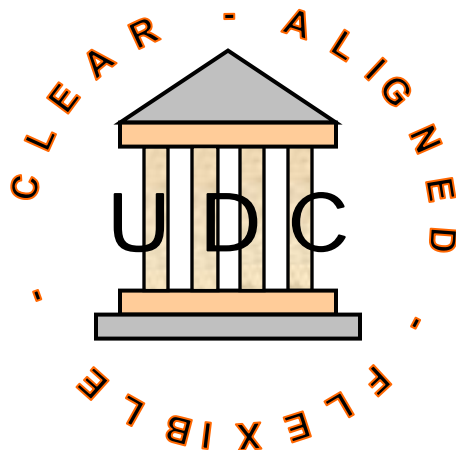




**Snohomish County
Unified Development Code (UDC)
Update Project**

Project Charter



December 15, 2006

Note: This Project Charter document was abridged and edited to provide a more concise & readable document for the public

UDC Update Project Project Charter

TABLE OF CONTENTS

	Page
List of Figures	iv
1. Background	1
The Worlds of the Unified Development Code	1
Conceptual Model of the UDC	4
“SWOT” Analysis of the UDC Update Project	5
2. Project Definition	6
Project Scope	6
Process	7
Project Goals	8
Project Objectives	8
3. Roles & Responsibilities	9
Project Name	9
Project Sponsor	9
Steering Committee	9
Project Manager	10
UDC Update Project Team	10
Project Advisors	11
Topic Area Teams	12
Summary of Roles & Responsibilities	12
UDC Update Project Work Plan Review and Approval	14
Topic Area Work Plans Review and Approval	14
Change Management Process	14
Public Involvement	16
Public Involvement Strategy	16

LIST OF FIGURES

	Page
1. The UDC Worlds Model	3
2. Conceptual Model of the UDC	4
3. UDC Update Steering Committee Members	9
4. UDC Update Project Team Members	11
5. UDC Update Project Advisors	12
6. UDC Update Project Structure	13
7. Summary of Project Roles and Responsibilities	15

1. BACKGROUND

The Worlds of the Unified Development Code (UDC)

The Snohomish County Unified Development Code (Title 30 of the SCC) was adopted in December 2002 and became effective in February 2003 after years of effort to consolidate under one title development regulations that were previously spread across 17 titles. The UDC now contains the adopted regulations that guide development in compliance with law, especially the Growth Management Act, and with established policy direction. That being said, county decision makers always contemplated the development of the UDC as a two-phase project. The scope of the original UDC project was intentionally limited to re-formatting the code into a logical order, making as few substantive changes as possible. As a result, many of the codes existing at that time were merely re-formatted, carrying forward antiquated provisions in need of substantive update. This UDC Update Project will take the second step of the originally envisioned process, providing a substantive review and revision of all codes within the existing UDC and proposing changes to meet the needs of the growing Snohomish County community.

In embarking upon a project of the magnitude and complexity of updating the entire UDC, it is helpful to recognize the influencing factors that will guide as well as greatly affect the regulations and the project itself. Figure 1 is a graphic representation of the four “worlds” that affect the nature of the County’s development regulations and, in many instances, limit the flexibility the County can exercise in review and approval of development proposals. The four worlds considered here are:

