

Strategic Plan Objective FY17 Resource Request

The Redevelopment of the Rio/Route 29 Intersection Area has been identified by the Board as one of its Highest Priority Strategic Objectives. Contained within this overarching objective are five Board Intentions that outline and give specificity to the desired outcome of redevelopment. Each of these intentions are paired with a proposed 2-Year Action Objective. Two of these intentions specifically engage the County Attorney's Office (CAO) and the Community Development Department (CDD) for implementation:

- Accelerate the revitalization and redevelopment of the Rio/Route 29 interchange area to promote business vitality and a vibrant urban environment working collaboratively with the small area plan process;
- Establish and implement a plan to complete proactive rezonings to reflect Board land use aspirations and intentions including enacting regulatory reforms/redefining zone districts, etc. that encourage desired form by right.

These aims are representative of the Board's most immediate, urgent, and clearly- defined objectives associated with the County's long term goals, and necessitate the completion of the Rio/Route 29 Small Area Plan and major amendments Zoning Ordinance. This work will fall primarily on the County Attorney's Office and the Community Development Department. Current resource levels do not allow for staff to meet the timelines set forth by the proposed 2-Year Action Objective. Consequently, staff has identified a need for one-time resources to aid in providing for the best and most effective use of staff time to successfully achieve the objectives set forth by the Board.

Use of one-time resources for implementation of Board Strategic Plan Objectives to amend the Zoning Ordinance and to complete the Small Area Plan

The Board's highest priority Strategic Objectives establish proposed 2-Year Action Objectives that include specific milestones. The timeline proposes that:

- By April 2017, Board adopts desired vision as an early outcome of the small area plan process.
- By October 2017, present recommendations to the Board to increase opportunities for by-right development that meets urban form established in Comp Plan through proactive rezoning and improves balance between residential, commercial and industrial tax base.
- By May 2018, present draft ordinance to implement Rio/29 vision and encourage by-right implementation of desired urban land use form.

In order to meet the proposed objectives and the spirit of the accompanying directive to accelerate this timeline to the greatest extent possible, CAO and CDD staff have identified one-time resources to accomplish the goals set by the Board's priorities.

County Attorney's Office

The County Attorney is requesting additional one-time resources during the second half of FY 17 to outsource the work their office does on behalf of the Department of Social Services (DSS); and to provide back-up for one full-time attorney who will be going out on maternity leave.

The additional one-time resource requested is in the form of a temporary full time attorney for the second half of FY17. This reorganization and support of the CAO's time and capacity would provide the currently existing full-time attorneys the necessary ability to focus on the modernization of the Zoning Ordinance and the new zoning regulations implementing the Small Area Plan. Due to it being the most dynamic chapter of the County Code, and by far the most accessed by the public, the Zoning Ordinance requires an increased level of scrutiny. Outsourcing the DSS attorney's work will allow the CAO staff to meet that level of review and to assure that there are no unintended omissions or consequences during the Zoning Ordinance modernization or Small Area Plan development process.

CAO and CDD staff will work as a team to modernize and reorganize the Zoning Ordinance and to develop and implement a community engagement process for community stakeholders. Staff anticipates no less than three community roundtables during development and a minimum of one Planning Commission session and one Board work session. The end result of this effort will be the adoption of a Zoning Text Amendment (ZTA) to incorporate the recommended changes. This effort is also anticipated to include substantive ordinance revisions as opportunities for process improvements or reduced requirements are identified.

If approved, FY17 funding support for the additional resource, in the approximate amount of \$60,000, would come from Fund Balance with an offsetting vacancy savings due to an extended absence of a current attorney this Spring

Community Development Department

The Community Development Department is requesting additional one-time resources during the second half of FY17 and all of FY18 in the form of outsourced technical work such as site plan review. Doing so will enable the appropriate, experienced CDD staff to focus on the Zoning Ordinance modernization work as well as the completion of the Small Area Plan. The time needed to devote to this breaks down to the resource equivalent of:

- 0.75 FTE for work on Zoning Ordinance amendments/recodification,
- 0.75 FTE for work on the Small Area Plan,
- and 0.5 FTE for a project manager to assure the efforts are well coordinated.

The bulk of CDD staff time will be dedicated to the review and development of recommendations for sections of the Zoning Ordinance (and potentially the Subdivision Ordinance) for which they have particular expertise (e.g. Architectural Review Board versus legislative applications versus signs) process.

