

City of Fernandina Beach
F2 *DRAFT* Strategic Plan

Comment Period June 17, 2011 thru July 5, 2011



DRAFT Strategic Plan: Forward Fernandina (F2)
 FY 2011-2016
 COMMUNITY INPUT CARD

Conserve the post office since no one else is willing to do it
 Comments:

Postpone other spending

Undertake no new projects that could have a claim on future property taxes



DRAFT Strategic Plan: Forward Fernandina (F2)
 FY 2011-2016
 COMMUNITY INPUT CARD

Comments:

I WOULD BE FOR SPENDING \$350K to
 "MOTHBALL" THE OLD POST OFFICE.
 I HAVE NO INTEREST IN SPENDING
 MILLIONS FOR THE OTHER GRAB BAG
 OF PROJECTS. CITY SHOULD BE CONCENTRATING
 ON SAVING MONEY AND CUTTING
 EXPENSES IN ORDER TO LOWER TAXES.

CONTACT: Office of the City Manager, Michael J. Czymbor
 MCzymbor@fbfl.org or 904-277-7305
 For More Information Please go to: www.fbfl.us/f2

Comments:

all of these projects should be
 evaluated individually.
 Only one I care about is
 \$350K to stabilize the post office
 til grant money becomes available
 The rest are not necessary in my opinion

CONTACT: Office of the City Manager, Michael J. Czymbor
 MCzymbor@fbfl.org or 904-277-7305
 For More Information Please go to: www.fbfl.us/f2



DRAFT Strategic Plan: Forward Fernandina (F2)
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COMMUNITY INPUT CARD

Comments:

only project I'm interested
in is the library.

Could care less about the rest.

The Building on Centre St. should be
cheap, since it is 1/2 empty.
Don't over pay.

Your input is valued and appreciated!
Written Comments Deadline: July 5, 2011



DRAFT Strategic Plan: Forward Fernandina (F2)
FY 2011-2016
COMMUNITY INPUT CARD

Comments:

PUTTING POST OFFICE IN
MOTEL BLDG UNTIL GOV.

GRANT MONEY IS AVAILABLE

IS THE ONLY PROJECT THAT

SHOULD BE PURSUED \$350K
ONLY

Your input is valued and appreciated!
Written Comments Deadline: July 5, 2011



DRAFT Strategic Plan: Forward Fernandina (F2)
FY 2011-2016
COMMUNITY INPUT CARD

Comments:

ONLY ONE I
LIKE IS 350K TO
STABILIZE OLD POST
OFFICE.

CONTACT: Office of the City Manager, Michael J. Czymbor
MCzymbor@fbfl.org or 904-277-7305
For More Information Please go to: www.fbfl.us/f2



DRAFT Strategic Plan: Forward Fernandina (F2)
FY 2011-2016
COMMUNITY INPUT CARD

Comments:

MOTH BALL POST OFFICE ONLY.
\$350,000
UNTIL CAN GET GOV. GRANT.
FORGET ALL THE REST.

Your input is valued and appreciated!
Written Comments Deadline: July 5, 2011



Mothball the post office, then STOP.

No new projects.

DRAFT Strategic Plan: Forward Fernandina (F2)
FY 2011-2016

COMMUNITY INPUT CARD

Comments:

Mothball the post office, then STOP.

No new projects.

CONTACT: Office of the City Manager, Michael J. Czymbor
MCzymbor@fbfl.org or 904-277-7305
For More Information Please go to: www.fbfl.us/f2



DRAFT Strategic Plan: Forward Fernandina (F2)
FY 2011-2016

COMMUNITY INPUT CARD

Comments:

Like the idea of putting
post office in moth ball until
a federal grant can be secured.
But everything else is
a waste of taxpayer money.

Your input is valued and appreciated!
Written Comments Deadline: July 5, 2011



DRAFT Strategic Plan: Forward Fernandina (F2)
FY 2011-2016
COMMUNITY INPUT CARD

Comments:

The only project I like is
the \$350,000 to stabilize facade of
post office until government grant
can be gotten. \$8 or 9 million
for everyone's favorite project is a
very bad idea!

Your input is valued and appreciated!
Written Comments Deadline: July 5, 2011



DRAFT Strategic Plan: Forward Fernandina (F2)
FY 2011-2016
COMMUNITY INPUT CARD

Comments:

Only project I am for is
the \$350,000 to stabilize the
post office until a grant can be
secured. I am for only \$350,000
borrowing, not \$10 million.

Your input is valued and appreciated!
Written Comments Deadline: July 5, 2011

Paul Canges

Kim Briley

From: Nick Gillette <Nick@gilletteassociates.com>
Sent: Tuesday, June 21, 2011 4:33 PM
To: Michael Czymbor
Subject: Public Comment - F2

Mike,

Thanks for all of your work on this. This looks like a good way to get some ideas out there from both the public and private side. I have a few comments:

Since my office is downtown, I am exposed to a lot of what goes on down here. I believe that the streetscaping and lighting that the City installed on the blocks of 2nd and 3rd Street between Ash and Alachua has greatly enhanced the activity downtown. I believe the continuation of this eastward to 7th Street could also enhance the activity as you progress away from the waterfront. I think the lack of lighting on these side streets east of 3rd Street deters people from walking a significant distance away from the waterfront.

Like everyone else, I think 8th Street is blighted and is in need of an overhaul. However, I don't think that streetscaping is the long term solution. I believe that the reason 8th Street looks the way it does is that the lots were platted residentially (100 feet deep in many cases) and commercial operations have been forced in there based on zoning. The platted properties that exist do not possess sufficient depth and width to accommodate sustainable commercial development. I believe that incentives should be offered to combine lots with 9th Street and 7th Street in order to provide mixed use development that is sustainable. Maybe we can provide bonus densities (25-30 units per acre) in order to generate real live-work products. If you have a 200 x 100 foot lot, this is 0.46 acres. As an example, if you want to have 2 stories of living over ground floor commercial, you will need a density of 18 units per acre just to get 8 units (4 per floor). I think this can incentivize the private sector to redevelop the corridor. Otherwise, I think we are putting lipstick on a pig because the existing development is the problem, not the roadway. There may be some issues with 7th street redevelopment north of Elm because of some of the historic homes, but a lot of 9th street and a lot those properties on 7th that are south of Elm could be candidates.