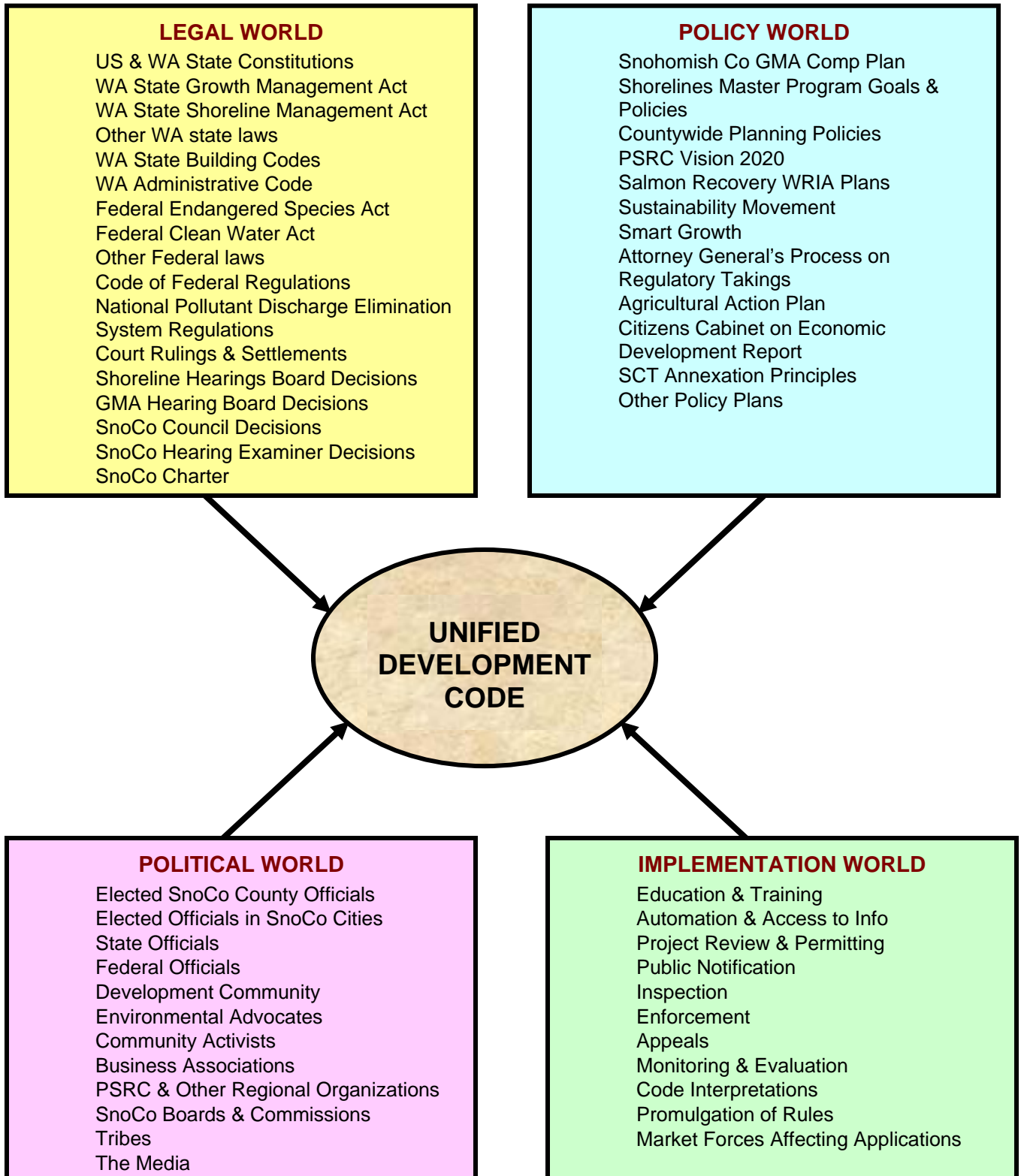
1. *The Legal World.* This is the world of external mandates, primarily state and federal regulations that include pivotal laws such as the Growth Management Act (GMA), the Endangered Species Act, the Shoreline Management Act, the Clean Water Act, and the State Environmental Policy Act. Beyond these state and federal laws, the Legal World heeds the rulings of hearings boards and courts related to development policies and regulations.
2. *The Policy World.* Policies are the plans and concrete guidelines that translate law and public sentiment into action. Most policies that guide development are the product of extensive public involvement processes to ensure that all perspectives of the county community are considered. The key policies that guide the UDC are found in the Snohomish County GMA Comprehensive Plan with its associated General Policy Plan, Future Land Use Map, Transportation Plan, Capital Facilities Plan, etc. Other important policy documents are the Snohomish County Tomorrow County-wide Planning Policies and Puget Sound Regional Council’s Vision 2020 policies. Alignment with the Comprehensive Plan vision is an essential goal of the UDC Update Project.
3. *The Political World.* The Political World recognizes the discretion of elected officials to establish policies, set priorities for the UDC, and adopt regulations. They have the primary responsibility to implement the Comprehensive Plan’s vision for the future community growth and living environment of Snohomish County.

Elected officials make decisions that balance the needs of all stakeholders, including balancing present-day and long-term benefits. Ideally, The Political World should be well informed about the Legal World and the Implementation World so that their direction and decisions minimize legal risk, code inconsistencies, unintended consequences, and implementation problems.

4. *The Implementation World.* The Implementation World includes factors that establish how code can be applied and enforced. This includes establishment of permitting processes, appeals procedures, enforcement provisions, outreach, education, training, and more. The implementation world is also affected by market forces that drive the amount and type of development proposals coming in for permits.

The UDC Update Project Team must maintain an awareness and appreciation of all of these influences and respond appropriately in order to successfully identify and propose UDC changes. By doing so, the Project Team will be better able to promote appropriate alignment of regulations, policy direction, and permit processes.

