



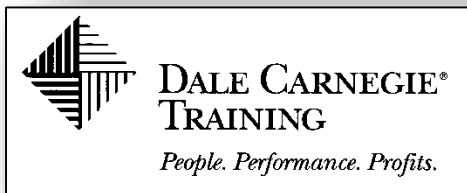
We're Not Robots – Reorganize For Speed!



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



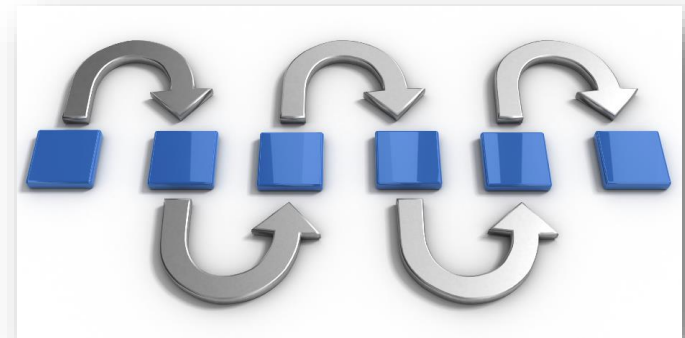
My Background



Our Changing Landscape – Are We Ready?



New Workforce



Current Systems

within
our...



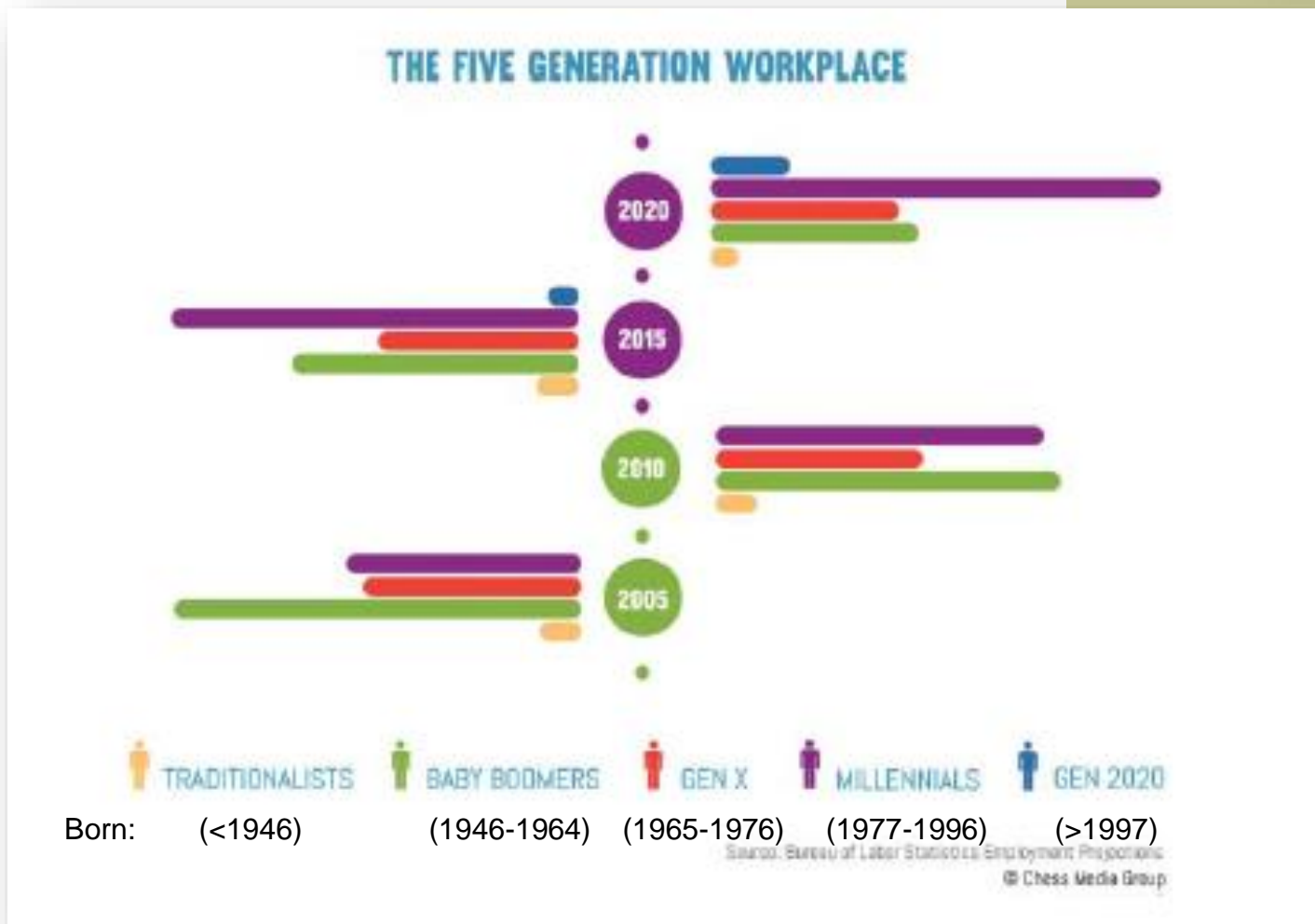
New Customer
Expectations

**Good
fit?**



Current
Organizations

Our Changing Workforce



Our Changing Job Security

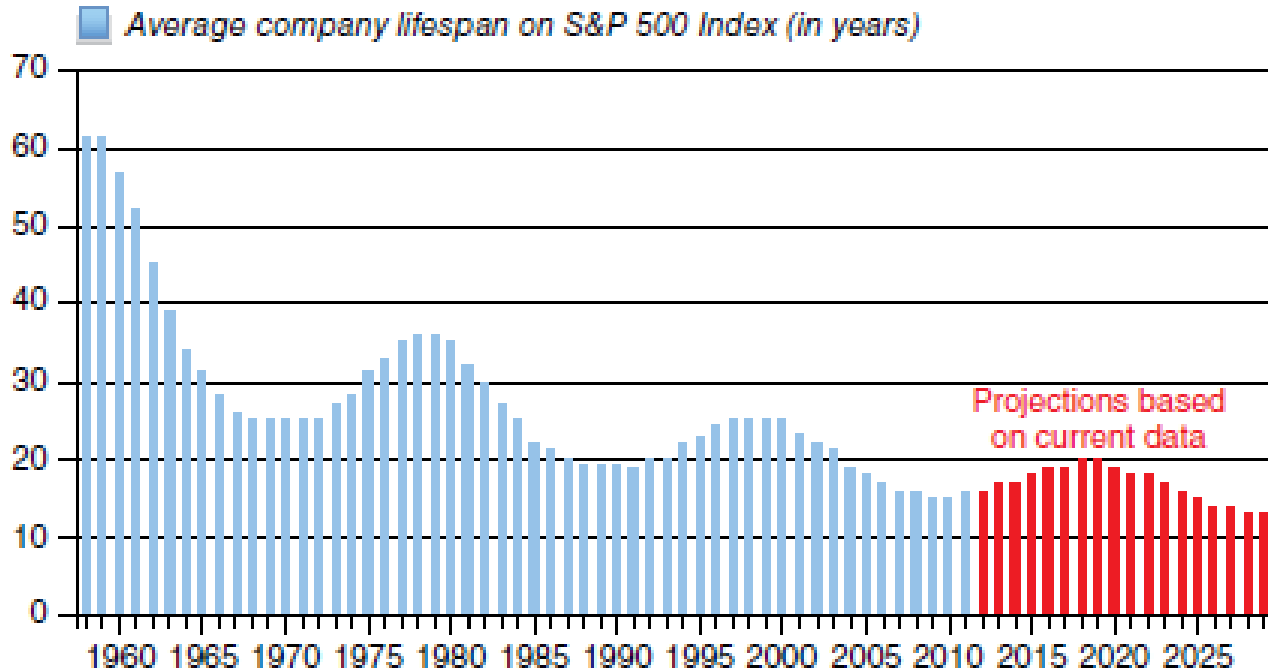


FIGURE 8.1 Average Company Lifespan on S&P 500 Index (In Years)