We have had several clients who have come in to attempt to build living units over commercial downtown, but the density simply is not there to make projects happen. I have spoken to Marshall about this in a limited fashion and I believe the CRA is attempting to make a work-live product a reality. Like downtown, I believe we need the private sector to make 8th Street beautification a reality.

Thanks.

Nick E. Gillette, P.E.
Principal/Engineer
20 South 4th Street
Fernandina Beach, FL 32034
(904) 261-8819 (P)
(904) 261-9905 (F)

Kim Briley

From: Suanne Thamm <szthamm@yahoo.com>
Sent: Wednesday, June 22, 2011 11:17 AM
To: Michael Czymbor; Eric Childers; Susan Steger; Jeffrey Bunch; Tim Poynter; Arlene Filkoff
Cc: Adam Kaufman
Subject: Re: Forward Fernandina Strategic Plan
Attachments: Thamm SP Comments.doc

Please find my comments attached. Suanne

On 6/21/11 8:35 AM, "Michael Czymbor" <mczymbor@fbfl.org> wrote:

Good morning. The City is soliciting comments and suggestions on our Forward Fernandina Strategic Plan. I have attached a copy of the notice and a link to review (www.fbfl.us/F2 <<http://www.fbfl.us/F2>>) the comment. I appreciate your continued service to the citizens of Fernandina Beach and welcome your comments. Thank you.

Michael J. Czymbor
City Manager
City of Fernandina Beach, Florida
Ph 904-277-7300
Fax 904-321-5758
Email mczymbor@fbfl.org <<mailto:mczymbor@fbfl.org>>
www.fbfl.us <<http://www.fbfl.us>>



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From the Desk of Suanne Thamm

June 22, 2011

COMMENTS ON CITY'S DRAFT STRATEGIC PLAN

This plan is a milestone in the history of our city and in city government. For the first time in my 17 years as a resident, all five commissioners have come together to deliberate, debate, prioritize and plan for the future of our city. Unlike many communities that have so weasel-worded their plans with language that calls for more studies and meetings, our plan is clear call for action. In setting these goals our commissioners have demonstrated a belief in our city's future, confidence in our city government and our community's abilities to work together for the common good, and leadership in the face of criticism from the usual naysayers who always find reasons not to take action – or at least not to do so now. Adoption of this plan will surely be their finest hour, and I congratulate them all on their commitment to making our city a better place for all of us.

In addressing the concerns that will be raised over the comment period, I urge the commission to remain steadfast in its focus on the major goals and to stay out of the weeds. Many people, myself included, are editors at heart; we can pick gnats and nits with the best writers. And sometimes we even improve the product. But in this case, thanks to the efforts of very able city staff, such an exercise will both waste time and bog you down in word-smithing when your concern should be building accountability into the plan and promulgating it enthusiastically to city residents in the broadest way possible to win over the skeptics and get buy-in from a majority of taxpayers and businesses.

Once the plan is adopted, the real work falls to the City Manager and his organization. Despite Tea Party beliefs to the contrary, you cannot cut government to the bone and expect extraordinary public service. Governments exist to do the necessary things that the private sector cannot or will not do. Government employees may be public servants, but they are not slaves. They deserve competitive wages and decent working conditions. For many in this community, it's all about money – their money. But many of these people who complain about paying taxes forget that unlike many of the places they came from, Florida has no income tax, no vehicle inspection requirements, no annual personal property taxes on automobiles, boats, campers, etc. In short, most of them pay less taxes overall to live here than somewhere else. Those of us who homesteaded a while back pay extremely low ad valorem taxes in comparison to our more recent neighbors. We have even less to complain about when it comes to taxes. Therefore, I urge you to not let your adoption of the plan be influenced by those who would have us cut more money and personnel from the city budget. Once you decide on a course of action, the next step is to find the means to accomplish it. Government spending on capital improvements and infrastructure should be viewed as investment. The same attitude should prevail in dealing with the city's workforce.

The Commission and the City Manager are already exploring various options for financing the plan. I would hope that an active public relations campaign breaking down costs on an annual basis would help us get away from the big numbers that some in our community are using to indicate the cost of the entire plan. I also hope that the city will capitalize on public-private partnerships to secure financial or in-kind support for some of the actions. It also must be kept in mind that the plan must remain flexible. For reasons beyond the city's control, actions may need to move forward for some goals and back for others. Again, through quarterly workshops to measure progress and address need for adjustments, such changes can be communicated to the public.

While the internal workings of city government are not part of this plan, I would encourage the City Manager to involve the departments and employees in taking this strategic plan to the level of action plans. I believe that there needs to be a similar planning effort within the city to encourage more vertical and horizontal communication and coordination. In order to streamline the provision of city services for the future, cities need to examine their existing organizational structure in light of the advances brought on by technology. If we are to build the city of the future, we cannot do it with an organization of the past. For too long the departments have existed independently of each other, much as the constitutional officers of the county do. We need to think about how we can deploy all the resources of the city – budgets, personnel, facilities – to the greatest benefit of the citizenry. Re-thinking the organization will also let the community know that you understand that they are demanding greater efficiency and you are also committed to that goal, as opposed to just ham-handedly lopping 10% or so off every department when budget times are tough. With this paragraph I do not mean to suggest that the city is poorly run. Rather, I think the sign of good management is seeking new and better ways to get the best out of existing resources for the common interests of the citizens.

Thank you for placing a priority on Fernandina Beach's future.

Sincerely,

Suanne

Kim Briley

From: ed.johnson@ubs.com
Sent: Friday, June 24, 2011 8:48 AM
To: Michael Czymbor
Subject: F2 Vision

We have enjoyed visiting Amelia Island for vacations since 1991. The charm and history are appealing to us because we both work in high stress jobs. Downtown is especially enjoyable with the variety of shopping and dining establishments. We hardly ever venture far from Center Street when we visit. Our favorite place to stay is the Addison on Amelia.

Please keep the historic atmosphere of the downtown area intact. Our favorite place for lunch is the Marina Seafood Café because it is locally owned and operated. We love it! So many of our friends have enjoyed Amelia as well. I have shared our vacation experiences with many people from here and they have in turn shared with others. The recent construction boom has us concerned that Amelia may change and become like so many other Florida destinations, over-priced and congested. Please don't let too much construction ruin the island!

