordance with the key in the chart above.



The stakeholder analysis matrix will be used to capture stakeholder concerns, level of involvement, and management strategy based on the stakeholder analysis and power/interest matrix above. The stakeholder analysis matrix will be reviewed and updated throughout the project's duration in order to capture any new concerns or stakeholder management strategy efforts.

Stakeholder	Concerns	Quadrant	Strategy
A - O'Quinn C - Sanders	Role to approve and resolve resource constraints; Identify governance transition once project is implemented	Key Player	Solicit stakeholder as member of steering committee and obtain feedback on project planning. Frequent communication and addressing concerns are imperative
B - Farnell D - Cooley	Oversee resources, contracting and financing	Keep Satisfied	Communicate resource requirements early and ensure resources are released back when no longer required
E - Ozzi F - Straub	Ultimate end user of implementation system(s). Product performance must meet or exceed current product	Keep Satisfied	Communicate awareness of needs and expectations. Ensure high communication with subordinate agency staff.
L - Gehret	Custodian department of implementation system(s). Ensuring proper handover of project to operations team	Key Player	Communicate requirements, performance specifications and obtain feedback on project requirements or any changes. Provide frequent status reports and updates.
H - Dickson	Bridging role between multiple stakeholders	Keep Informed	Communicate resource requirements and overarching operational adjustments applicable to multiple stakeholder agencies/departments
G - Mizell	Major Contributor of project funding and single element system users	Keep Informed	Communicate funding allocations and expectations in CAD & GIS portion of implementation system(s).
J - Tower K - Schwering	Secondary representatives from end user agencies	Keep Informed	Allow technical staff to work with stakeholder to answer questions and address concerns and provide test results for validation
I - Lincoln	Major Contributor of project funding	Minimal Effort	Communicate project specifications as required

CAD/RMS Project Results



2013: \$6.0M Project

LOCAL NEWS

SUNDAY, DEC. 22, 2013

Spokane city-county dispatch systems outdated, sheriff says

By Mike Prager
mikep@spokesman.com
(509) 459-5454

Twitter Facebook Email Reddit

Funding

Money for a new Spokane city-county emergency dispatch system would come from these pieces:

\$2 million from the countywide 911 system

\$2 million from a voter-approved sales tax

\$1 million from Spokane County's general fund

\$1 million from the city of Spokane's general fund

Computer equipment used to dispatch law-enforcement officers in Spokane County is 20 to 25 years old.

Replacing that equipment with a 21st-century computer system cannot happen soon enough, as far as Sheriff Ozzie Knezovich is concerned.

Advanced digital capabilities have become a powerful weapon in modern policing, he said.

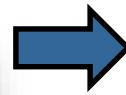
The sheriff in recent weeks has expressed impatience with the city of Spokane in reaching an agreement on replacing the aging system for dispatching and record-keeping.

"Our systems do not keep our community safe," Knezovich said last week. "We need a system that works with us, not against us."

Spokane police Chief Frank Straub said he agrees with Knezovich, but there are a number of details that need to be ironed out before a purchase is made.

The county has negotiated a \$1 million discount with Motorola, the company that has been under contract to upgrade the county's radio communication system under voter approval.

The county has \$5 million lined up for the \$6 million project, but county officials are waiting on the city of Spokane to kick in its \$1 million share.



2014: Regional Governance Workgroup formed



2015: \$2.9M Project

WEDNESDAY, FEB. 11, 2015

Spokane County Commission approves \$2.9 million dispatch system upgrade

By Rachel Alexander
rachel@spokesman.com
(509) 459-5406

Twitter Facebook Email Reddit

Spokane County law enforcement and residents may soon be able to access real-time data about crimes in progress, thanks to a dispatch system upgrade in the works.

Spokane County commissioners on Tuesday signed a \$2.9 million contract with New World Systems to replace an aging city-county law enforcement dispatch and records management system at half the cost the county originally projected.

The upgrade is the product of several years of conversation about the need to replace a 20-year-old computer-aided dispatch system that police Chief Frank Straub said has been held together "with bubblegum and glue and Band-Aids."