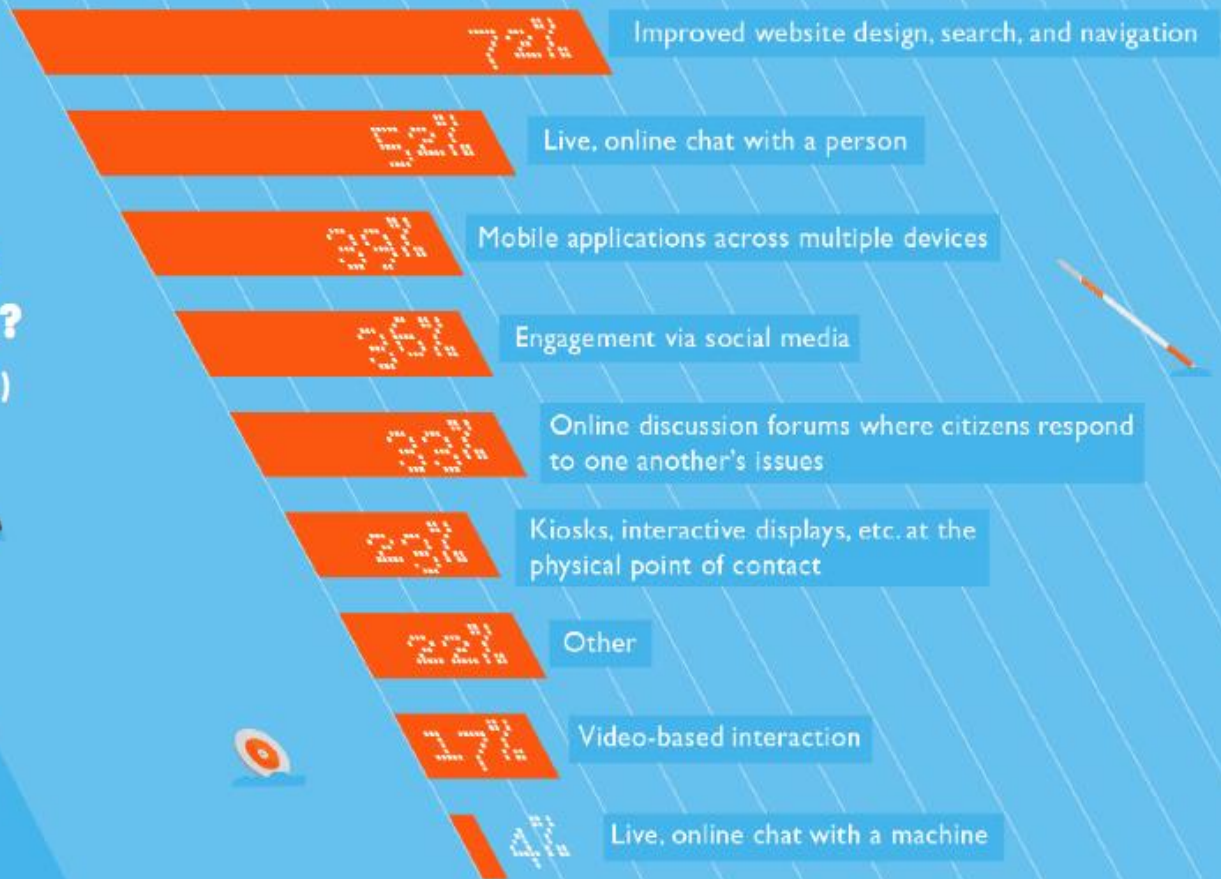
Source: Innosight.

“Today’s loyalties have shifted away from companies toward managers, teams, or projects.”

Our Changing Customers



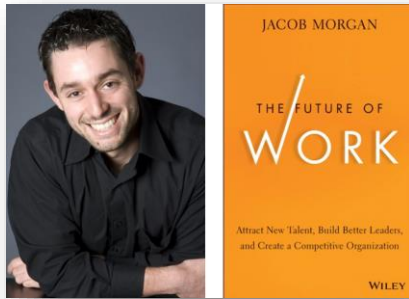
FIGURE 3
WHAT APPROACHES WOULD YOU LIKE TO SEE MORE WHEN IT COMES TO THE FUTURE OF CUSTOMER SERVICE?
(CHOOSE YOUR TOP THREE)



Are We Organized for Robots?



“..Many companies today were designed for robots and staffed by people.”



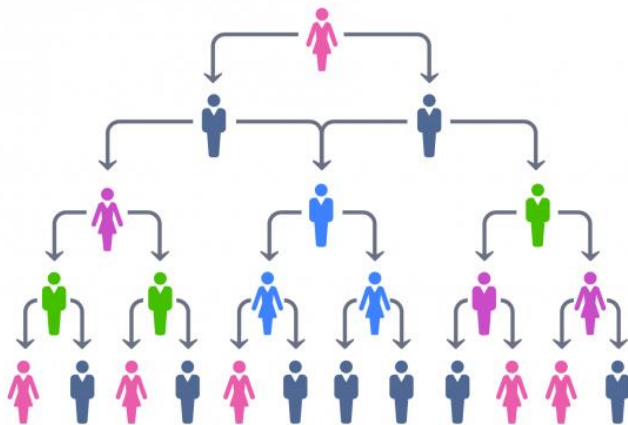
Jacob Morgan
Author of *“The Future of Work”*



Reorganizing for Speed!

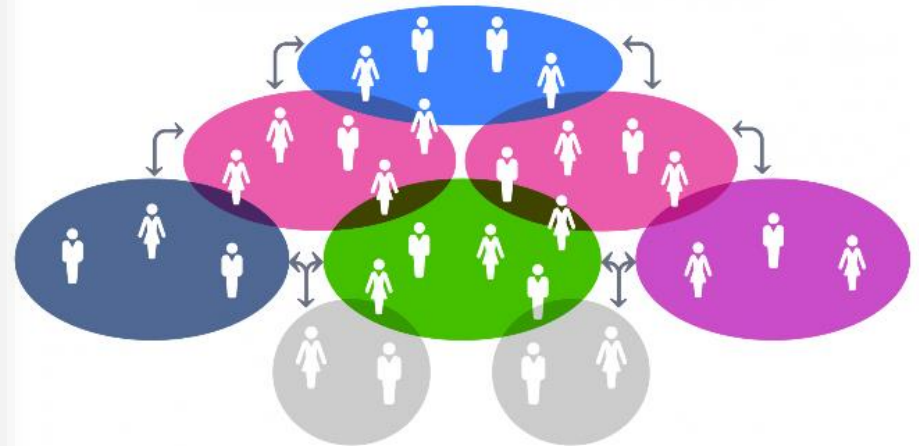


HIERARCHICAL ORGANIZATIONS



© Jacob Morgan (thefutureorganization.com)

HOLACRATIC ORGANIZATION



© Jacob Morgan (thefutureorganization.com)

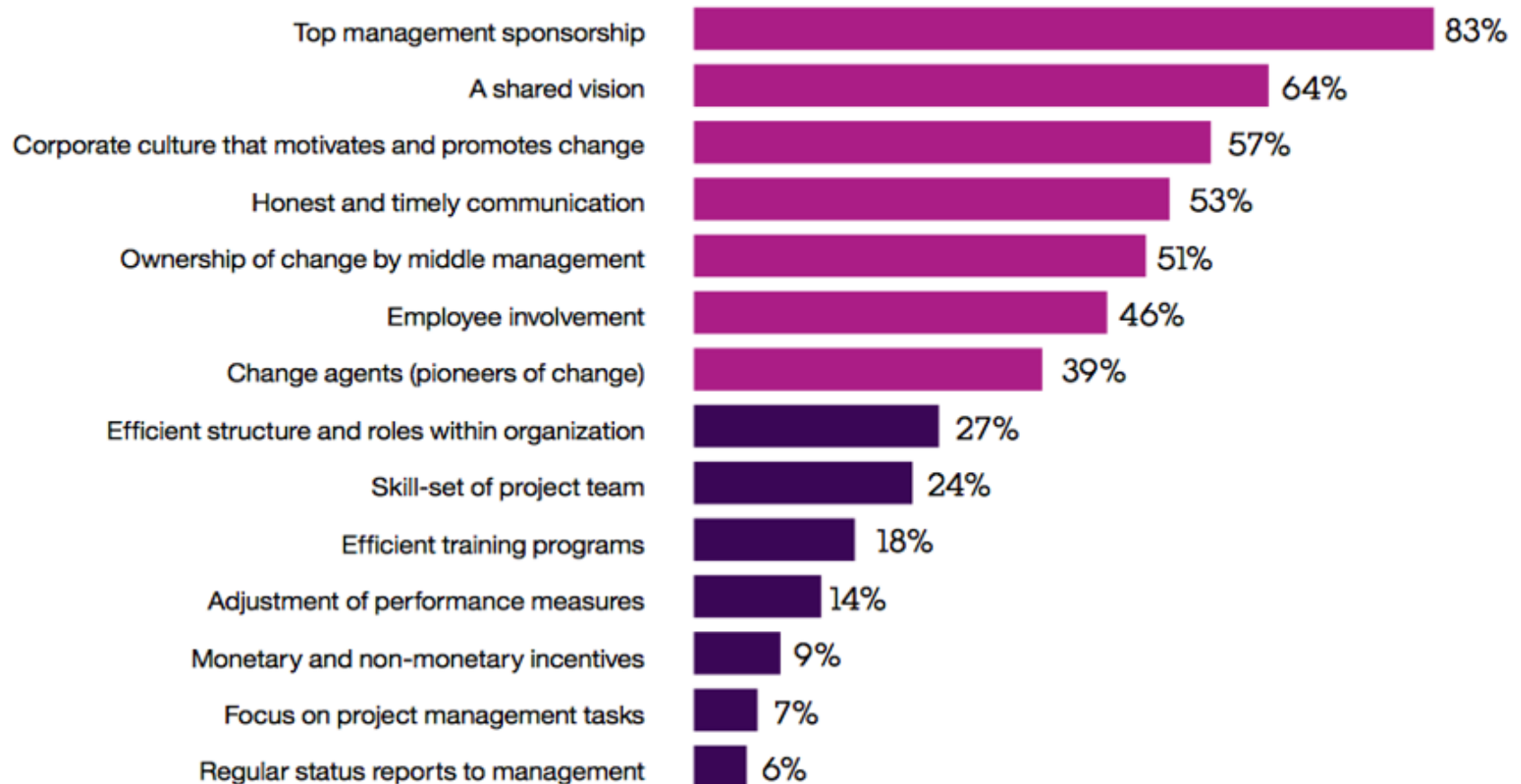
- Position-focused
- Delegated authority
- Linear
- Team-focused
- Distributed authority
- Circular