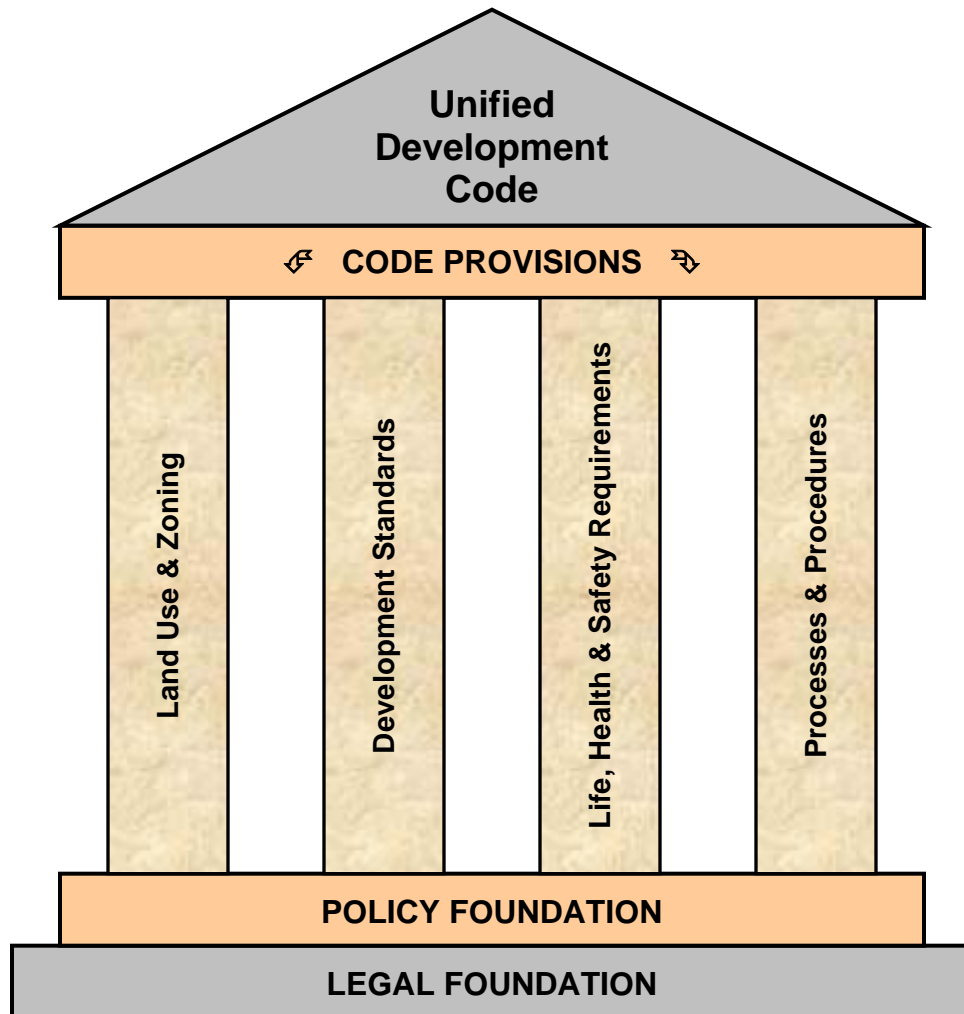
**Figure 1
UDC Worlds Model**



Conceptual Model of the UDC

Figure 1 shows that numerous factors from multiple worlds can and do influence the contents of the Unified Development Code. The conceptual model in Figure 2 is intended to represent the UDC structure. The topic areas depicted in the columns are preliminary and subject to change.

Figure 2
Conceptual Model of the UDC



In this figure, the UDC is built on the foundation of law and policy. Its pillars are the logical and coherent code components that collectively comprise all development regulations. The roof of the model represents the decision in 2003 to adopt the Unified Development Code, Title 30 of the Snohomish County Code (SCC), to consolidate many prior regulations.

While additional discussion is anticipated, it is currently proposed that the “pillars” of the UDC development regulations be categorized into the following four topic areas:

1. *Land Use and Zoning.* This topic area includes lot status, zoning, and uses (allowable, prohibited and conditional). It answers the question, “What can I do on my land?”
2. *Development Standards.* This topic area addresses development standards including those that impact density and architectural and site design. It deals with land division, roads and traffic considerations, and drainage. It also includes many environmental requirements (excluding life, health and safety related environmental regulations) such as critical area buffers and shoreline protection requirements. It answers the questions, “Given the status of my land, what rules tell me **how** it can be developed? Where do I have flexibility, tradeoffs, and options that may offer incentives?”
3. *Life, Health & Safety Requirements.* This topic area includes the Construction Codes that govern building construction, the Fire Code, and environmental regulations enacted to protect life, health and safety such as flood hazard protection, geological hazards safeguards, and protection of critical aquifer recharge areas. It answers the question, “In developing my land, what are the requirements that I must meet to ensure my land and structure are safe for me, future owners, and the community?”
4. *Processes and Procedures.* This topic area deals with the administrative procedures, permitting processes and appeals options. It also addresses SEPA compliance procedures and code enforcement. It answers questions such as, “What are the procedures I must follow?” and “How can I appeal an unfavorable decision?”

“SWOT” Analysis of the UDC Update Project

Planners often use a tool called a “SWOT” assessment that catalogs the strengths, weaknesses, opportunities and threats (or challenges) associated with a project. A SWOT analysis was done by PDS for the UDC Update Project.

Some key observations from the SWOT exercise were that many County employees see the need for improvements to the UDC and are receptive to change. There are opportunities to modernize, streamline, and simplify many of the code provisions, and to further capitalize on new technology to improve communications and permit processing.

It will be a challenge to reconcile the different priorities that individuals and groups may express for UDC improvement. The review and prioritization criteria must be applied transparently to clearly show why particular code provisions are selected as update priorities.

Managing the complexity of numerous, simultaneous code change processes, especially those affecting the same subtitles and chapters, will be another challenge. Further, addressing factors that come from outside the project, including new regulations, new policy direction, and court rulings and settlements will be necessary.

2. PROJECT DEFINITION

Project Scope

The overriding mission of the UDC Update Project is to align the County's Unified Development Code development regulations, permitting processes, and the County's newly updated GMA Comprehensive Plan and to modernize outdated development regulations making them more flexible and easy to administer. Snohomish County development regulations have been in place since 1957. Piecemeal amendments to the code have been occurring for the last 49 years. Despite best efforts, these piecemeal amendments have resulted in a lack of consistency between various code subtitles, chapters and sections and continued use of obsolete and ineffective land use requirements, standards, processes and incentives that do not meet the demands of today's highly complex development environment and economy. The substantive update will address these problems.