Thank you,
Ed and Karen Johnson
Nashville, Tennessee
Please visit our website at
<http://financialservicesinc.ubs.com/wealth/E-maildisclaimer.html>

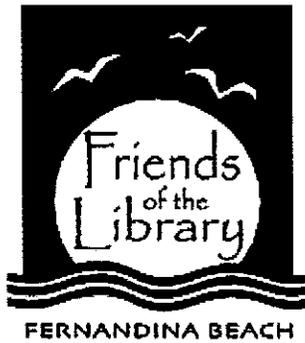
for important disclosures and information about our e-mail policies. For your protection, please do not transmit orders or instructions by e-mail or include account numbers, Social Security numbers, credit card numbers, passwords, or other personal information.

Kim Briley

From: Dee Torre <dldtorre@comcast.net>
Sent: Saturday, June 25, 2011 10:02 AM
To: Michael Czymbor
Subject: Strategic Plan

I support the plan---let's get on with the funding !!!

L. Dee Torre, Ph.D.
Vice President, FOL
904-491-0644 home
904-491-8826 fax
850-321-5318 cell
dldtorre@comcast.net



Kim Briley

From: John Bertsch <jprbertsch@aol.com>
Sent: Saturday, June 25, 2011 10:46 AM
To: Michael Czymbor
Subject: Library

Dear Mr.Czymbor:

Contrary to the enormously loud voice against the "Library", I would like to propose that we do more for the Library. If we hope our community becomes a center for good learning and bright young individuals, a solid community library will help show the way.

Thank you, John P. Bertsch, 1755 Burnham Lane, Fernandina Beach,FL 32034.

Kim Briley

From: ron <rhkurtz@bellsouth.net>
Sent: Saturday, June 25, 2011 12:19 PM
To: Michael Czymbor
Subject: Strategic Plan Comment

Dear Mr. Cymbor,

As requested by the July 5th response deadline, I encourage you to support the issues addressed in the Strategic Plan 2011-2016.....I would further encourage an attempt to keep the public informed and involved, in a comprehensible manner, of all significant steps taken.....The public needs a sense of ownership in the process. That public includes city....and Island..... residents, all of whom have a vested interest in our welfare. Within the way the details are handled lies the success or failure of the plan under your administration....As a clear example of what NOT to do, please refer to the Centre Street lighting fiasco....and your apparent support of the army of fiberglass shrimp currently polluting our City streets.....When the public is not aware of what is planned until it is done, our concerns have been effectively marginalized. You create detractors out of the very people who could be your ardent supporters. Respectfully submitted, Ronald H. Kurtz....1937 Windswept Oak Lane; Fernandina Beach, Fl., 32034.....(904) 261-5651

Kim Briley

From: Donna Paz Kaufman <dpaz@pazbookbiz.com>
Sent: Saturday, June 25, 2011 1:10 PM
Cc: Adam Kaufman; Mark Kaufman
Subject: Response to F2
Attachments: Paz Kaufman response to F2.pdf; ATT108142.htm

Thank you for your hard work on this plan and your invitation to comment.

To: City Manager Michael Czymbor

From: Mark and Donna Paz Kaufman, 1716 Ruskin Lane, Fernandina Beach

Date: June 25, 2011

Re: City of Fernandina Beach Strategic Plan 2011-2016

After months of hard work, it was uplifting to see the draft of the City's Strategic Plan. Thanks to you, the City Commissioners, and members of the Amelia Island-Fernandina Restoration Foundation, the goals citizens have been invited to discuss for years have been placed into a formal Strategic Plan.

Unlike years past, it is critical that action is taken on this plan. Although the economic climate makes things a bit more challenging, it is our hope that the Commissioners will find ways to accomplish our goals and invest in our community. Make progress, even if it's slower than we'd like.

As you know, Fernandina Beach is not broke, going broke, or in any way in decline as a desirable place to live or visit. However, we could experience a decline if we are not good stewards of our current assets. Doing nothing means allowing time to take its toll leading to deterioration and a downward spiral.

Historic downtown is in our care and deserves our attention and our investment. As leaders, you know that when tourists visit, local inns, shops, and restaurants do well. When local businesses are vibrant, they stay in business, pay taxes, and contribute to local non-profits. Desirable places to visit often mean desirable places to live, acting as a positive force for securing higher property values and increased property tax income. Let's choose to support positive momentum.

Thank you for your leadership, courage, and willingness to listen to citizens (once again) and take action. The investment is comparatively small given the value of our assets and our annual income. We'll soon forget the spirited debate about a relatively small investment, and enjoy downtown with a renewed civic pride that results from our efforts.

Kim Briley

From: bill flynn <williamfflynnjr@yahoo.com>
Sent: Friday, July 01, 2011 3:08 PM
To: Michael Czymbor
Subject: borrow to fund forward fernandina

greetings,

over my 17 years in fernandina beach, everything's been said and most everything's been studied. although many improvements have been made, much remains to do.

so, borrow \$5 to \$7 million to fund forward fernandina. knowing there is no free lunch, my money is where my mouth is.

i genuinely appreciate the leadership being displayed by the city commission as they look forward to enhancing the city we all brag about. the inclusion of a much needed expanded library space is really timely.

when people see the results produced by their investments, they'll be pleased and proud. let's press on!

cheers!

Bill Flynn
President, Friends of the Fernandina Beach Library
25 N 4th St
FB FL 32034

904 321 0358 FAX: 904 277 0623 Cell: 904 556 6527

Kim Briley

From: r w lloyd <shrinks@comcast.net>
Sent: Saturday, July 02, 2011 11:19 PM
To: Michael Czymbor
Subject: Public comment FB strategic plan

The downtown Post Office is essential to maintaining a living business district. Many businesses have fled to Yulee. It is also a hub for visiting mariners. Please leave it alone. Thank you.

Kim Briley

From: Mike Spino <mikespino@bellsouth.net>
Sent: Sunday, July 03, 2011 9:17 AM
To: Michael Czymbor
Subject: F2 Comments

Mike,

Congratulations to you, Marshall and the Community Development staff on the draft F2 strategic plan. It is a very well thought through plan and should be given serious community consideration. Since the document was built from much community discussion my comments will be brief.