During the remainder of FY 17, this is anticipated to include coordination of the draft Phase 1 Small Area Plan as it is reviewed by both the Planning Commission and Board. Efforts will continue on both initiatives into FY 18 with the goal of presenting a draft Comprehensive Plan Amendment (CPA) alongside a conceptual Zoning Map Amendment (ZMA) and accompanying Zoning Ordinance changes for a December 2017 Board review. Assuming the Board endorses these concepts, staff would then begin finalization of the CPA, ZMA, and ZTA for consideration from the Board in Spring 2018 (late FY 18).

If approved, funding for the outsourced technical work in FY 17, in the approximate amount of \$120,000, would come from the Fund Balance. Recommendations for one-time funding for next full fiscal year will be presented as part of the FY18 Budget process.

Alternative approach considered: Staff considered as an alternative approach the hiring of new permanent full-time staff with an anticipated FY17 cost of approximately \$90,000 and an estimated ongoing annual expense of \$165,000 starting in FY 18. This alternative is not recommended because of the treatment of this work as a stand-alone project and appropriate opportunity to strategically use one-time money for such a project. It is anticipated that any future staffing needs for CDD can and will be addressed separately as part of fiscal planning and budget development.

Economic Development Office

The Economic Development Office is seeking one-time funding for contracted technical services to perform economic analysis specific to the development of the Small Area Plan. This work, if and as needed, is expected to be in the form of additional data collection and analysis to better assure that important, desired economic interests are reflected in the Small Area Plan and any associated zoning ordinance changes designed to implement the Plan.

Budget Impact

FY17 Cost Assumptions

The maximum gross budget impact for FY17 is estimated to be approximately \$229,000. This amount includes the following components:

\$120,000 – CDD technical support
\$60,000 – CAO Temporary staffing
\$25,000 – Economic Development Analysis for Small Area Plan
\$24,000 – Project Management for Small Area Plan

You will note that this amount is about \$15,000 more than the \$214,500 previously identified to the Board for FY17 resource requirements to initiate implementation of the Strategic Objectives. The difference is attributable to the use of third party technical support to perform site plan review in order to dedicate existing CDD staff resources to the implementation of the Strategic Objectives. Staff thinks that the use of one-time funding for technical support is a more cost-effective approach in the long term than hiring full-time staff given that this initiative is viewed as a stand-alone project with a defined completion timeframe and discreet outcome. The cost of using outside support for technical work will

be carefully monitored to assure that assumptions are accurate and that it remains a cost-effective approach to accomplishing the required technical work.

FY17 Off-setting Revenues/Expenditure Savings

It is assumed currently that there off-setting savings in the Community Development Department and the County Attorney's Office in FY17 that can be reallocated to support this work. Similarly, the Economic Development Officer may also have funding that can be utilized in whole or in part for any associated work on this project. If this approach is supported by the Board, staff will return in January with an appropriation recommendation specific to this work for FY17 with corresponding sources and uses of funding needed including the recommended use of Fund Balance for any amount that cannot be covered within existing budgets.

Other Costs Associated with the Small Area Plan – Phase II

Please note that that Phase Two of the Small Area Plan, currently estimated to cost approximately \$100,000, is already funded in the approved CIP. In addition, there is a real possibility that the County will be eligible for additional \$65,000 in grant funding to support this project. If the grant is received, the use of money already allocated in the CIP may be reduced and thus available for other priorities.

Looking ahead - FY18 Cost Considerations

While the immediate focus on resources needed to implement the Board's Strategic Objectives is FY17, there are significant costs for this work that must be assumed in FY18 as well. Most importantly, the use of third party technical support to perform CDD staff functions such as site plan review are expected to continue through all of FY18. The actual number of site plans and associated site plan review work is not known. However, budget assumptions will be made and one-time money will be identified for this purpose if the proposed approach is supported by the Board. With regard to the County Attorney capacity, if the Board supports a new full-time Assistant County Attorney position for FY18, it is assumed that additional one-time funding for temporary relief proposed for FY17 will not be required in FY18. Alternatively, if a new ACA position is not approved as part of the FY18 budget, the County Attorney will be seeking one-time funding to extend the use of temporary support for the entirety of FY18.