



King County

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**Exhibit C**  
**SPU/DNRP Ship Canal Water Quality Project**  
**One Team Decision Making Guidelines**  
**October 28, 2015**

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| <p>1. The Ship Canal WQ Project Team is empowered and encouraged to make relevant decisions to carry out projects in a way that is efficient, adds value, and maximizes the prospects of a successful project. However, there are boundaries to the Team’s authority. The Team is responsible for understanding project assignment, including its purpose, scope, schedule and budget; and for seeking timely approval by governance decision-makers for changes that exceed authorized levels.</p>   |
| <p>2. At each stage of the Project the active members of the Team at the time, should be solicited for their point of view. It is the responsibility of the Team lead and other members of the Team to listen to the other's view and consider it in the context of each decision being made and with the ultimate goal of achieving the best outcome for the Project, SPU and DNRP.</p>  |
| <p>3. A deliberate transition meeting should occur whenever the Lead for the Project changes from planning to design to construction to commissioning to operations and maintenance to help ensure that the members of the Project Review and Change Management Committee understand the issues and risks.</p>  |
| <p>4. If a particular member has an opinion about something that strictly resides in their area of expertise or concern and does not significantly affect the interests of the other members, <u>and</u> it is not inconsistent with asset management guidelines or standards, the Team should give some amount of deference to that particular member on that topic. For example, if the operator has a preference for equipment that does not affect NPV, schedule, project functionality, environmental impact, department standards, or community expectations, then they would normally be the one to make that decision. Another example might be Project Delivery and Engineering Branch (PDEB) deciding between DBB and GCCM project delivery methods. However, if a Team member wants to pursue an option for their personal preference, but the option would affect the NPV or impair the functionality or operability of the Project, they should not normally be deferred to.</p> |
| <p>5. While each Team member is expected to pay particular attention to the interests that they have selected to represent in the process, they should at the same time temper that by also considering what is best from an overall project or customers’ interest. It is expected that any Team member should speak up and raise concerns within the Team about proposed project decisions or changes that, in the view of that Team member, may negatively affect scope, schedule or budget, or potentially undermine project success.</p>   |
| <p>6. Previous decisions should not be revisited unless there is compelling new information. A modification of a Team’s membership is usually not a sufficient reason to revisit a previous decision. New members to the Team should be brought up to speed by the current Team lead (or someone designated by the lead) at the stage they begin engaging with the Project Team.</p>  |
| <p>7. If choices can be easily and clearly analyzed by asset management techniques, then these should be used to make a decision.</p>   |
| <p>8. The Team should work hard and creatively to openly discuss and propose alternatives in order to</p>   |

find the best solution or reach the best decision that can achieve as many project objectives as possible. This is an obligation of all Team members, but especially that of the current lead which, at the particular phase, is most responsible for keeping the Project and Team moving forward.

9. The Team should strive for general agreement and clear commitment among Team members when making decisions. That is to say that each of the Team’s members should at least be able to live with the decision that is being proposed, even if it is not their preferred outcome. Silence is your concurrence. It is also worth considering including other mitigating aspects of a decision that can move Team members from the most grudging acceptance to more enthusiastic support.

10. Notes should always be taken and decisions will be documented in a Decision Log.

11. All Team members are responsible for supporting Team decisions in word and action.

12. If general agreement among members is not possible, then the Lead is responsible for making a final decision (including any compromise aspect). This action will be the direction of the Team, subject to #13, below.

13. If a member cannot live with the direction of the Team; the following “appeal” process should be used:

- The member should notify the Team and/or Team leader (Project Administrator) of their lack of agreement/support and will seek further guidance with his/her division management.
- The member should promptly talk to the following First Level Decision Makers:

<b>Project Phase</b>	<b>SPU</b>	<b>DNRP</b>
Planning or Design	Engineering Director	WTD Engineering Unit Manager
Construction	Construction Management Director	WTD Construction Unit Manager
Commissioning	Systems Operation, and Planning Analysis Manager	WTD Assistant Plant Manager
Operations and Maintenance	Utility Operations Manager	WTD Assistant Plant Manager

Team members will present issues of concern in order of precedence, to the First Level Decision Makers to determine whether or not to take the dispute forward with their counterpart for resolution.

- If First Level Decision Makers choose not to pursue the issues of concern, then this is the end of the “appeal” and the Team direction stands;
- If First Level Decision Makers choose to address the issues of concern with their counterpart, and agreement is made, their decision is final; or
- If First Level Decision Makers choose to address the issues of concern with their counterpart, and no decision is made, then the issue must be promptly elevated to the Second Level Decision Makers.

- Elevate the issues of concern to the following Second Level Decision Makers:

<b>Project Phase</b>	<b>SPU</b>	<b>DNRP</b>
Planning, Design or Construction	Project Delivery and Engineering Branch Deputy Director	WTD Project Planning and Delivery Section Manager
Commissioning	Systems Assessment Operations and Maintenance Division Director	WTD Plant Operations Manager
Operations and Maintenance	Utility Operations and Maintenance Division Director	WTD Plant Operations Manager

- If agreement is made by the Second Level Decision Makers, their decision is final;
- If no decision is made, then the issue must be promptly elevated to the SPU DWW LOB Deputy Director and WTD Director; their decision is final.