Our Dual Operating System



Existing Hierarchy ↔ Self-Managed Teams

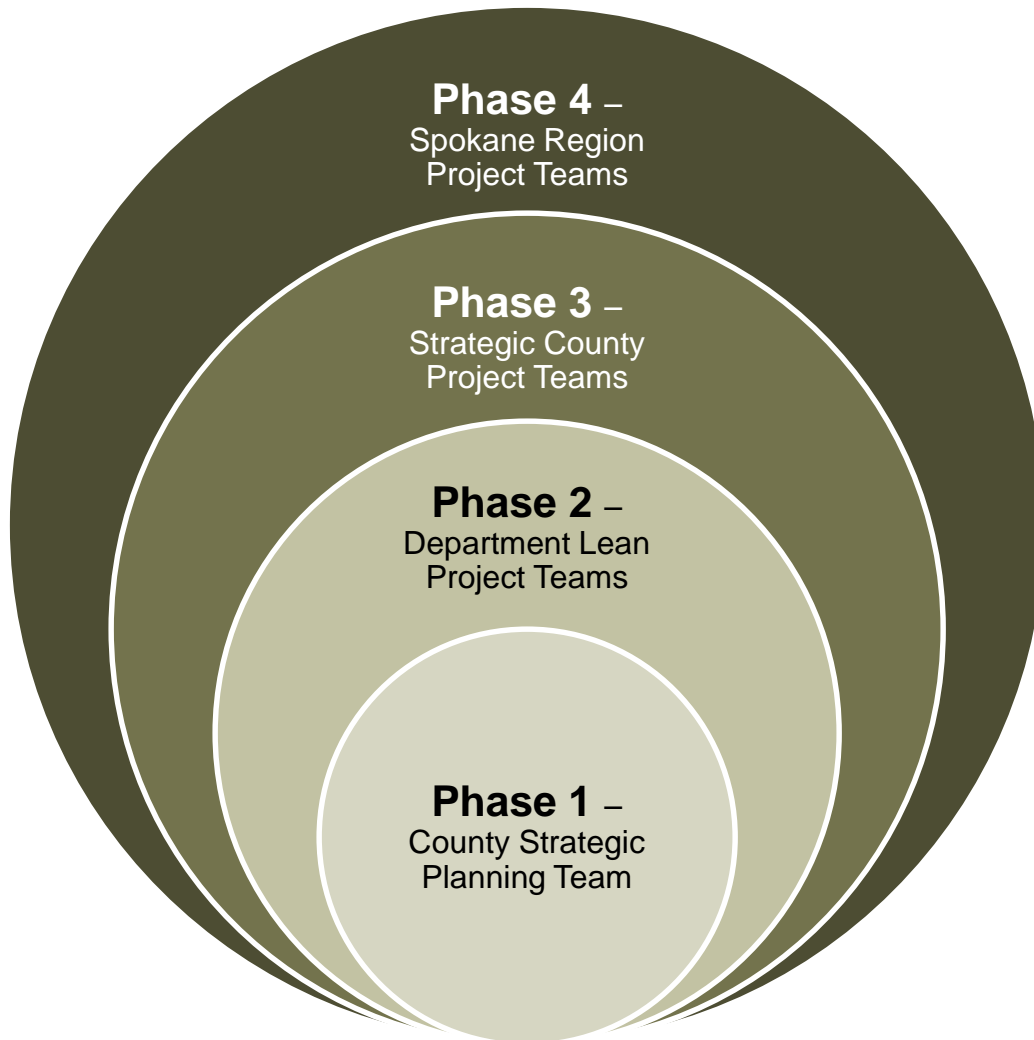
Important Aspects of Leading Organizational Change



■ Hard factors
■ Soft factors

IBM Institute of Business Value: *Making change work...while the work keeps changing: How Change Architects lead and manage organizational change* - 2014

Our Team Development Approach



Commissioner
Nancy McLaughlin
District 1

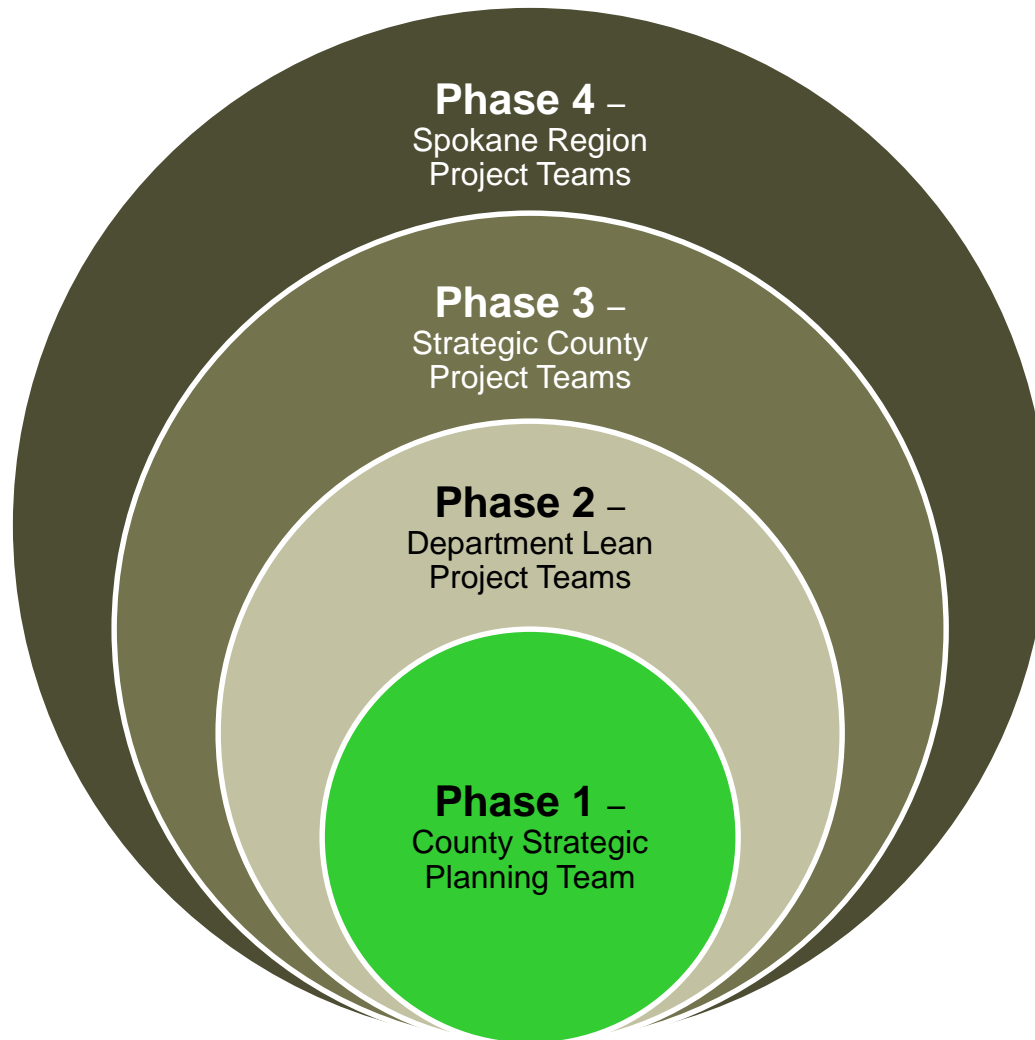


Commissioner
Shelly O'Quinn
District 2



Commissioner
Al French
District 3

Phase 1 – County Strategic Planning Team (2013-16)