Regional Governance Committee - Integrated Response



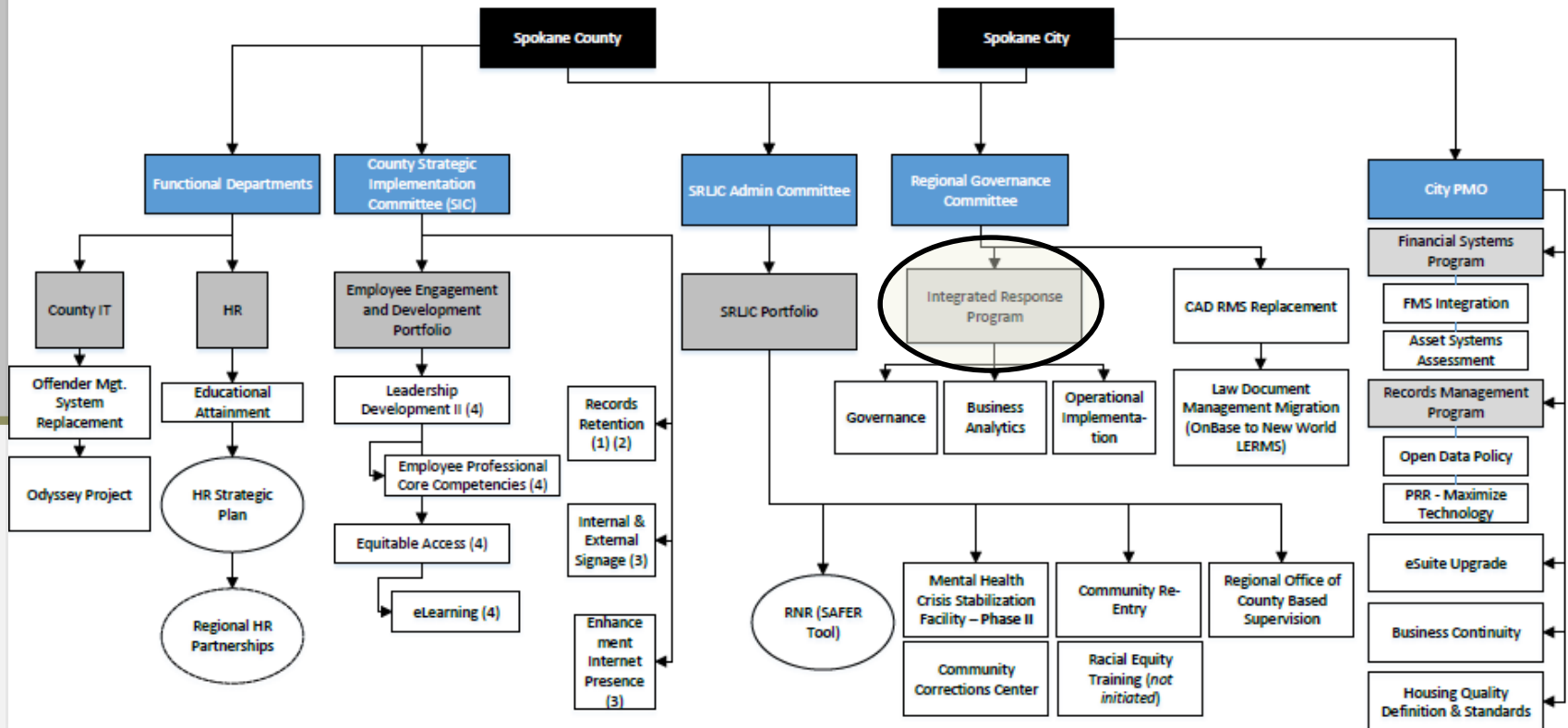
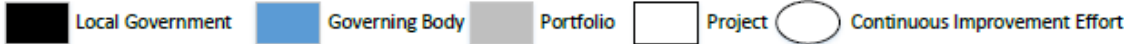
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Regional Governance Committee - Integrated Response (2017)



SECTION NO. 5: GOVERNANCE COMMITTEE.

There is established a Governance Committee ("Governance Committee"). The Governance Committee shall consist of (~~five~~) seven individuals to include a County Commissioner, a member of the Spokane City Council, the City Administrator, the County CEO, the City CFO, the County CFO and a (~~fifth~~) seventh member to be selected at large annually by the other four members and shall not be an elected official.

The Governance Committee shall review any objections to the sharing of costs between the PARTIES for the "purchase and implementation" cost items as well as "combined total annual maintenance" cost items as provided for in Section No.6.

Project Principles and Road Map



Spokane Integrated Communications Center Project

Highly engaged emergency communications professionals are experienced at navigating sweeping changes. Spokane's Emergency Call Receiving and Dispatch Teams are no exception. SCGI's support will create clarity and alignment throughout the process enabling the skilled and effective workforce to continue to deliver services at high levels of excellence while navigating this integration project. SCGI's support will facilitate movement through the following stages (following grey highlighted steps in graphic on page 6 below):

Principles of an Effective Integration Project:

Sequence: Throughout the Integration Project, the order in which decisions are made, and by whom, will impact the quality of the outcome. This project will follow this sequence wherever possible:

- Why:** Why create an Integrated Regional Communications center? (Values, long-term results, opportunities)
- What:** What does the general organizational structure look like? (Integrated Entity, Governance, Approach to Funding). Timeline for Integration.
- Who:** Who will become the key decision makers (Board Members first, then Operational Advisory Groups, then Executive/Leadership Staff.)
- How:** How will we achieve objectives of integration? (Operational Integration Plan)

The 3Es of Fair Process:

- Engagement** means involving individuals in the decisions that affect them by asking for their input and allowing them to refute the merits of one another's ideas and assumptions.
- Explanation** means that everyone involved and affected should understand why final decisions are made as they are. An explanation of the thinking that underlies decisions makes people confident that managers have considered their opinions and have made those decisions impartially in the overall interests of the organization.
- Expectation Clarity** requires that once a decision is made, behavioral expectations are stated clearly and tied to results.