Financing

The proposed bank financing options do not offer fixed interest rates for the term of the obligation. It is safe to assume that interest rates will rise and non-fixed rate financing could become unmanageable and unpredictable. In addition the proposals for community improvement should be approved by the voters. I recommend breaking out the proposals into individual ballot items for voter consideration.

The proposed electricity franchise fee has the advantage of being equitable across homesteads. A property tax based financing would increase the inequities caused by the current tax system. As you know the current system treats similar property owners differently based on length of residence.

The Post Office

I concur with recommendations to acquire the Post Office and stabilize the exterior. I would recommend that once the Post Office is secured that we wait for the economic climate to improve and then in the future seek a public/private partnership to develop the site. We should be in no rush to develop the Post Office or convert it into a city office. The post office functions should eventually be relocated from the building into a structure more in scale to the current operation.

The Library

Great cities have great public institutions and we need a new library. As you know Internet access has become a requirement for seeking work and communicating with our government. I see many folks at the Barnabas Center food pantry who do not have digital access and have great difficulty looking for work. I am supportive of a downtown library to enhance literacy and provide digital access for our community. A downtown library will also enhance downtown economic activity. Finally I recommend that we "think big" with regards to the library. Let's plan for a library that will serve us for 20 years or more.

The Waterfront

The waterfront plan includes a general purpose performance space. This space is critical for turning the waterfront park into an economic engine. If we build it the arts organizations in our community will fill it with performances and bring more people downtown.

Kim Briley

From: Mark Kaufman <mkaufman@pazbookbiz.com>
Sent: Sunday, July 03, 2011 11:14 AM
To: Michael Czymbor
Cc: comments@fofgroup.org
Subject: Strategic Plan

Hi, Michael -

You've likely had so many ear-fuls by now, with comments on the strategic plan you and F2 have initiated, I can only hope that your head is still in tact.

An email that I received from the Concerned Friends of Fernandina prompted me to write to you, primarily because I would not want you to believe that their message speaks for a number of us who are indeed concerned with Fernandina's future.

I, for one, am really tired of individuals and groups saying nothing more than "we can't do this, we can't spend that", yet offer no other constructive solutions to issues that the City has faced for some time. The way I see it, virtually the entire state of Florida, with all its counties and municipalities, have built their budgets based on property tax revenue. (Debating the wisdom of doing so can be saved for another time.) When those revenues were strong, no one said much about any "budget crisis." But we all know that the housing market today, and concomitant property values, are suffering.

Since the majority of people who choose to live in Nassau County, and especially Amelia Island, do so for reasons other than employment -- like the quality of life, for example -- what will attract more people to consider purchasing homes here?

I believe that the answer lies in "civic pride." When visitors see a beautiful rather than dilapidated waterfront, when they see buildings with historic significance renovated rather than torn down, when they see a vibrant art and cultural scene, when they see signs of an educated and informed public ... that's when they'll decide that this is one terrific place to live. And when the housing market turns around, so does the economy.

I do not believe that current residents will bear the brunt of these projects through tax increases. But even if we did, so what? We still pay considerably less in taxes than any number of other areas in the country. Citizens have a right to object when they see their tax dollars wasted, but not when they are put to good use, resulting in an even better quality of life. As an aside, it would be interesting to note how the current millage rate compares to the rate ten years ago. I tend to doubt that it is significantly higher.

Over the years, the citizens of Fernandina Beach, concerned or not, have shared their vision of all that our city could be, only to see those plans shelved because there was no political will to do anything, lest one group or another be upset. Now, we finally seem to have a city commission willing to get things done. Will everyone agree that spending in today's climate is justified? Definitely not. But are they likely to appreciate the benefits of a revitalized downtown and gateway to the city? I think so.

Thank you for your concern for our city's future.

Kind regards,

Mark Kaufman

1716 Ruskin Lane
Fernandina Beach, FL 32034

Kim Briley

From: Jan Cote-Merow, Computer Coach <jcotemerow@yahoo.com>
Sent: Sunday, July 03, 2011 12:12 PM
To: Michael Czymbor
Cc: Susan Steger; Jeffrey Bunch; Eric Childers; Tim Poynter; arlene filkoff; Michael Parnell
Subject: Comments on Fernandina Beach Strategic Plans

Mr. Czymbor: Input regarding the strategic plan, per your request for comment.

Mr. Parnell: Please feel free to publish this either in the letters section or as a Viewpoint.

Jan Cote-Merow

First of all, I would like to say that over the past ten years I have seen many positive changes to the downtown area. The boardwalk on the waterfront has been extended, vacant lots on the waterfront have been cleaned up, there is a welcome center (of dubious architectural beauty, but there is one!) and some of the parking lots have been improved.

However, in terms of the city taking on debt obligations for the purposes they have outlined in the strategic plan, given the current economic climate and the nature of the projects for which the funds are intended, I am strongly opposed to this course of action.

It is commendable to want to have a legacy of projects, but those projects need to be the right ones for the city and the cost needs to be in line with our taxpayers' ability to pay.

No one can dispute that currently the interest rates are low for debt obligations, however, principal and interest on any debt obligation will still have to be paid and those payments will be coming out of direct or indirect tax increases. These are difficult times for many taxpayers and the additional tax burdens are simply not defensible.

***\$3.5 million for the Post Office refurbishment is totally indefensible for many reasons. 1. It is not currently city property. 2. It is clear there is no grant money available to fix it since if such monies were available, then the city lobbyist would surely have obtained those funds. 3. With a building as old as the Post Office, it is unlikely that that amount will even be enough. It should be stated that the Post Office requires mitigation for mold, asbestos removal and considerable renovations to make it compliant for the disabled as per the American Disability Act. 4. In addition, were the city to acquire the building, the post office will be a tenant for 99 years and can request modifications that the city must comply with. What landlord in their right mind would agree to a provision like that for a tenant???? 5. The commission has intimated that educational or historical institutions will come forward, but as our city attorney would most probably agree, we can't count on that without a signed document committing them to provide funding.

***By my read, there are about \$1.5 to 3 million for infrastructure improvements on Front Street but I was unable to identify itemization of what those infrastructure improvements are other than sidewalks. Since there is private property on Front Street in the waterfront area, I can't help but wonder if the infrastructure improvements would primarily benefit the private owners being able to sell their property. Why should taxpayers agree to that? Again, this is an indefensible expense that is not fiscally prudent.

