

# CYCLE OF PERSONAL OWNERSHIP

MARCH 2020 WINNER



CHELAN COUNTY

# JOHN SAGERSER

John has exhibited Operational Excellence and Trustworthiness through his leadership of the project team for the Powerhouse Two Unit Rehabilitation Project. As Program Director for the Powerhouse Two Unit Rehabilitation Project at Rock Island John has exemplified all three phases of The Cycle of Personal Ownership.

The Unit Rehabilitation at the RI PH2 project is financially one of the largest projects the District has taken on since Rocky Reach. The District has chosen to use an alternative procurement (Design/Build) method to execute this program. This is different from the Design/Bid/Build (Lowest Responsive Bid) process the District is accustomed to. In the Design/Build process the District issues a Request for Qualifications to develop a list of potential contractors qualified for this type of project. After the Finalists are selected a Request for Proposal is issued to the Finalists. Then the Finalists work with the District's project team to develop and submit proposals for the District to select from. The selection is based on not only cost, but technical proposal and project team developed by the Finalist.

Early on in the process John recognized that it was going to be a big task to engage project stakeholders, which in this case was the entire District, so that when it was time to select the finalist all heads were nodding the same direction.

# JOHN SAGERSER, CONT.

John accomplished this by:

- Taking Responsibility
  - Developed a plan for stakeholder engagement
  - Developed a team and assigned the members to specific departments to share information and solicit input
  - Developed and scheduled Stakeholder Engagement Meetings with Generation, T&D, System Ops, Power Marketing, Control Systems Engineering and the Senior Management Team
- Empowering Project Team and SMEs
  - Requested proposal reviews and comments from more than 20 different District Staff, stakeholders and SMEs (More than 1,500 comments collected)
  - Assigned project team members and District SMEs to specific sections of the Finalist proposals for in-depth review and comparisons
  - Requested District SMEs to develop one to two page summaries of how all three proposals addressed the District's stated Project Goals and Values
- Accountability
  - Although this is a story still being written we, the Project Team, are **Celebrating:**
    - Proposals were received on January 24<sup>th</sup> and we were given District (Senior Team) approval on February 21<sup>st</sup> to present findings to the Board of Commissioners in March 2<sup>nd</sup> (This kind of time frame is unheard of in my experience)
    - These three proposals consisted of thousands of pages of very technical information that was well understood and documented in reviewer comments
    - In the final phases of completing the District's first use of Design/Build procurement method, for the first time
  - We are also looking at some **Lessons Learned:**
    - Open and transparent communication with the Finalists and internal to the District is paramount to success in this type of procurement process
    - We have a much better understanding of the Design/Build process and have already noted several changes that we can make to our next proposal documents that will more clearly represent District Goals and Values as well as simplify the process

John has exhibited Operational Excellence and Trustworthiness throughout this whole process. From the beginning of this process until now John has achieved high performance from his team through clear communication, participation and accountability. It is also clear that John is fully engaged in pushing the District to improved Project/Procurement processes by championing the Design/Build method.

I attribute our success to this Project to the whole team under the excellent leadership of John Sagerser.