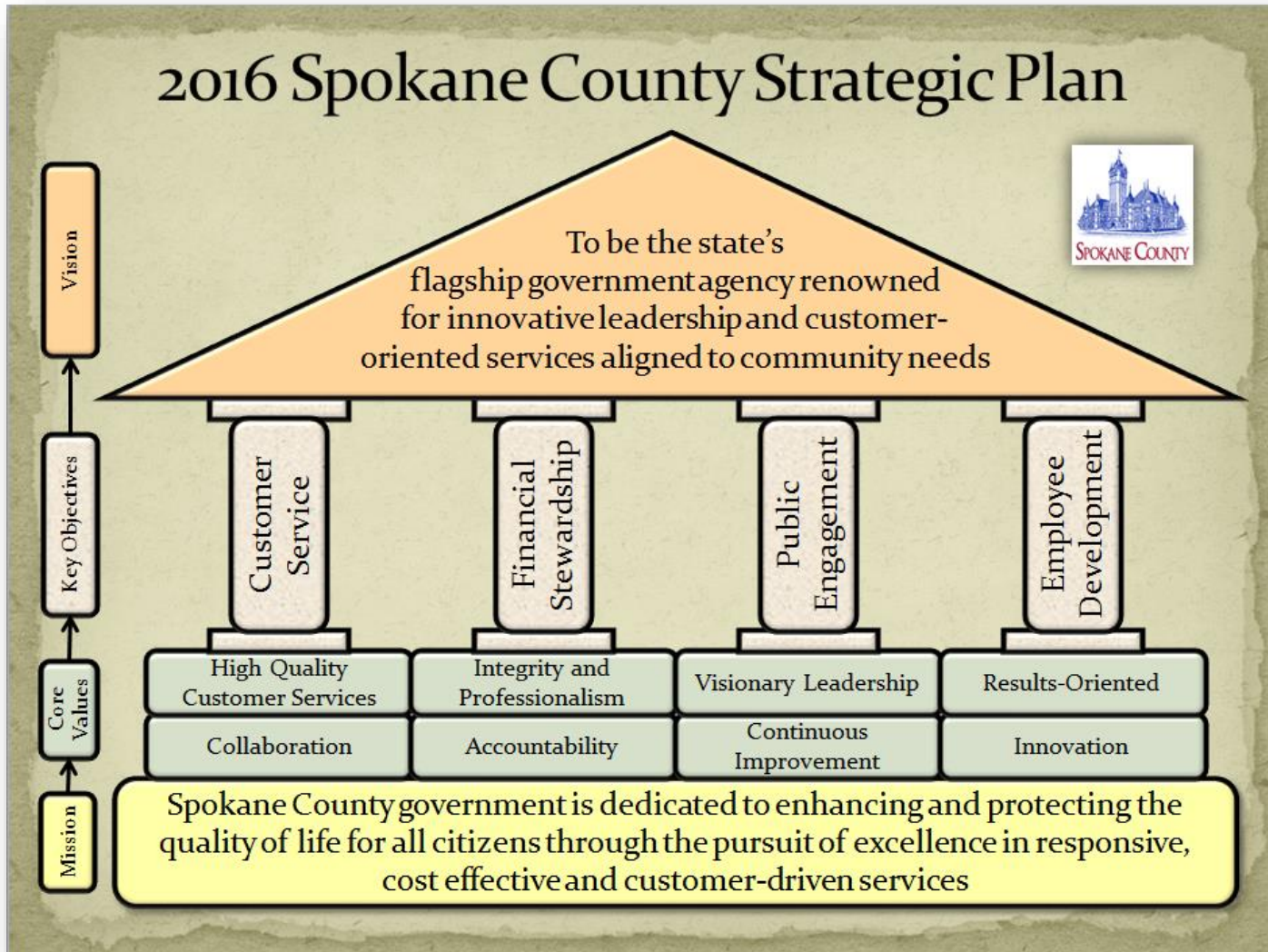
Creating Our Strategic Plan



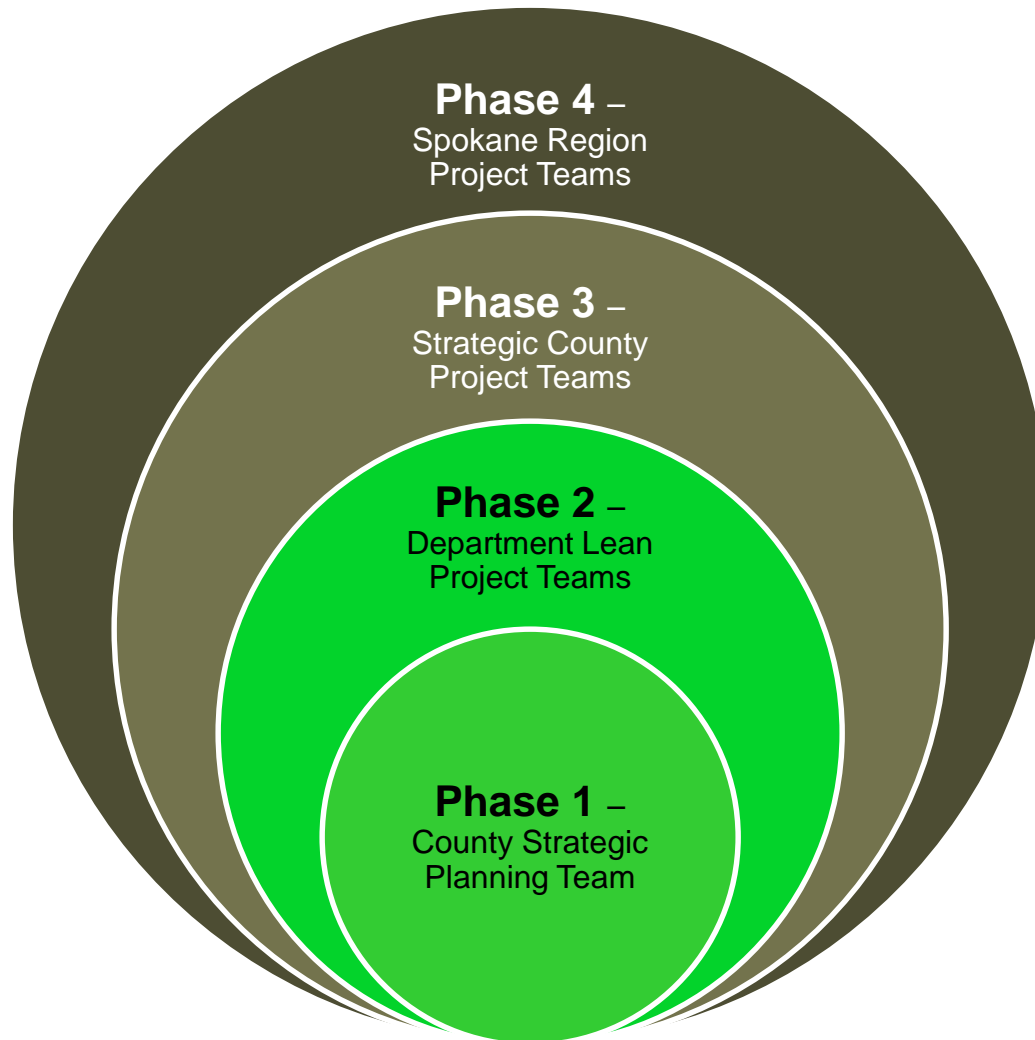
- Assembled 3 senior leadership teams
- Defined county improvement priorities
 1. Employee development/succession planning
 2. Public communication/education/access
 3. Customer service



Our Resulting Strategic Plan



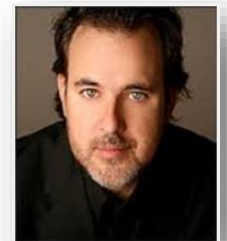
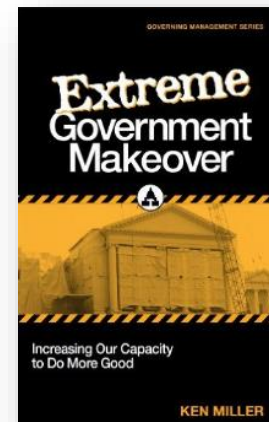
Phase 2 – Department Lean Project Teams (2014-16)



Lean Leadership Course




- Initially for senior county leaders
 - Session 1 – Lean Basics
 - Session 2 – Process Management
 - Session 3 – Visual Management/Daily Huddles
 - Session 4 – Lean Leadership
- Department 'lean' project run during course



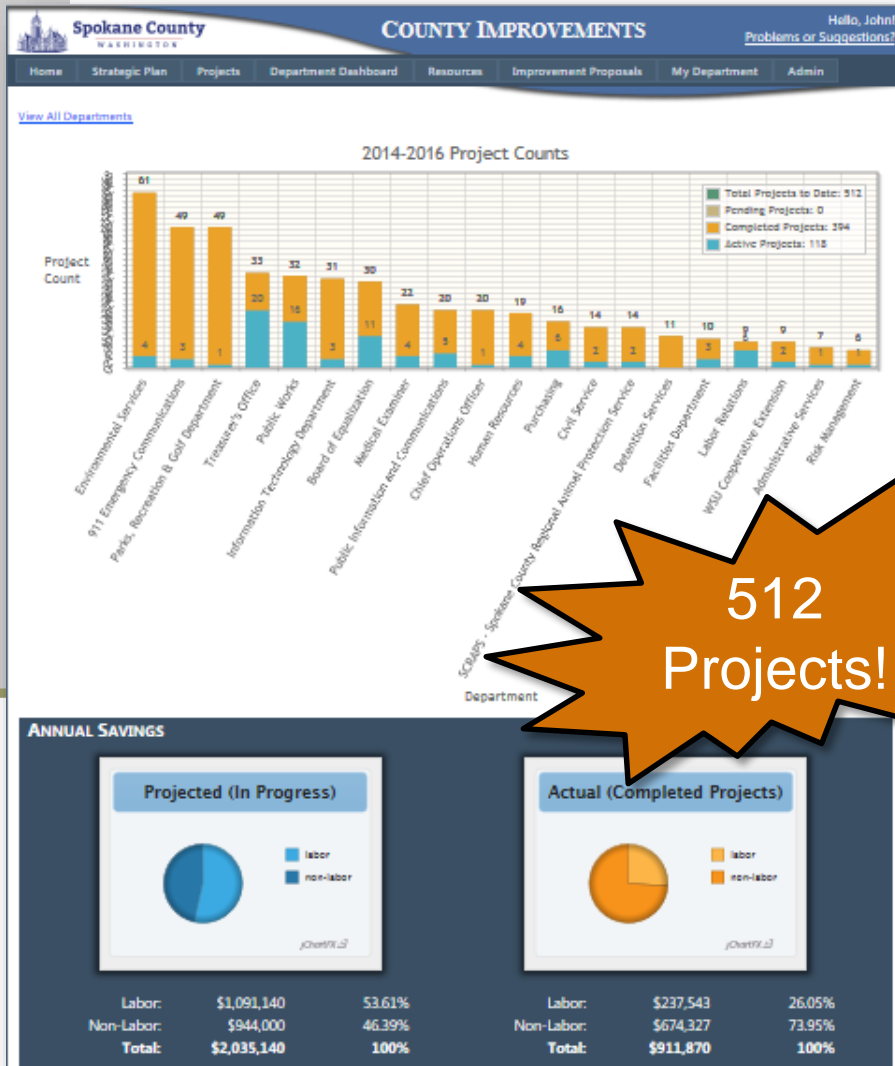
Ken Miller

Problem Solving Storyboard



<p>Project Title:</p>	<p>Sponsor:</p> 																																
<p>1. Background and Problem Statement</p> <p>Why do we do this process?</p> <p>What is the problem (time, quality, cost, safety, etc.)?</p>	<p>3. Target Condition</p> <p>Draw the key steps of the <i>future, improved</i> process:</p> <div data-bbox="1000 544 1690 811" style="border: 1px solid black; border-radius: 15px; height: 187px; margin: 10px 0;"></div> <p>What is the primary goal for this improved process?</p>																																
<p>2. Current Condition</p> <p>Draw the key steps of the <i>current, unimproved</i> process:</p> <div data-bbox="285 1021 981 1292" style="border: 1px solid black; border-radius: 15px; height: 190px; margin: 10px 0;"></div> <p>On the drawing above, circle the steps that are causing the biggest problems?</p>	<p>4. Implement Plan</p> <table border="1" data-bbox="1010 972 1667 1363"> <thead> <tr> <th></th> <th>Actions</th> <th>By Who?</th> <th>By When?</th> </tr> </thead> <tbody> <tr><td>1.</td><td></td><td></td><td></td></tr> <tr><td>2.</td><td></td><td></td><td></td></tr> <tr><td>3.</td><td></td><td></td><td></td></tr> <tr><td>4.</td><td></td><td></td><td></td></tr> <tr><td>5.</td><td></td><td></td><td></td></tr> <tr><td>6.</td><td></td><td></td><td></td></tr> <tr><td>7.</td><td></td><td></td><td></td></tr> </tbody> </table>		Actions	By Who?	By When?	1.				2.				3.				4.				5.				6.				7.			
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County Improvements Portal