Engagement of Stakeholders and Subject Matter Experts (SMEs):

The Integration Project will succeed based on the involvement of Subject Matter Experts (SMEs) currently engaged in the operations and direction of the agencies in the combined communications center. The goal of the Integration Project is to ensure continuity of service and set the stage for continued improvements in service for all Stakeholders. Engagement by Stakeholders is essential and will be sought at every key decision point throughout the project.

Integrated Center Project Road Map Decision-making Outline

(Note: Dates are targets. * indicates critical path decisions. While the roadmap below suggests linear work, many steps will occur concurrently. require concurrent progress)

Stage	Decision	Who Decides	When?
Overview/Discovery (Governance Construct)			
*	Why an Integrated Regional Communications Center?	Governance Committee	June/July
*	Commitment to Integration: Resolution of Consent from County Commissioners and City of Spokane Mayor	Governance Committee; City, County Officials	July
*	Definition of Expected Results of Integrated Center	Governance Committee; 911Board and Onsite Leadership	July, August
	Additional Key Stakeholder Feedback	Facilitated, to include JPSL etc	July, August
*	Documented Expectations of Stakeholders	Governance Committee	July, August
	Identification/prioritization of barriers to successful integration	Governance Committee and other Stakeholders	July, August
*	Identification of Key Advisory Groups, including participants for each step	Governance Committee	August
	Implementation of Internal and Stakeholder communications plan	Communications Liaison	July, 2017

Regional Stakeholder Communications



Integrating Emergency Response Communications



What is Interoperability?

Interoperability means computer and communication systems have the ability to connect and interact with one another readily and with reciprocity. In the context of emergency response communications, interoperability means that 911 Call Receivers, Law Enforcement, Emergency Medical Systems (EMS), and Fire all operate within a single organization—streamlining the process and decreasing the response time of emergency dispatches.



Today's System

Since 2004, emergency dispatch services have been delivered from the Combined Communications Center Building, but each dispatch service area operates under and reports to separate organizations. Today's system delivers services well within the confines of the current structure. With an integrated model, opportunity exists to achieve faster response times for the benefit of the public when they need it most.

Saving Lives. Faster.

Integrating our region's emergency dispatch response communications allows services to be dispatched an estimated time savings for EMS and Fire response of 90 seconds faster than the current system. This benefit alone justifies the adoption of an interoperable model. When combined with additional organizational efficiencies, the adoption of an interoperable model is even more essential and necessary.

- Continual and coordinated improvements in levels of service
- More operational capacity through more efficient usage of tax dollars
- Leveraged acquisition of the latest technology to further enhance services
- Improved coordination with emergency management and disaster preparedness, response and recovery

The Journey Towards Interoperability

1998
All Spokane County fire districts consolidated their communication systems into one: The Combined Communications Center.

2004
The Combined Communications Building was built with future interoperability in mind.

2008
The 1/10th Ballot Measure was passed to build an interoperable radio system.

October 2017
83% of Spokane County voters passed Proposition 1: 1/10th of 1% Sales Tax Renewal providing financial sustainability for improvements including integration through 2028.

Fall 2018
Emergency Service Communications in the Spokane Region will integrate to operate within a single organization to maximize current operations and prepare for future technology.



The estimated time an interoperable model will save with fire and medical dispatch compared to our current system.



85% of non-law enforcement calls are medical-related. Think about how much difference 90 seconds can make in the case of a stroke or heart attack



Delivering on Prop 1

Integrating our region's emergency response communications is part of fulfilling the promise of Spokane County's Proposition 1 which received 83% approval from voters in October 2017. Prop 1, 1/10th renewal promised faster response in crisis and pledged to "integrate Computer Aided Dispatch (CAD) between Police, Sheriff, Fire and EMS.

Positioned for the future

Integration is not only a step needed to keep our services up to date, it is crucial in positioning Spokane to utilize fast-approaching technologies. Our emergency service response must become integrated to utilize these coming technologies.