*****There is almost \$1 million (\$750,000) allotted for an additional railroad crossover at Alachua. Currently, there are crossovers at Dade, at Center and at Ash. I am not convinced of the value of spending this significant amount on an additional crossover.

***Increasing an area for the CRA (Community Redevelopment Agency) in the downtown area is reason for much concern. Limiting comments only to financial, from a fiscal point of view, the taxes from the expanded CRA district will be funneled to the downtown area. Thus, the remainder of the city taxpayers will have to compensate for this imbalance. .

*****As it looks into options for downtown revitalization, it should be realized that putting the library in a commercial building will considerably reduce the tax rolls when that building is used for the library and comes off the tax rolls since the library is a non profit.

It is a great idea for city and county to work together on joint efforts to beautify 8th Street but there is a limit on things that can be done. For example, uniform signage would necessitate huge expenses for many small businesses who are struggling. Landscaping can be a great idea but the lack of irrigation and the space available for such plantings are valid, practical concerns that must be considered.

As was said earlier, and is important enough to be repeated: It is commendable to want to have a legacy of projects, but those projects need to be the right ones for the city and the cost needs to be in line with our taxpayers' ability to pay.

Kim Briley

From: bobbiefost@comcast.net
Sent: Sunday, July 03, 2011 5:25 PM
To: Michael Czymbor
Subject: library

The Fernandina library is a vital part of our community -- for our children, for our retirees, for all of us. It is always packed. It is especially important that our children be introduced to and encouraged to read. They are engaged at the library. AND it is vital that our historic buildings in the downtown area be preserved. The library move to a historic building is a win-win situation -- even in hard economic times. If we lose our buildings and our library, tourism will dry up -- and then where will we be?

Roberta Fost

Kim Briley

From: adkresolve@comcast.net
Sent: Monday, July 04, 2011 5:16 PM
To: Michael Czymbor
Subject: A 19 Cent Solution/Support of the Strategic Plan

Michael:

I know that some have a penchant for counting the numbers of responses you receive with regard to the Strategic Plan.

For reasons we have discussed please count this e mail in the column in support of the Plan. Simply put, people want to live in and businesses want to invest in communities that invest in themselves and are committed to maintaining and and improving the quality of life of their residents. **The strategic plan does that and all for an average of approximately 19 cents a day per taxpayer.**

The proposed \$7,000,000 debt issuance in support of the plan utilizing a bank loan for 20 years would require an approximate \$571,000 per year of principle and interest payment. Given the City's approximately 8,000 taxpayers that translates to approximately 19.5 cents per day or about \$1.37 per week, less than a medium coffee at Seattle Coffee on Centre Street and patently less than the cost of other beverages (of the adult variety) sold elsewhere downtown. If the City's number of taxpayers has decreased to 6,000, the comparison still holds true at 26 cents per day and \$1.82 per week. Clearly, the impact on each taxpayer may vary depending on the options selected to repay the annual debt service. I believe, in the interest of our City's residents, you can with confidence recommend and the City Commission will endorse the allocation of literally pennies a day in support of the Plan.

For less than the cost of a cup of coffee per week we can invest in and will complete the waterfront, revitalize downtown, work toward 8th Street improvements, and address the needs of neighborhoods surrounding the downtown core.

Thank you for your efforts in support of the plan.

Adam Kaufman
116 South 10th Street

Kim Briley

From: Dave Lott <dwlott@bellsouth.net>
Sent: Tuesday, July 05, 2011 1:45 PM
To: Michael Czymbor
Cc: Susan Steger; Tim Poynter; Eric Childers; Jeffrey Bunch; arlenefilkoff@bellsouth.net; adkresolve@comcast.net
Subject: Draft Strategic Plan Comments
Attachments: DraftComments070511.pdf

Michael,

Attached please find a letter detailing my final comments regarding the current draft of the Strategic Plan. Please let me know if you have any questions.

Thanks,
Dave

993 Ocean Overlook Drive
Fernandina Beach, FL 32034
July 5, 2011

Mr. Michael Czymbor
City Manager
City of Fernandina Beach
204 Ash Street
Fernandina Beach, FL 32034

RE: City Strategic Plan Draft

Dear Michael:

Although Eric Bartelt and I earlier submitted a host of notes with suggestions and other comments on the draft of the Strategic Plan, I wanted to take the time to highlight some of the key items as well as add my perspective on some issues dealing with the financing options and timing. Thank you again for yours and Staff's time in meeting with Eric to answer some of our questions to provide more information.

Overall Goals

As previously stated, I believe there is a need to add a 5th Goal to cover all the city-wide plans that are required in a number of the other Goals. While the development of these plans will largely be an internal staff effort (as opposed to outside paid consultants), they are all substantial in nature; many will require considerable public input; and will require an immediate launch in order to be developed to the point where they can be integrated within each of the individual area's plans (Centre Street/downtown, surrounding neighborhoods, 8th Street corridor) at the appropriate time. I know that many of these plans dovetail as part of the proposed EAR amendments to the City's Comprehensive Plan that is still subject to approval. Without these plans providing an overall framework and a consistent methodology, each geographical area will be developed on an individual basis and there will not be the consistency in approach, appearance and results that are so desired and needed.

I would propose as an additional goal:

Goal 5: Conduct Identified City-wide Studies and Plans

- 5.01 Traffic flow / concurrency / parking
- 5.02 Signage / wayfinding
- 5.03 Neighborhood planning
- 5.04 Tree Canopy / Urban Forestry

Mr. Michael Czymbor
July 5, 2011

Goal 1: Waterfront Park and Associated Improvements

Riverfront Park

First, I think the Riverfront Park effort should be completely separated and treated as a separate Goal. At a minimum, it should be defined as a separate sub-element and not be consolidated in with the Front Street improvement tasks. While clearly there needs to be careful coordination between the Front Street improvements and the development of the Riverfront Park as there is clear synergy in the two being developed together, the reality is that many of the Riverfront Park's tactical elements are totally independent from the Front Street effort. Should there be a delay in funding on the Front Street improvements, there is no reason why much of the Riverfront Park development (faster and lower cost elements) can't proceed.