STREAMLINE SPECIAL EVENT PERMIT PROCESS - ENTERED BY PKNOWLES ON 3/18/2014

Start date: 11/7/2013 Target date: 4/18/2014 Complete date: 4/11/2014

The special event permit process is used by the Department to authorize and allow in a responsible manner, community events (special events) such as runs and festivals. The project involves eliminating (in most cases) the need to print, circulate, scan, and repeat a permit application as part of the review process. The end goal is to create a permit that is completed and submitted digitally and create a review process that takes place via email. The project goal is to greatly reduce the time to issue a permit to an event organizer.

Annual Savings (\$)	Projected	Actual
Labor	\$4,200	TBD
Non-Labor	\$0	TBD

100% Completed

Projected

Labor: \$4,200 100.00%

Non-Labor: \$0 0.00%

Total: \$4,200 100%

Actual

Labor: \$0 50%

Non-Labor: \$0 50%

Total: \$0 100%

PROJECT STATUS UPDATE

Last Update by: PKNOWLES on 4/11/2014

Project Completed

PROJECT CONTACT

Parks, Recreation & Golf
Paul Knowles
477-2188

FILE ATTACHMENTS

- 2014_Special_Event_Application_v5_Form.pdf
- Special_Event_Presentation_v2.pptx

IMAGE ATTACHMENTS

No images have been added for this project.

PROJECT ADDRESSES THE FOLLOWING STRATEGIC OBJECTIVES

- Customer Service
- Financial Stewardship

CUSTOMER FOCUS

This project results in a quicker turnaround and improved predictability for organizations and individuals seeking a special event permit for use of a Spokane County Park facility.

PROBLEM STATEMENTS

- Special event permits are issued routinely by Spokane County Parks. Customers who applied for the permit often wait up to 15 days to receive a permit for their event.

CURRENT CONDITION

Customers wait up to 15 days to receive a permit from Spokane County for their special event.

TARGET CONDITION

Customers receive a permit within 3 business days of application (if application is complete)

IMPLEMENTATION PLAN / RESULTS

- Project resulted in reducing permit processing time from 13.6 days to 1.08 days (average).
- Project resulted in increasing the number of events and therefore revenue.

CONTINUOUS PROCESS IMPROVEMENT - FUTURE PLANS

Continue to monitor and evaluate the special event program to further improve the process and experience.

Success Stories!



SUCCESS STORIES!

You and your teams do such great work and accomplish so much, yet rarely do you receive the recognition you deserve. Below is a collection of your Success Stories from across Spokane County summarizing projects that have been completed. After reading these stories, perhaps one or more of them will give you ideas on similar improvements to make in your department. For more information on each Success Story, you can click the [View Project](#) link. And here is our most recent success story:

EASEMENT DOCUMENTS SCANNED TO PARCEL

Department easements have been sorted, cataloged and the scanning process has been finalized. This is an ongoing process in our department that will give employees ease of accessibility.

TEAM MEMBERS
Gene, Daniela & Karen

[View Project](#)

OUR SUCCESS STORIES *113 Project Improvement Success Stories and counting!*

Listed by completed date beginning with the most recently entered. Use the column header to sort or search box to filter. Click on the Project Name to view the success story and a link to complete project details.

Project Name	Department	Start Date	Target	Completed
Outdated directory in the Public Works Building	Public Information and Communications	3/28/2014	7/29/2016	10/4/2016
Restructure Construction Documents and Right of Way	Environmental Services	2/11/2016	8/31/2016	8/29/2016
Procurement of Next Generation 911 Telephone System	911 Emergency Communications	2/21/2014	8/16/2016	8/2/2016
National Missing and Unidentified System (NAMUS) Training	Medical Examiner	12/22/2015	7/31/2016	7/16/2016
Easement documents scanned to parcel	Environmental Services	10/29/2015	7/20/2016	7/5/2016
Economical Equipment Replacement Process Review	Public Works	2/20/2014	12/30/2016	6/1/2016
Road Maintenance Drainage Coordination Project	Public Works	3/1/2015	9/1/2016	6/1/2016
Upgrade mapping applications to broaden device options	Information Technology Department	9/1/2014	6/30/2016	5/16/2016
Some citizens make use of our mapping websites, but not everyone knows they have access to GIS data online.	Information Technology Department	10/13/2014	5/31/2016	5/16/2016
Performance Management Training	Chief Operations Officer	8/10/2015	2/29/2016	2/29/2016

Showing 1 to 10 of 113 entries

113
Success
Stories!

- Making our many county improvement successes visible
- Success-solving vs. problem-solving...

MRSC Blog – Staff Stories

(<http://mrsc.org/Home.aspx>)



Spokane County Uses Lean to Improve Its Job Application Process

September 13, 2016 by John Dickson
Category: Performance Management-Measurement , Government Performance Advisor



Spokane County Utility Billing Team Lean Success Story

May 2, 2016 by John Dickson
Category: Performance Management-Measurement , Government Performance Advisor



Spokane County Golf Courses Continuously Improve Quality of Customers' Experience

July 13, 2016 by John Dickson
Category: Performance Management-Measurement , Government Performance Advisor



Photo courtesy of Spokane County.

Spokane County's Journey to Lean

March 4, 2016 by John Dickson
Category: Performance Management-Measurement , Government Performance Advisor



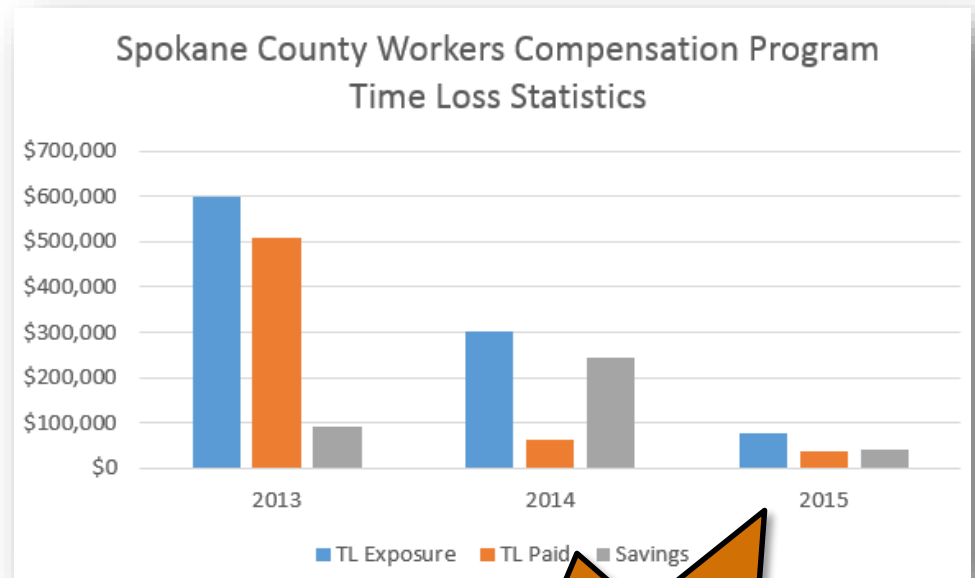
Worker's Compensation Success Story



The Problem...



The Subsequent Results...



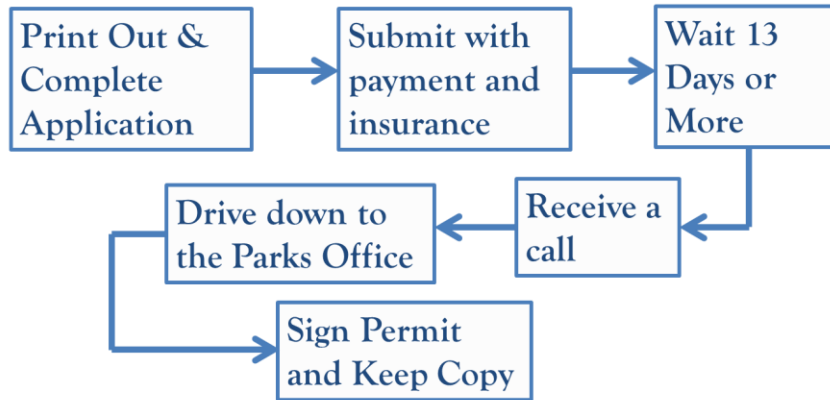
Steve Bartel
 Risk Management Director
 (509) 477-6113
sbartel@spokanecounty.org

92% Time Loss Paid Reduction from 2013-15!