Outdated codes create problems for developers and citizens attempting to develop projects compatible with the community vision. Code complexity and the resulting implementation inconsistencies add time and expense to the permit process and can deter project proponents from pursuing innovative projects. This can hinder needed economic development in the County.

Snohomish County's development standards are often not compatible with the development standards of its cities, creating roadblocks to annexation of urban growth areas. Good land development codes create predictability and fairness and attract developers who rely on that predictability to ensure that a project is profitable and efficient. The update will provide the regulatory tools to allow new development that is consistent with the community's vision and embraces industry best practices.

Implementation of the community vision contained in the Comprehensive Plan and other policy documents will enhance the quality of life and accommodate population growth. It will accommodate this population primarily in urban growth areas and in a fashion that leads to ready annexation. It will support the creation of a vibrant economy, preserve natural and cultural resources, protect rural character, provide adequate and affordable housing in a quality setting, and provide the open space, facilities, infrastructure and services needed to accommodate healthy communities. The UDC Update Project will require collaboration with the cities within Snohomish County that are responsible for annexing livable urban growth areas.

Under the UDC Update Project, all aspects of the UDC are subject to review and consideration, including the overall structure. However, it is expected that the least amount of activity will involve subtitles and chapters recently amended or currently under revision (e.g., for Critical Areas Regulations) and the Construction Codes in Subtitle 30.5 since these are generally adopted with few local modifications. Other code areas will require major reconsideration. The priorities for the UDC Update will be identified through application of decision criteria and vetting with elected officials.

The PDS Director identified three structural issues for consideration in the update of the UDC. First, the code should be designed with the flexibility to adopt localized development standards in the unincorporated UGAs that are acceptable to the cities that will be annexing these areas. Second, the UDC should be flexible to serve the needs of the smaller cities that may wish to adopt the County's UDC and contract with PDS for provision of code services. Third, the UDC Update Project should review the amount of administrative authority delegated to the Planning and Development Services Department to approve development proposals that are consistent with laws, other code provisions and the Comprehensive Plan. Increasing flexibility and expanding the Director's administrative authority may provide opportunities for greater administrative efficiency and effectiveness.

Process

As the UDC Update Project Work Plan is developed and implemented, the Project Manager and Project Team will follow the process as described below:

- Identify, secure, and efficiently utilize needed resources
- Follow the adopted Code Development Business Process, including review and assessment, legislative drafting processes, and implementation planning
- Start with implementation planning from the beginning
- Build on existing knowledge and previous experience
- Get ideas for potential code enhancements from as many sources as possible
- Adopt good ideas from comparable jurisdictions
- Communicate widely and frequently
- Identify and implement standard protocols to ensure work product consistency
- Maintain complete public records

In preparation for UDC Update Project planning, the Project Manager has extensively interviewed internal county employees. This has included management, professional and technical employees in Planning and Development Services (all divisions), Public Works (Transportation and Environmental Services and Surface Water Management), Parks and Recreation (Planning), and the Prosecuting Attorney's Office. In addition to these County personnel, the Project Manager interviewed the Hearing Examiners, Executive staff and each Councilmember to provide an early opportunity for them to express their priorities for the UDC Update. The Project Manager has also solicited input on proposed code changes from the Snohomish County Tomorrow's Planning Advisory Committee in August and September 2006 and is connecting with other key stakeholders as a prelude to the Public Involvement Strategy to come.

Knowledge gained from these interviews helped shape the Project Charter and interviewee input has been incorporated into a preliminary inventory of potential code changes that will be a starting point for development of the UDC Update Project Work Plan. Previous lists of necessary and desirable changes to the existing UDC will be reviewed and merged into this inventory.

Project Goals

In undertaking the UDC Update Project, the following goals establish the yardstick for the evaluation of project outcomes.

The Unified Development Code should:

1. Be broadly supported by cities, citizens and stakeholders
2. Be aligned with adopted County policies
3. Promote sustainable community development
4. Be easy to administer and explain
5. Offer predictability through a clear prescriptive path
6. Offer flexibility to support better development projects through an alternative compliance path
7. Be open to innovation and advances in technology
8. Be fair and equitable
9. Be legally defensible (comply with county, state and federal laws)
10. Achieve its intended results

The support of the Sponsor and Steering Committee will be essential in balancing these principles as the project proceeds forward.

Project Objectives

In the context of the goals listed above, the Project Objectives describe what is to be accomplished under the UDC Update Project.

1. Recommend code changes necessary to implement the 2005 Comprehensive Plan
2. Review the current UDC code structure and alternative codes of comparable jurisdictions to determine whether or not a change in UDC structure should be proposed
3. Solicit potential UDC changes from a wide audience and prioritize based on adopted criteria
4. Eliminate unused, confusing and outdated UDC provisions
5. Streamline administrative processes wherever possible
6. Create a coherent and unified permitting process (from the perspective of the public) through better integration of PDS and DPW requirements
7. Incorporate existing code amendment projects and new mandates that arise into the ongoing UDC Update Project
8. Follow the Code Development Business Process Model for implementation of subprojects under the UDC Update
9. Develop and implement a Public Involvement Strategy that effectively includes all key stakeholder groups, including the general public
10. Communicate regularly with the Executive, Planning Commission, and Council regarding required policy decisions and project progress

3. ROLES & RESPONSIBILITIES

Project Name

Unified Development Code Update Project or UDC Update Project.