As you know, in the absence of a functioning Waterfronts Committee, Eric Bartelt and I have been working to come up with several ideas on modifying the existing conceptual plan for the Riverfront Park given the decision for the boat ramp to remain in its current location. We hope to meet with staff and the P&R Advisory Committee to get their input so the plan can be finalized. We strongly suggest that if work is going to be done by Zev Cohen under their existing contract rather than going out for bid, they NOT be tasked with any more conceptual design work; but only with the engineering design for the facilities that have been identified and approved. As members of the P&R and the Waterfronts committee will tell you, the last time ZC got involved; their designer wanted to put his own special touch into the design and incorporated changes that were not in keeping with the direction of the joint committee.

Front Street Improvements

The tactical plan identified the Front Street improvements between Broome and Ash Streets. It would be helpful to understand the incremental cost elements associated with completion of all the Front Street improvements between Ash and the southern end (Cook Property), as well as between Broome and north up to Dade (Port). Since the Riverfront Park parking extends south past Ash, I don't see how the project could be chopped up without that full southern extension. I can understand why we hold off on the northern completion between Broome and Dade.

I trust that the Front Street improvements include the RR crossing at Centre Street as currently it is a nightmare for people in wheelchairs or pushing strollers.

Alachua RR Crossing

I support the Alachua Street crossing for both vehicles and pedestrians and know the City is operating under a time constraint due to the agreement with First Coast RR. Opening this crossing will improve traffic flow options in the downtown area, especially as new development occurs on the northern side of Centre Street. It also creates for the option to close off the lower portions of Centre Street and create a loop traffic pattern; but that is another discussion for another time.

Broome and 2nd Improvements

The inclusion of this element is unnecessary I think at this time. Under the City's density bonus program, developers in the CBD area will be given points for making streetscape

Mr. Michael Czymbor
July 5, 2011

improvements such a lighting, pedestrian access, view corridors, etc. For the City to go in and make changes as seems to be proposed could be a big waste of money as a developer may want to completely change many of such "improvements". I know this is not scheduled until Years 4-5, but I think this element should be deleted.

Goal 2: Downtown Revitalization

Revitalization Plan

Developing a long-term plan is a wonderful idea. I do not understand why there would be a design competition at a cost of \$10,000 and then having a consultant at a cost of \$50,000. While a design competition does have the advantage of getting a wide range of different perspectives, there is a considerable amount of work into developing the scope of the competition as well as the judging effort. Entrants must have a clear understanding of the framework they are working under including implementation costs to result in viable designs.

I feel the local merchant community, TDC and citizens know what is needed to refresh and improve the appearance of downtown and there is no need for a design completion or for a \$50K design consultant.

Post Office

No question that that Post Office is a major landmark in the downtown area and efforts must be made for the City to obtain title and save this building. I feel that the terms in the initial LOI were outrageous from the City's responsibility and I trust that the negotiations will provide a more balanced agreement.

Personally think that the \$350,000 budget for the exterior repair/stabilization is quite lean and \$500 - \$600K will be more reasonable. I support this effort.

I do not support any taxpayer funds being used for the renovation/remodeling of the interior of the Post Office. If grants or private funds cannot be found to handle the interior, then it will just have to remain as a non-functioning building. Hopefully, the City could strike a deal with an educational facility that would come in and handle the reconstruction and bring in a youthful clientele to add traffic and energy to the downtown area.

Library

As I have stated before, I do not think a move to 402 Centre Street is a good move. The City should immediately earmark the \$250,000 - \$300,000 to repair the roof, HVAC and plumbing issues of the current building. The City has a poor history of maintaining its facilities as illustrated in how this building has deteriorated. Given the County's budget issues, I think it is highly unlikely for the County to support any additional funding for a new library facility. The political reality is that the relationship between the City and the County is going to be quite stormy over the short term due to the library support issues, MSF and fire/rescue consolidations. City should take what money it can get from the County of the \$600,000 that has been pledged and do a major repair/renovation.

Mr. Michael Czymbor
July 5, 2011

Other

Not listed, but I think consideration should be given to clearing the 2nd Street ROW south of Beech to provide a pedestrian walkway over to ACT and the AI Museum. This ROW appears to have been "appropriated" by a private owner for storage and parking.

Goal 3: 8th Street Improvements

Like the riverfront area, the 8th Street corridor consists of property owners with divergent ideas as to what improvements should be made, or should any be made at all. While efforts should continue as outlined in the tasks contained in the tactical plan, these will take time to implement.

For the short term, a strong and positive first impression can be made to visitors entering the City by a redesign of the land owned by the City on both sides of 8th Street north of Lime. The current sign with its service organization medallions is dated. The City owns the lots on the northwest corner and could use some strip landscaping (maybe the first 30' west of the sidewalk) and locate a new welcome sign over there where it would have greater visibility. The northeast corner could be used for secondary signage, one of the shrimp sculptures or some other identifier for the City. If you have ever traveled up I-95 when you cross into South Carolina, you will see how SC has landscaped the initial entryway median and sides of the road to give a great first impression to visitors. Never mind that 2 miles up the road when you approach Hardeeville the interstate looks mundane and boring, that first impression stays with you. That is the kind of effect that we want to create for people entering our City. I think that such work could be done for under \$100,000 and maybe substantially less if we get Rayonier to contribute the trees and many of the service organizations to make contributions as well. At a minimum, the improvement of the City-owned entryway should be added as a task to this Goal and should be accomplished in Year 1.

Goal 4: Address Surrounding Neighborhoods

I still remain somewhat skeptical as to why this goal was added. Is it really to address the infrastructure issues that have been present and ignored by the City for the last 40 years; or is it a way to convince them to be part of a new and expanded CRA to serve as a cash cow for the incremental CRA revenue to be used for improvements within the CRA but not in these neighborhoods? One would think that the infrastructure survey would not be necessary since the deficiencies of infrastructure in the areas were previously identified in the Finding of Necessity when these neighborhoods were deemed to be "blighted" back when there was an effort to include them in the original CRA. Hopefully, such a study would be a wider area and be comprehensive in nature.

Financing Alternatives

I believe a great deal of additional work needs to be done on better defining the costs of the various tasks as well as identifying legitimate funding sources rather than catch-all groups. For example, some of the items listed impact fees as a possible funding source when I don't believe that legally the impact fees could be used for such "maintenance" or "study" expenses.

Mr. Michael Czymbor
July 5, 2011

While I would have preferred that a GOB be used as the funding source for any major loans, I understand the expediency associated with by-passing such an instrument and the political fall-out is a price that the Commission seems to be willing to accept in order to move forward.