Parks and Recreation Special Event Permit Success Story

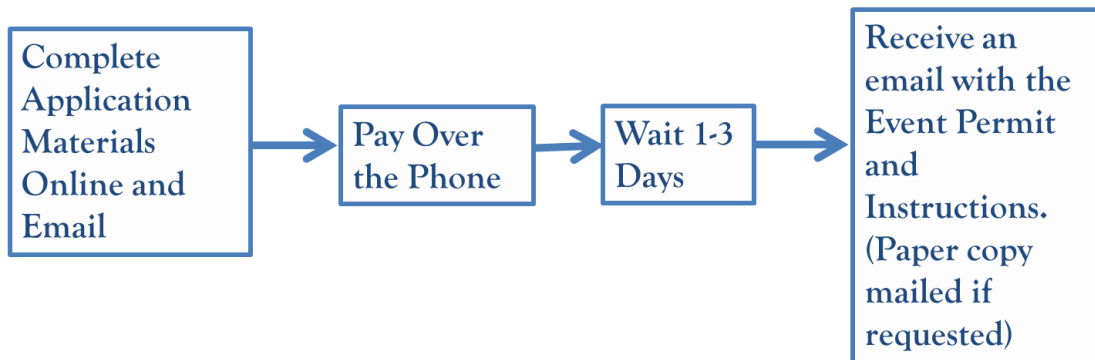


2013 Customer Experience...



94% Time Reduction!
= 13.6 days ☹️...

2014-16 Customer Experience...



= 0.9 days 😊!

Key Performance Indicator

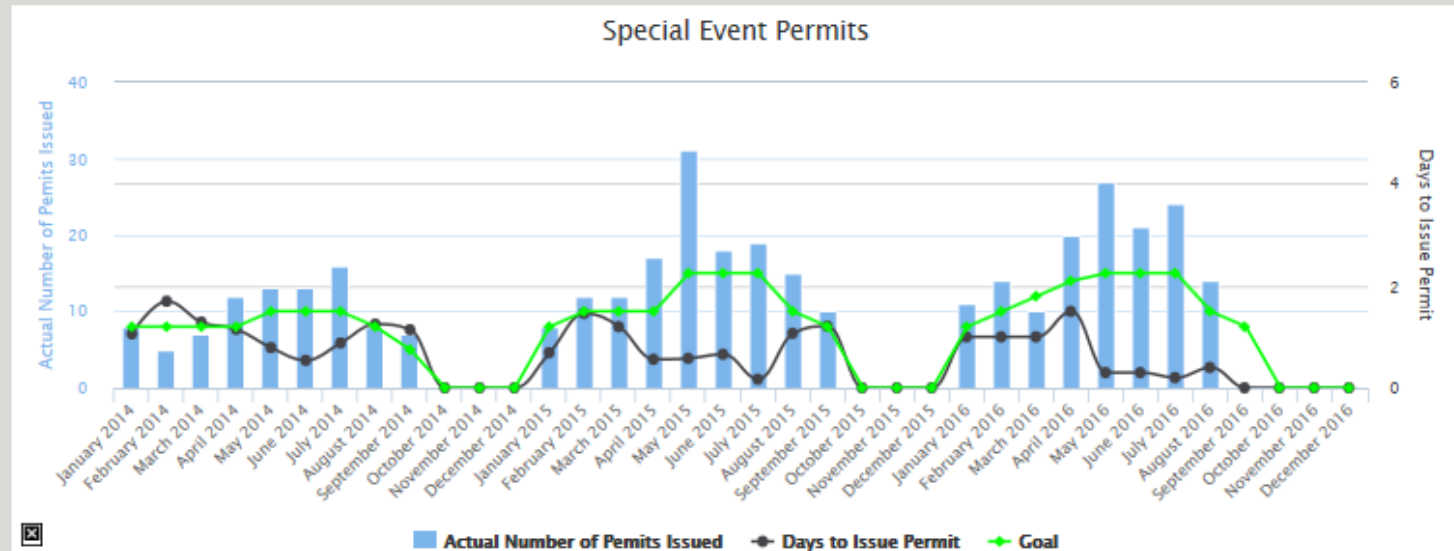
(<http://www.spokanecounty.org/3192/Key-Performance-Indicators>)



Parks, Recreation & Golf



The mission of the Parks, Recreation & Golf Department is to enhance the general quality of life for the residents of Spokane County by providing the highest quality and quantity of parks, recreation, open space, and related cultural opportunities given the available resources.



Doug Chase
Director

Description:

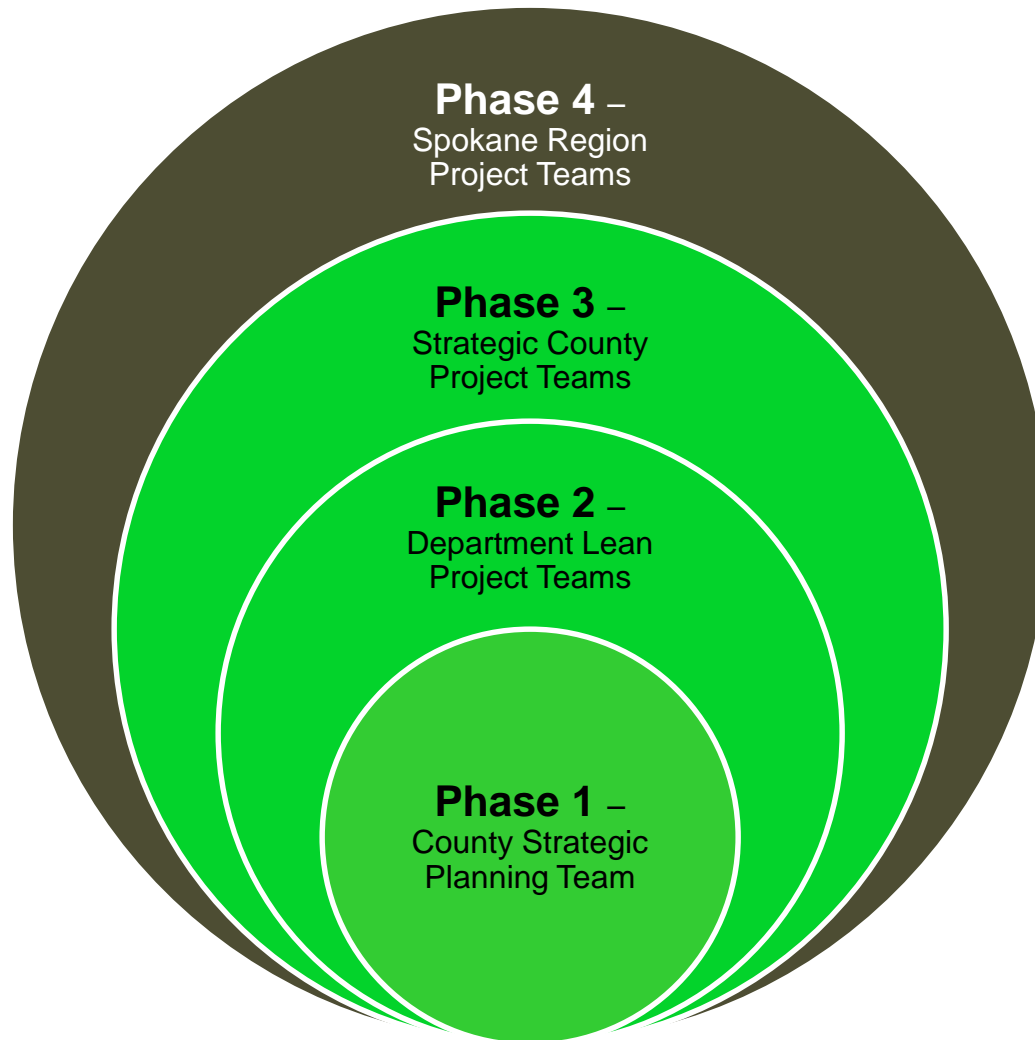
Spokane County is very supportive of and endeavors to accommodate special requests from the community to reserve usage of certain Spokane County Park Properties/Facilities to conduct community and family oriented events (i.e. dogs show, car show, day camp, festival, weddings, competitive sporting events etc.). Spokane County accommodates these activities through a special event permitting process, obtaining insurance and requiring additional measures as necessary to insure event success and compatibility with facility and other park users.

[Give Feedback](#)

Significance:

The Special Event Permit process enables access to Spokane County's Parks system and facilities through insuring successful and well coordinated events and activities. We strive to make the permitting process quick, easy, and helpful to the event organizer.

Phase 3 – Strategic County Project Teams (2015-16)



Our Team Network



Spokane County Project Charter

Overall Program: Spokane County's Enhanced Website

Project Title: Spokane County Website Update and Enhancement to provide a customer centered service with online access capabilities. Optimize website content to meet future County Website Applications.

Related Future Web Projects: Update and ongoing maintenance of online content and customer touch point guidelines.

Project Manager: John Brandt

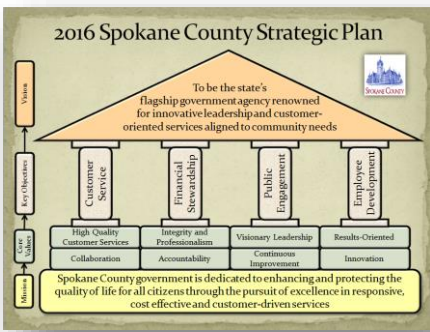
Project Budget:
 Spokane County Website Update and Enhancement: \$200,000
 Optimize Website Design: Spokane County Application: \$100,000
 Total Estimated Budget: \$300,000

Scope: Budgeted resources in this online website and website application development and will include ongoing expenses that will be accounted for by project after completion such as daily backups, domain renewals, 24/7/365 IT support, content management, website updates and ongoing testing by the third party vendor estimated at a total 15-18% of the development cost (\$45,000-55,000/yr) being by the third party vendor estimated at a total of \$100,000-120,000/yr.