Project Sponsor

Craig Ladiser, Director of the Planning and Development Services Department (PDS), is the Project Sponsor of the UDC Update Project on behalf of the Executive. His signature on this project confirms that this is a high priority for PDS, with a commitment to providing clear policy guidance, timely feedback on project issues and priorities, and the resources and time necessary to bring the project to a successful conclusion. Further, in the role of Project Sponsor, Craig Ladiser will provide coordination with, and reporting mechanisms to, the Executive’s Office and County Council to understand their priorities and sustain their support for the project.

Steering Committee

The broad scope and wide-ranging issues presented in the UDC Update Project create the need for a high-level Steering Committee that can review and advise on work plan priorities, provide resources, foster interdepartmental collaboration, constructively evaluate progress, help resolve serious conflicts that may arise, and recommend mid-course corrections in the face of changing circumstances. The members of the Steering Committee agree to actively participate in the project, attend meetings, and provide input to the work in progress. The UDC Update Steering Committee includes the members listed in Figure 3 below.

**Figure 3
UDC Update Steering Committee Members**

Team Member	Position
Craig Ladiser	Director, Planning and Development Services Department
Barbara Dykes	Chief Civil Deputy, Prosecuting Attorney’s Office
Owen Carter	Deputy Director/ County Engineer, DPW
Brian Parry	Executive Administrative Assistant
Peggy Sanders	Council Legislative Analyst
Pam Miller	Manager, Customer Support Center, PDS
Will Hall	Manager, Long Range Planning, PDS
Tom Rowe	Manager, Development Review & Construction, PDS
Larry Adamson	Manager, Code Development, PDS
Mike McCrary	Manager, Inspection Services, PDS
Tom Rogers	SCT, Planning Advisory Committee representative (City of Mill Creek)

As the representative of the legislative branch, the Council Legislative Analyst will participate fully on the Steering Committee, but it is acknowledged that she does not make policy decisions that are the purview of the Council. The Steering Committee will meet quarterly, unless more frequent meetings are needed to address particular project issues.

Project Manager

Jean Shaffer is the assigned Project Manager for the UDC Update Project from the PDS Code Development Division. The Project Manager is responsible for the following:

- Development of the overall UDC charter and work plan
- Development and implementation of a public involvement strategy
- Formation and leadership of the UDC Update Project Team
- Formation of Topic Area Teams
- Identification of and negotiations for needed resources (staff, consultants, etc.)
- Communications and reporting at all levels
- Leadership in the implementation of the work plan
- Oversight regarding compliance with the Code Development Business Process
- Oversight regarding development of key work products by topic area teams, including quality control
- Oversight of the project schedule, including negotiating schedule changes if needed

Contact information for Jean Shaffer is: jean.shaffer@co.snohomish.wa.us, (425) 388-3311 x2927.

UDC Update Project Team

The UDC Update Project will proceed with a two-tiered team structure. As shown in Figure 4 below, the overarching UDC Update Project Team will consist of the Project Manager, Jean Shaffer, and the team leads for each code development topic area, most likely Karen Watkins, Karen Stewart, David Killingstad and Terri Strandberg. Laura Kisielius will serve as the dedicated PAO resource for the project. As Chief Planning Officer, Linda Kuller will be a key member of the Project Team. In addition to the people mentioned above, it is expected that the Project Team will include Neil Anderson from the PDS Customer Support Center Division, Susan Scanlan from the Development Review and Construction Division and Michael Zelinski from Long Range Planning. John Davis, a Transportation Specialist from Public Works, will foster coordination between DPW and PDS for the UDC Update Project.

The UDC Update Project Team members must be committed to the success of the project and take a broad view to best represent the interests of the whole County. The team will meet frequently to review the progress of the UDC Update Project work plan and schedule, to review the work plans for the Topic Area Teams, to share information about the progress and issues of the Topic Area Teams, and to facilitate sharing of resources. Coordination of stakeholder activities is also a crucial responsibility of the UDC Project Team as there is considerable potential for overlap and communications confusion given the number of simultaneous efforts expected.

**Figure 4
UDC Update Project Team Members**

Person	Title	Expected Contributions
Jean Shaffer	PDS Code Development Project Manager	Overall work plan, project management, teambuilding, coordination, communications, public involvement
Laura Kisielius	PAO Deputy Prosecuting Attorney	Strategic planning, organizational history; legal review including advice on legal constraints & workarounds; risk assessment; coordination w/ other deputy prosecuting attorneys
Linda Kuller	PDS Chief Planning Officer	Code history including code interpretations, rules, & changes made due to mandates; input regarding code structure and content; quality control review of all proposed code changes
Michael Zelinski	PDS Long Range Planning Principle Planner	Long range planning and Comp Plan policy alignment; coordination across PDS work groups, technical support
Susan Scanlan	PDS Supervisor	Organizational & code history; operational expertise; representative of Development Review and Construction
Neil Anderson	PDS Principal Planner	Organizational & code history; operational expertise; representative of Customer Support Center
David Killingstad Terri Strandberg Karen Watkins TBD	PDS Planners	Likely Team Leads (project managers) for particular topic areas. There will be Topic Area Teams for: land use & zoning, development standards, & processes & procedures. It has not yet been determined if a team is needed to cover issues in the life, health & safety topic area.
John Davis	DPW TES Transportation Specialist	Coordination with DPW; organizational history; transportation planning expertise