I am greatly concerned about the amount of money that is to be borrowed and how it will be repaid. Whether the repayment revenue comes from a millage increase in property taxes or an increased franchise fee, it all comes back to the individual taxpayer who is under so much financial pressure already. The initially proposed City budget has an enormous revenue shortfall and tax hikes and increased fees are likely to part of the solution in addition to cutting expenditures. CRA revenue could be a viable source but largely depends on a belief in the "build it and they will come" approach as evidenced by the results to date. Given the severe real estate issues facing our area for the next several years and the numerous hurdles facing development in the downtown area (lack of riverfront uplands, railroad tracks, petroleum storage / industrial area), I just don't think a lot is going to happen, but I hope I am wrong.

Prioritization

One item I have not heard discussed in any detail is the prioritization that is going to take place. While it would be great to do all these goals concurrently, the resource (funding and people) reality is that they will have to be staggered – including elements within the various goal's plan. Current cost for those tasked identified is over \$8 million with the cost for a number of major efforts still identified as "TBD". Even removing the \$3.5 for the Post Office interior work, I am estimating the total cost in the \$10 million range. If the City Commission decides that only \$5 million in debt can be taken now, what Goal elements having hard dollar costs will be done first?

Of course my vote is for the Riverfront Park plan to have #1 priority. I just believe having seen the activity generated by other gathering locations like Neptune Park in St. Simons, North Charleston SC, and Beaufort Waterfront Park; building a riverfront park that supports a number of different passive and active activities will generate residents and visitors to stay in the downtown area and see all that it has to offer.

* * * * *

Many thanks for your consideration of these comments and I look forward to continued participation in this process.

Best wishes,

Dave Lott

Kim Briley

From: Kenneth Wilson <kennethwilson@hotmail.com>
Sent: Tuesday, July 05, 2011 2:19 PM
To: Michael Czymbor
Subject: Strategic Planning DRAFT Document; Request for comment

Dear Sir or Madam,

I am a citizen of Fernandina Beach and reside at 1583 Canopy Drive. I have reviewed the Strategic Planning DRAFT Document and would like to express my comment.

I applaud the forward planning effort undertaken by the city representatives and my initial review of the plan is mostly favorable. The improvements along the water front and other areas of the city would be favorable to Fernandina Beach. I do have some concern relative to the a real or perceived need for the acquisition of the Old Post office and the relocation of the current Library.

The plan also leaves much to the imagination relative to the line items on the plan that are undefined ie; unknown or dependent on direction chosen. This is particularly true for items 2.01; the 5 year plan for the Revitalization of Centre St., and all of the items contained in goals #3 and #4: Improve the 8th Street Corridor and Address Neighborhoods Surrounding the Downtown Core respectively.

My main objection to the plan concerns the source of funding. The city Mission Statement is: *Provide excellent services for citizens through leadership, decision-making, and **budget over-sight** while supporting businesses, historic preservation, tourism, and the environment.*

My desire is to fund any plan improvements through the pay as you go method or through grant funding. We must learn to live within our means! My belief is taking on additional debt is not prudent, as current economic conditions do not lend themselves to this course. The city is not balancing their current budget and has been running a deficit over the past few years, dipping into the reserve fund to cover cost overages.

I strongly oppose any plan to take on additional debt, especially without voter approval. If issuing debt is a direction that eventually is chosen by the city, then this **must** be on the ballot for the citizens to decide. To do so unilaterally without a vote is irresponsible.

More debt is not the answer, nor is additional non voter supported taxation. The plan states that one option for funding to service the debt would come from additional utility franchise fees. This is essentially a non voter approved tax increase added to the electric bills (and/or gas bill).

Let us improve the finances of the city by postponing what we can't afford, like most people do, and when we can afford it, proceed with the plans.

My final comment involves the cost estimates. The total financing amount (\$7.0MM) required doesn't match the total estimates of plan (\$8.8MM). And this figure doesn't include the unknown amounts for Goals #3 & 4. As such it is difficult to concur with a plan when the total cost is not known.

Sincerely Yours,

Kenneth Wilson

Kim Briley

From: Dworks15 <dworks15@aol.com>
Sent: Tuesday, July 05, 2011 3:24 PM
To: Michael Czymbor
Subject: fernandina goals

Mr Czymbor:

I am writing to give you my input on the 5 goals set by the commission in 2010. Thank you for your time.

#1 Front Street redevelopment & waterfront improvements.

This issue has been "bumping" around for years...and it does take time to get a plan together and implement. Now it is time to move forward on the riverfront development into a park setting that is beneficial for residents as well as visitors. I agree that there is too much of a disconnect between the downtown and the riverfront. Increased access to what will become park and public space definitely needs to happen.

The problem is that while this has been "studied to death" there is not a private/public leader or organization that can put together the funding for the final result to happen. Funding for this needs to be a combination of public/private and grants that effectively moves forward a plan that includes all the "visioning" that has been paid for time and time again. When the commission moves forward on this link to the waterfront they may need to be look toward a "501(c)(3) foundation" that can pull the financing together and put in place endowment funding for all infrastructure improvements future upkeep.

On a personal note- my only disappointment in the waterfront plan that I have seen is that on the riverfront we (Fernandina) have so many music and performance outdoor events and no plan for a stage or concert area. This is a something that could produce income to the city and downtown in that the many groups/ organizations who sponsor events could help pay for upkeep and use. I would hope it be included at some point.

#2 Revitalization of Center Street

The business district owners have to be the good entrepreneurs and work at this through their group. It is a business district and while government must make codes for the district- businesses really do control their own fate...the values of good service, fair pricing and innovative products... that all falls on the businesses to provide. It is the city's responsibility to deliver clean and safe streets and the codes that make that happen.

I agree that the post office is an important and historic building that needs to be preserved. The facade is falling down. The Federal government owns the building... don't we have codes that require them to repair???? I have been by many federal buildings and none are allowed to fall into the state of disrepair of this building.

The city wants to preserve it by putting city offices in place...and since the offices are currently in a 50's style building that doesn't match our historic genre if you will, on the surface all sounds great...but if all city departments will not be able to work in this building and the parking is not adequate and if the tax payers will have to completely renovate AND the federal government gets the best part of the deal by not having to renovate and preserve a historic building- is that such a good choice for the citizens of Fernandina.