Project Objectives and Deliverables:

The project will replace the County's website with an updated solution with website capabilities and will increase the project to support the County's Website. The project will include the following:

1. The project will replace the County's website with an updated solution with website capabilities and will increase the project to support the County's Website.
2. The project will include the following:
3. The project will include the following:
4. The project will include the following:
5. The project will include the following:



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 Business Statement

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, Facilitate sustainable 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

Countywide Strategic Project Prioritization



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

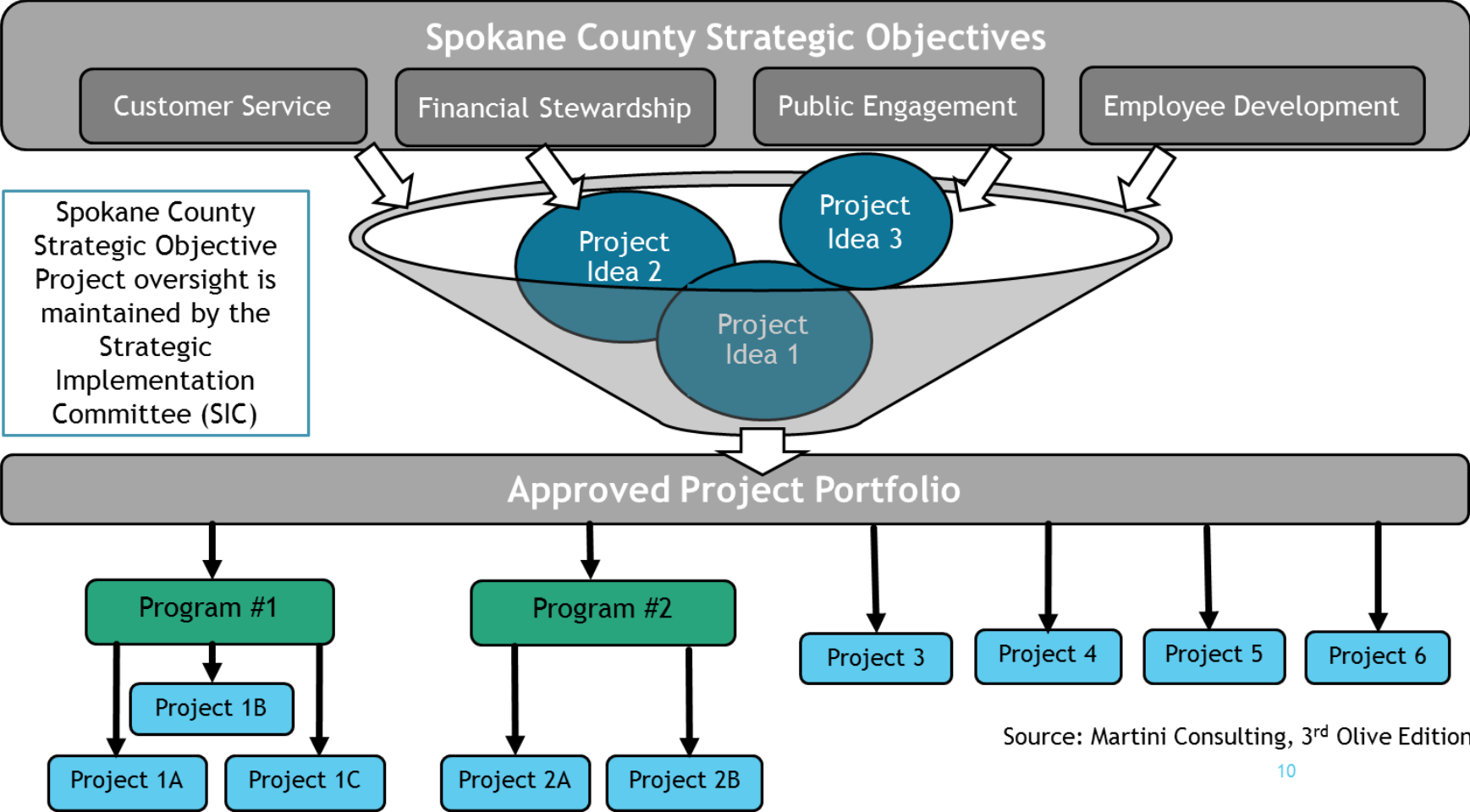
- Innovation
- High Quality Customer Services
- Continuous Improvement
- Accountability

County Improvements Ranking

County Improvement Proposals

Response	Chart	Percentage	Count
Employee Development: Professional Growth and Education	<div style="width: 57.3%; height: 20px; background-color: #4CAF50;"></div>	57.3%	197
Financial Stewardship: Develop 5-year Financial Plan for County	<div style="width: 44.8%; height: 20px; background-color: #F44336;"></div>	44.8%	154
Customer Service: Create/Update Customer Service Oriented: (1) County Resource Manual; (2) Mobile Connectivity App; (3) New, Enhanced, Website (Internet/Intranet)	<div style="width: 34.3%; height: 20px; background-color: #2196F3;"></div>	34.3%	118
Financial Stewardship: Identify unfunded mandates at the County department level, emphasizing the annual cost and impact on a department's ability to meet identified immediate and long-term service objectives	<div style="width: 32.0%; height: 20px; background-color: #FFEB3B;"></div>	32.0%	110
Employee Development: Career Mapping	<div style="width: 25.9%; height: 20px; background-color: #009688;"></div>	25.9%	89
Public Engagement: New County Website and Mobile Application	<div style="width: 23.0%; height: 20px; background-color: #9C27B0;"></div>	23.0%	79
Customer Service: Branding and Signage Improvements for County Campus	<div style="width: 22.7%; height: 20px; background-color: #FF9800;"></div>	22.7%	78
Employee Development: Employee Resource Kit	<div style="width: 21.5%; height: 20px; background-color: #795548;"></div>	21.5%	74

Strategic Project Governance



Source: Martini Consulting, 3rd Olive Edition

Formal Project Charters



2016 Spokane County Project Charter



Project Title: Education Attainment Policy

Project Sponsor: John Dickson, Spokane County Chief Operations Officer (COO)

Project Manager: Bethany Ellifritz

Project Budget: \$0

Project Objectives and Deliverables:

The objectives of this project are to:

- Determine how Spokane County departments currently enable staff to attain college degrees and/or major certifications (i.e., tuition reimbursement, flexible work schedules to attend courses, etc.)
- Study results from the Spokane County Education Attainment survey (sponsored by Greater Spokane Incorporated – GSI)
- Study results from other companies who took the GSI Educational Attainment survey
- Based on these results and feedback from a variety of County departments/leaders and 'best practices' from other governmental organizations, define how Spokane County can better enable staff to attain college degrees and/or major certifications
- Develop an annual budget estimate to implement and sustain this program (include assumptions).
- Create a DRAFT Spokane County Education Attainment Policy

Business Case Justification:

The following realities justify creating a strong educational attainment program at Spokane County:

1. Spokane County has a large amount of staff who can retire in the next few years.
2. The current economy is good, and quite a few high-performing staff have left the County for better paying jobs.
3. It's costly to train new people outside the County to fill these increasing job vacancies.
4. On average, people with advanced degrees and certifications make more money than their peers who don't.
5. Spokane County does not have an educational attainment policy.

With a strong educational attainment focus and program at Spokane County, we'll be able to retain more of our staff, enable internal candidates to more effectively fill internal job openings in the coming years, and keep the costs down associated with hiring people outside the County.

2016 Spokane County Project Charter



Project Scope (Boundaries):

This project team will:

- Study the Spokane County Educational Attainment survey results (sponsored by GSI)
- Find best practices associated with educational attainment policies in government
- Based on our survey results and best practices, create a draft Spokane County Educational Attainment policy
- Develop an annual budget estimate to implement and sustain this program (include assumptions).

This team will not implement the educational attainment policy at Spokane County.

Project Assumptions and Risks:

Assumptions:

1. Our project team will be comprised of Spokane County staff;
2. Team members will be given the time to work on this project;
3. There is a desire across the County to implement an educational attainment process; and
4. The project objectives above can be completed within 6 months of the project start date.

Risks:

1. Team members aren't allowed the time they need by their respective organizations to work on this project; and
2. The recommended policy won't be approved by County officials.