Integrated Response Governance Completion



FOR IMMEDIATE RELEASE

March 27, 2018

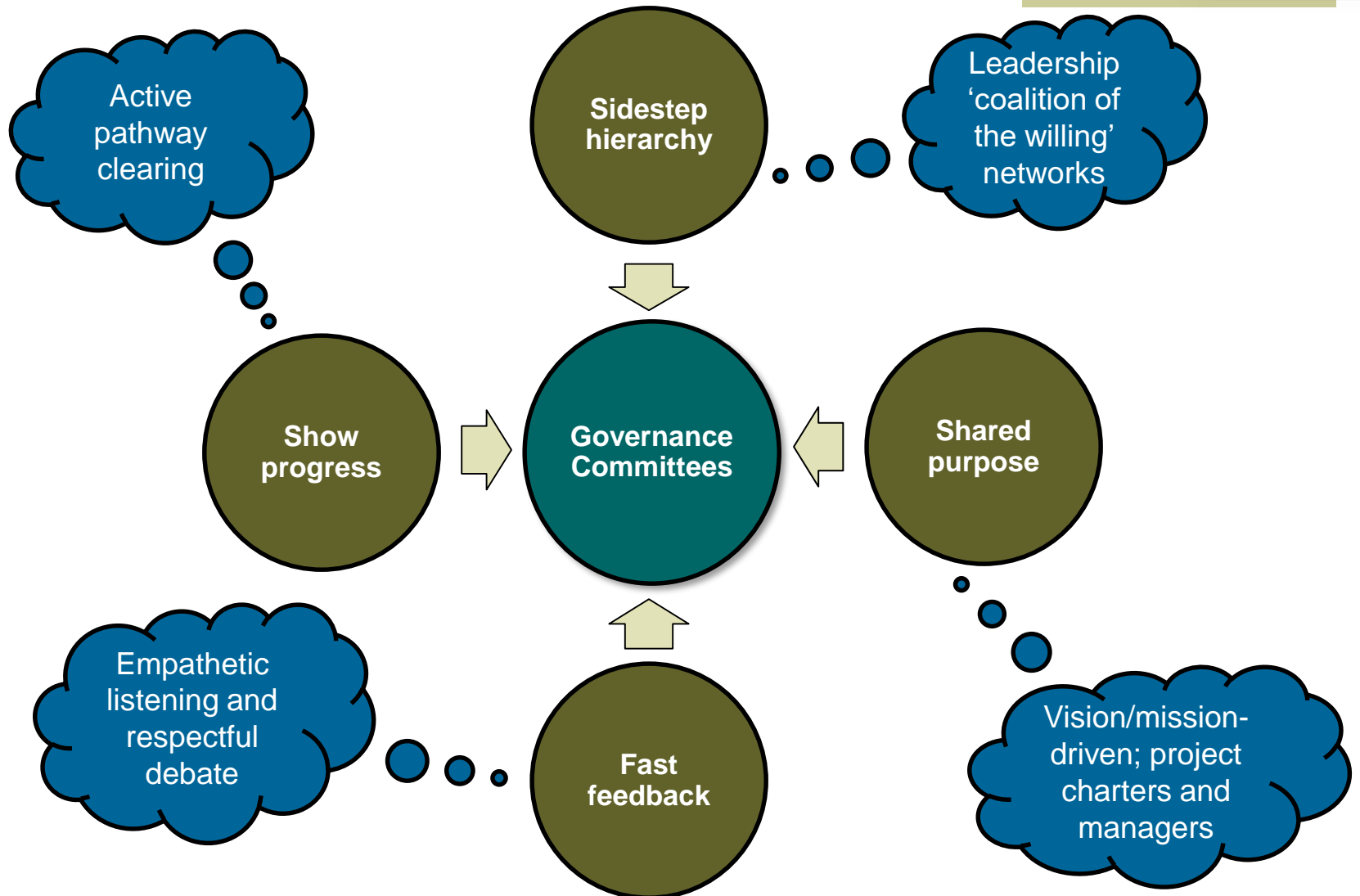
County and City Officials Join in Support of a Regional Spokane Integrated Communications Entity

SPOKANE COUNTY, March 27, 2018 – The Spokane County Board of Commissioners unanimously voted in favor of creating a Public District Authority (PDA) for an integrated response entity to oversee regional emergency communications and dispatching services. The Spokane City Council voiced their support of this effort in a Resolution of Intent last year and has been a part of the entity construction process.

In April of 2017, citizens of Spokane County chose to renew a one-tenth of 1% Emergency Communications Sales tax. A major initiative in this renewal measure would be for Regional leadership to review the need to integrate 911, dispatch, non-emergency crime reporting and emergency communications.

Upon formation of our PDA, governance was handed off to the newly-created SPOCOM Board

Culture of Lean Project Management and Governance





THANK
YOU

Lean Project Governance – A Key to Senior Leadership Engagement!



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