Project Advisors

The UDC Update Project Manager and the Project Team will be supported by special advisors and subject matter experts listed in Figure 5 who will help the team with general guidance and special problem-solving. As manager of the Code Development Division, Larry Adamson will have an important role in work plan definition, resource allocation and staff assignment. Barb Mock will offer assistance with project management processes and with incorporation of technology into both the UDC Update Project and into the code changes that will be under revision.

As the Chief Engineering Officer, Randy Sleight will provide expertise in engineering considerations for the UDC and can advise on code review processes. Because of his long tenure at Snohomish County, he can also provide historical perspective on the evolution of code provisions in the UDC.

Bill Leif will assist with coordination around the National Pollutant Discharge Elimination System permit requirements. The DPW Transportation Specialists (John Davis, Jay Larson, and Bob McEwen) will coordinate with PDS around UDC revisions related to the Engineering Design & Development Standards (EDDS) and transportation concurrency and mitigation.

It is expected that Roy Feiring and the DPW Public Involvement Group will provide advice and assistance with strategies to engage stakeholders and the general public in various aspects of the UDC Update Project and subprojects generated by the Topic Area Teams discussed below.

**Figure 5
UDC Update Project Advisors**

Person	Title	Expected Contributions
Larry Adamson	PDS Code Development Division Manager	Strategic planning; organizational history; coordination across PDS & with other County Departments; resource allocation; problem-solving
Roy Feiring	DPW Communications Supervisor	Advice and technical and logistical assistance with public outreach for the UDC Update Project
Barb Mock	PDS Administrative Manager	Strategic thinking; organizational history; operational expertise; advice on project management & code processes; utilization of technology; problem-solving
Bill Leif	DPW SWM Environmental Compliance Programs Coordinator	Drainage & waste water engineering expertise & familiarity with NPDES Permit requirements
John Davis* Jay Larson Bob McEwen	DPW TES Transportation Specialists	Transportation planning & policy expertise, especially with the Engineering Design & Development Standards (EDDS); transportation mitigation & concurrency
Randy Sleight	Chief Engineering Officer	Civil engineering expertise & familiarity with code development & review processes

**John Davis has a dual role as a project advisor and member of the Project Team.*

Topic Area Teams

At the second tier, there will be three or four topic teams that will execute the research, policy review and code development tasks necessary to make code enhancements in that area. The teams' area of focus will be the same as the topic areas described earlier: (1) land use and zoning, (2) development standards, (3) life, health and safety requirements, and (4) processes and procedures. However, a team focused on the life, health and safety-related code revisions may not be needed at this time given a smaller number of code issues in this category.