Project Team: To be determined

Subject Matter Experts (SMEs):

- Mary Lee (CSHCD)
- Meg Lindsey (GSI)

Customers and/or Stakeholders:

Spokane County staff

Project Timeline: To be determined (assumed to be completed within 6 months of start date)

Strategic Project Teams



Records Retention Process

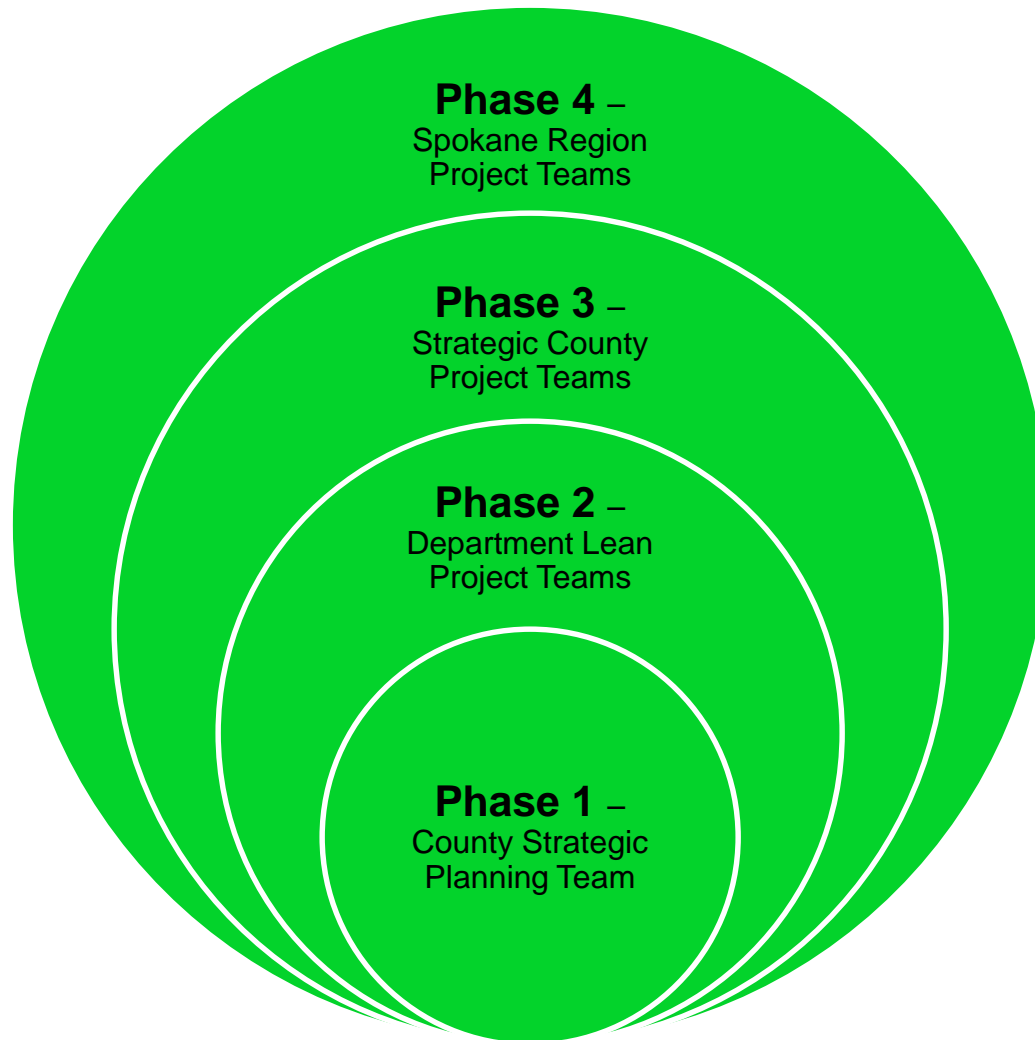
Ken Mohr (PM)



Campus Signage Improvement

Shawna Ernst (PM)

Phase 4 – Spokane Region Project Teams (2015-16)




CAD/RMS Regional System Upgrade




WEDNESDAY, FEB. 11, 2015

Spokane County Commission approves \$2.9 million dispatch system upgrade

By Rachel Alexander 
rachela@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.”

City and county officials said the new system would provide 21st-century tools to fight crime, including giving dispatchers access to the current location of law enforcement vehicles and providing an up-to-date crime map so resources can be directed to high-crime areas more quickly.

CAD

Computer-
Aided
Dispatch

RMS

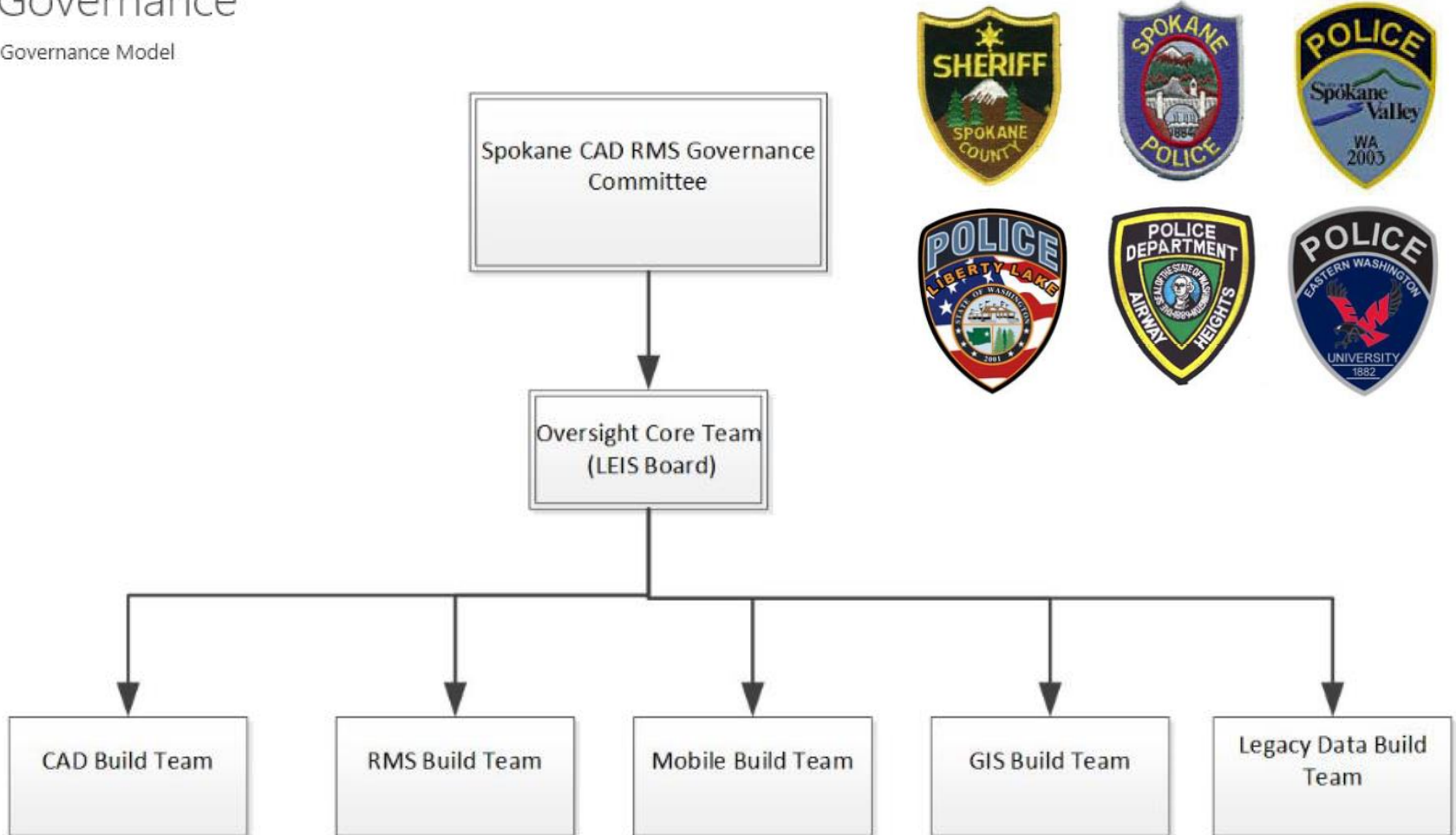
Records
Management
System

Team-Based Organization



Governance

Governance Model



Regional Criminal Justice Reforms



Core Sites

- Charleston County, SC
- Harris County, TX
- Lucas County, OH
- Milwaukee County, WI
- New Orleans, LA
- New York, NY
- Philadelphia, PA
- Pima County, AZ
- St. Louis County, MO
- Spokane County, WA**
- The State of Connecticut



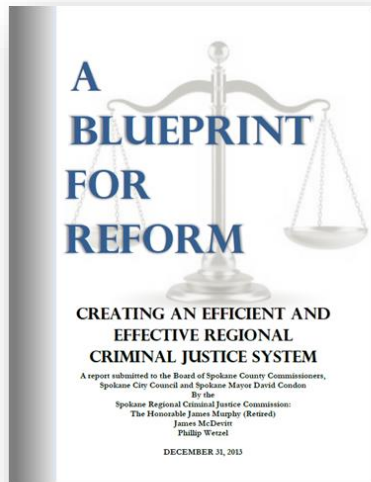
Partner Sites

- Ada County, ID
- Cook County, IL
- Los Angeles County, CA
- Mecklenburg County, NC
- Mesa County, CO
- Multnomah County, OR
- Palm Beach County, FL
- Pennington County, SD
- Shelby County, TN



Supported by the John D. and Catherine T. MacArthur Foundation

Team-Based Organization



Commissioners; Mayors;
City Councils; Police;
Sheriff; Public Defense;
Prosecutors; Superior,
District and Municipal
Courts; Citizens

Admin
Committee
(7 members)

Law and
Justice
Council
(22 members)

Administrator
(Dr. van Wormer)

Risk/Needs/
Responsivity

Technology

Facilities

Racial Equity

Performance
Measures

Strategic
Planning

Evidence-
Based
Practices

Bail Reform

Jail
Courtroom

Subcommittees/
Workgroups

In Summary



New Workforce



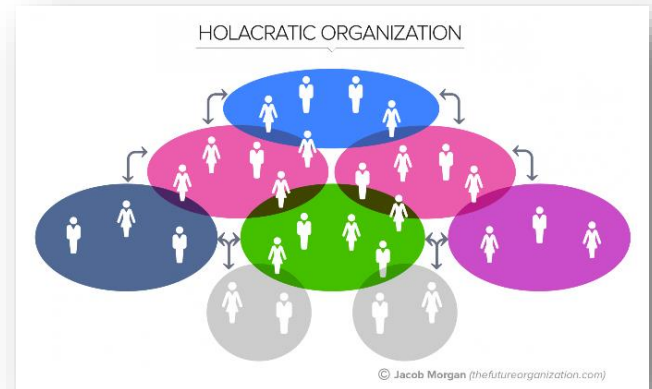
New Customer Expectations

within
our...

**Better
fit?**



Agile Systems



Team-Based
Organizations



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