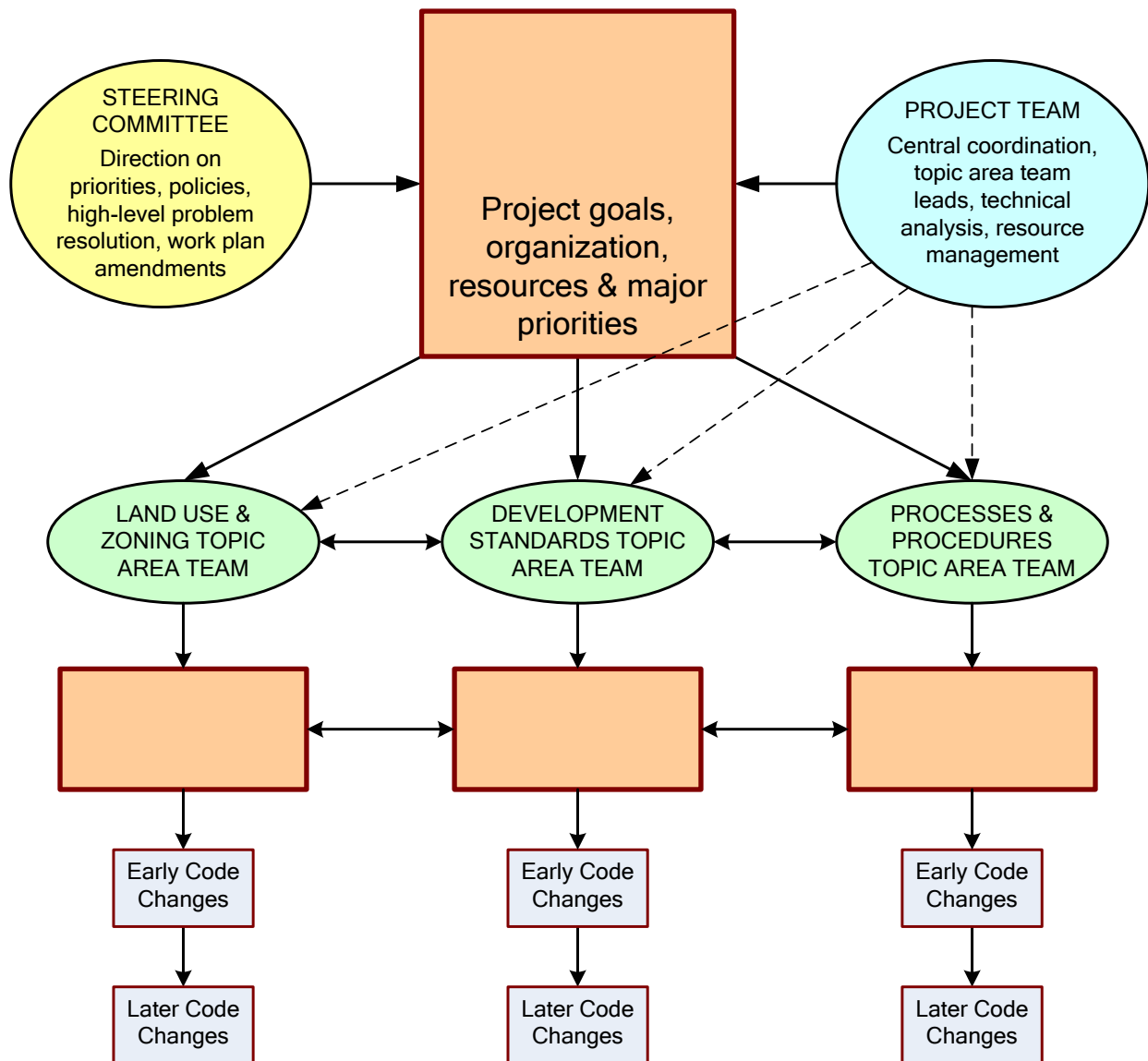
Each Topic Area Team will be responsible for a number of different, but related code amendment projects that will be developed and adopted over the course of the UDC Update Project. The teams should contain at least: a team lead (the Topic Area project manager), a person with code writing expertise, a person with long range planning expertise, a person with implementation/operational expertise, and necessary technical experts specific to the topic area under study (e.g., a biologist, hydrological engineer, health expert, etc.).

Linda Kuller, in her role as Chief Planning Officer, will provide central review of all proposed UDC changes, as well as contribute to the work of all teams based on her extensive UDC experience and unique perspective as the author of numerous Code Interpretations. The assigned attorney from the Prosecuting Attorney's Office, Laura Kisielius, will provide or coordinate legal

support to all of the Topic Area Teams in addition to her leadership contributions as a member of the UDC Update Project Team.

Working with a prioritized list of potential code changes for each of the topic areas, the Topic Area Teams will develop their own work plans and schedules. Because the work of the Topic Area teams will be highly interrelated and may involve the same UDC subtitles or chapters, draft Topic Area work plans will follow a common template and will be reviewed and approved by the UDC Update Project Team as a whole to ensure that work is effectively coordinated. Figure 6 illustrates the two-tier structure of the UDC Update Project.

Figure 6
UDC Update Project Structure



It will be the responsibility of the UDC Project Manager and the UDC Update Project Team to monitor the progress of individual Topic Area Team work plans, to facilitate the availability of needed resources, (particularly subject matter experts who may be needed by multiple teams), and to support the success of team efforts to the maximum extent possible.

Summary of Roles and Responsibilities

Figure 7 below summarizes the roles and responsibilities of the major contributors in the UDC Update Project. It is adapted from a similar listing in the draft *PDS Goals and Objectives 2006-2007* document.

UDC Update Project Work Plan Review and Approval

The PDS Director, Craig Ladiser, is the Project Sponsor, and must endorse the Project Charter including the mission, goals, objectives, structure, and roles and responsibilities defined therein. The Steering Committee will review the Project Work Plan and provide input to the Project Sponsor on project direction and priorities. It is planned to obtain both Executive and Legislative input into the priorities reflected in the Work Plan through their representation on the Steering Committee.

The County Council will be briefed on the UDC Update Project Work Plan and the established priorities for code revision.

Topic Area Work Plans Review and Approval

Topic Area Work Plans will be reviewed by the UDC Update Project Team for consistency and coordination of efforts. After the Project Team review and approval, they will be sent to the Steering Committee for its review and comment. The Topic Area Work Plans will receive final approval from the Project Sponsor.

Change Management Process

Major changes to the UDC Update Project Work Plan and Topic Area Work Plans will be made through consultation with the Steering Committee and approval by the Project Sponsor. Examples of major changes may include schedule slippage of 3 or more months or significant re-prioritization of code revisions. Less significant changes may be approved by the Code Development Division Manager.

Formal documentation of project changes will be maintained.

Figure 7
Summary of Project Roles and Responsibilities

Role	Responsibilities	Skills & Expertise Needs
Project Sponsor	<ol style="list-style-type: none"> 1. Initiates the project by creating/writing a project charter 2. Selects project manager 3. Approves project work plans and major changes to work plans 4. Ensures that necessary resources are provided to support the work of the project and teams 5. Ensures the project is aligned with organizational objectives 6. Ensures that the project overcomes obstacles that may arise 	The project sponsor should be in a management position with sufficient authority to obtain resources, approve expenditures, communicate with stakeholders and resolve resource conflicts.
Steering Committee	<ol style="list-style-type: none"> 1. Reviews and comments on the project work plan and any subsequent major changes 2. Advises the project sponsor 3. Provides strategic policy guidance 4. Helps Project Manager overcome major obstacles to project success 	The Steering Committee should include high-level management and executive representatives able to make policy recommendations and resource decisions affecting the project
Project Manager (also applies to Topic Area Team Leads)	<ol style="list-style-type: none"> 1. Defines the scope, budget and schedule for the project 2. Manages and facilitates team processes 3. Collaborates with the team to create and execute the project work plan 4. Reports on the progress of the project 5. Ensures that the project is managed according to good project principles (e.g., communications plan, stakeholder outreach, implementation plan, monitoring, data-based solutions, etc.) 	The project manager should have project management training, experience and skills, preferably having successfully managed projects and facilitated teams.
UDC Update Project Team Members (also applies to Topic Area Team Members)	<ol style="list-style-type: none"> 1. Prepare work products (e.g., reports, draft code language, SEPA reviews, etc.) 2. Ensure their part of the work of the project gets completed on time 3. Act as a liaison to their supervisor and department team 4. Communicate back to the team on issues that may arise 5. Monitor the progress of any subproject they work on 6. Develop and apply new skills in team leadership and problem-solving 7. Serve as an advocate in communications about the project 	Team members should be thoughtful, credible members of their work groups, knowledgeable in their professional areas, and willing to take on the tasks of team membership work. They must also be learning-oriented and willing to practice team skills.
Project Advisors (also applies to Subject Matter Experts)	<ol style="list-style-type: none"> 1. Offer advice and/or expertise to the Project Manager and Project Team to overcome barriers and solve problems 2. Provide technical expertise needed by the Project Team to ensure that all relevant information is considered in development of project plans and work products 3. Serve as liaisons to their regular work groups to bring back technical guidance and support 	Contributors to the project who may have valuable skills to contribute, but cannot participate in the continuing work of the project. May be brought in for a particular task and/or limited duration.

Public Involvement

Snohomish County has a respected tradition of public involvement in the processes to develop policy plans and development regulations. Consistent with that past practice, a public involvement strategy will be created and implemented to provide opportunities to hear from external stakeholders and representatives of the community as the UDC Update Project and associated subprojects proceed over the next few years. Public involvement will present particular challenges for the UDC Update Project because of the breadth of simultaneous activity that is anticipated under the project umbrella. The Project Team will be looking for efficiencies and careful coordination in outreach efforts for the UDC and associated subprojects.

Key external stakeholders to be included in UDC Update public participation efforts, are, in part:

1. County residents
2. Governmental entities
3. Snohomish County boards and commissions
4. Civic groups
5. Environmental groups
6. Development community
7. Business community
8. Tribes

In addition to the external stakeholder groups listed above, internal stakeholders must also be considered. The nature and level of involvement for these County government stakeholders will vary depending on the specific code changes under consideration.

Public Involvement Strategy

A Public Involvement Strategy will be an early product of the UDC Update Project. The term “strategy” is used instead of “plan” in recognition that public involvement needs to be a dynamic process rather than a static set of tasks tied to a fixed timeframe. Given the expectation of multiple parallel code development projects under the purview of separate Topic Area Teams, there will be a variety of different code change proposals affecting the same stakeholders. It is important, therefore, to develop a flexible outreach strategy.

PDS staff have developed the preliminary goals for the public involvement process that are listed below. It is expected that these will be refined based on broader discussion among project staff and in consultation with the DPW’s Public Involvement Group.

1. *Inform the public and stakeholder groups.* Provide information at all stages of the UDC Update Project and the code development projects undertaken by the Topic Area Teams.
2. *Broadly seek input and ideas for UDC improvements.* Provide opportunities for input from all types of stakeholders, not just the largest and most sophisticated ones. Keep in mind the perspectives of inexperienced permit-seekers who may rarely interact with the UDC or County staff.

3. *Meet all legal requirements for public processes.* Comply with public participation requirements spelled out in laws such as the Washington State Growth Management Act.
4. *Attain broad support for proposed code changes.* Ideally, the public participation will inform the code development processes by clarifying problems with the existing UDC, identifying potential solutions, and making public priorities clear. While **all** stakeholders can rarely be satisfied with proposed changes, the project's goal is to achieve broad agreement with changes referred to the Council for adoption.
5. *Coordinate with Public Works code change processes.* Authority for establishment of the Engineering Design and Development Standards (EDDS) derives from Title 30 of the SCC. As the Department of Public Works seeks public input to update EDDS, PDS and DPW should coordinate public involvement processes for efficiency and demonstrate a "one County" perspective.

It is acknowledged that Snohomish County Tomorrow and its constituent cities are special stakeholders in the UDC Update Project because of their powers of annexation and their interests in the characteristics of development in the UGA areas they may annex. Further, the Director has established the project goal of allowing a flexible code structure with the possibility of incorporating the cities' development standards in their UGAs. Effectively connecting with the cities will be an important element of the Public Involvement Strategy.