On the library issue...the library needs to be improved. A larger, tech savvy library DOES bring people to the downtown and to the area and add revenue to the surrounding businesses. The current library cannot under go a "quick makeover" as some have said and still adequately service the people of Fernandina....**however isn't this a county library????** and isn't this a county library system??? As a county resident I am taxed for this library and do not want to be taxed again for the same service. Let's put pressure on the county to find solutions...they should fund the entire project...city should assist but not be the lead.

#3 8th Street

Eighth street aesthetically needs upgrading. Isn't it part of A1A and the state highway system? Here we need the best grant writers looking at all funding possibilities. While funding sources are drying up ...there are still funds available for these types of projects. Section off the entire street and keep applying for every grant possible on a section by section basis. There are industries that use these corridors heavily...are they being tapped enough or do they give grants that are not being applied for?

Master gardener and garden clubs groups do projects and grants....they may "adopt" a portion to add planting to enhance while working on a larger more permanent plan. They also sponsor or can sponsor awards to businesses who enhance their landscape which in turn beautifies the street-scape.

Are there any organizations like "clean up Nassau" that may have volunteer crews or schedule regular clean up events for residents to help keep it clean & neat? If this is already happening I have not seen it happen often enough. Some group needs to "adopt" this section of highway/street.

I realize we are talking about vacant structures as well, so code enforcement is crucial. Eighth is the gateway to the city... are business ordinances favorable for start up of new businesses? And are current business in compliance? I am not sure if any or all of these suggestions ideas are now in place.

#4 Neighborhood Assessments

Do Not expand CRA. It has not helped in the past and it will not help now....instead engage owners to form neighborhood groups and to beautify their own neighborhood and work on issues within their area.

#5 city wide studies

Enough with the studies!!!! They are only helpful if you carry them out and we do not. We have too many studies and still no result.

The only studies that I would favor would be if a university would do them for FREE...or would utilize students in projects for thesis credit.

Again, thank you for allowing me to give you my opinion on these issues and important goals of the commission. As a Fernandina resident I do want action by the commission but not at any cost. The decisions that you make today will shape Fernandina for generations.

Sue Girard
2328 Sadler Rd
Fernandina Beach, FL

Kim Briley

From: julie ferreira <bordersofheaven@hotmail.com>
Sent: Tuesday, July 05, 2011 4:42 PM
To: Michael Czymbor; Susan Steger; Jeffrey Bunch; eric@ericchilders.com; Tim Poynter; arlene filkoff
Subject: Forward Fernandina Strategic Plan

Dear City Manager and City Commissioners,

Here is my feedback on the Strategic Plan:

City building is not a linear process, nor is it simple; it is sometimes subject to fits and starts. I think that the city needs to realize that while its wrenched by the worst economic downturn in 60 years that taxpayers expect their officials to cut back, use wisdom and not go out and borrow monies. Yes I understand that money is cheap now but I don't believe that anyone can predict whether we as a country have actually yet hit bottom. Citizens are struggling with staying afloat and it is unconscionable to do things that will add increases to fees, fines, utilities, taxes, or any other money making schemes that have to be funded off the backs of citizens. So I am not in favor of the city borrowing any additional monies.

Waterfront Park: I believe that this is the one area of the strategic plan that should be worked on incrementally as money allows. Definitely this project needs to be separated out from the revitalization of Front St. I want Fernandina to celebrate and tie together the relationship of its historic riverfront and the shrimping industry to the downtown. The pedestrian experience on the waterfront should be a unique tie to our downtown area.

When the city moves ahead on the waterfront park I would hope that the plans, of which I've seen many versions, are top-notch so we do not waste anymore money such as what happened with the Marine Welcome Center. We should create walkways, bike ways, open spaces and enclosed or sheltered public spaces to be flexible and to accommodate a number of functions, whether organized or casual. Eventually we need an adequate bandshell or amipitheater as a waterfront destination which can be utilized for special events.

Tax Increment Financing/Urban Renewal: I believe that expanding the CRA possibly puts homeowners' properties in jeopardy in the future. I am not in favor of tax increment as a financing mechanism so that public projects are financed by debt borrowed against the future growth of property taxes in the CRA district. Why should we as taxpayers invest in infrastructure on Front and 2nd Streets to benefit development when the wheels are already in place so that to receive density bonuses future development would make these investments for itself?

General Obligation Bonds are subject to a public vote and they expand the democratic process. Taxpayers should have the ability to vote on borrowing monies. If there is a strong enough vision it should motivate and enliven people to take action. Personally I do not believe that this strategic plan accomplishes this. The projects that are being undertaken are either controversial, don't offer the taxpayer enough return for the risk taken, or are too broad and undefined in their reach.

8th Street: Yes, entry points into our commercial areas should establish a sense of arrival to Fernandina and certainly 8th St. is a problem. I feel insulted that for our city to do its job and coordinate with FDOT and the county, which we should have been doing all along, that now we have to go out and borrow money.

Until the city is willing to enforce the sign ordinance, all attempts to revitalize 8th Street are naught. Identity signs for the 8th St. businesses, while conforming to other requirements of the sign ordinance, should add to the quality and character of the street, and be required to do so. Signs should be kept to a minimum to reduce visual clutter.

I believe that we should acknowledge the "rail" in our community as an alternative "street; if we were to get most of the semi's off 8th St. that would be a huge improvement.

If anything is ever done to this area it should involve a marketing expert, a landscape architect, and the willingness to enforce the sign ordinance. Eventually there should be a requirement that each building should enhance the public experience in and of itself, and undesirable elements of buildings should either be screened or hidden from view. Of course business and property owners cannot afford such an undertaking and grant monies would be needed. None of these things should require borrowing large amounts of monies. Investing in a good grant writer seems a worthy goal.

Streets: Promote creation of "green" streets and surface-parking areas utilizing features like permeable paving, solar powered lighting, and native landscaping when needing to do improvements.

Street trees spaced at no more than 30 feet on center are critical to establishing the character of a street. Had we been collecting fines for the many violations of the tree ordinance over the years we would have monies for street trees.

Downtown: The rooftops of buildings within the downtown area present an opportunity for "green" design and upper level activities. New development should be encouraged to create eco-roofs and /or opportunities for places where activity could enhance the street. Selection of trees along street edges should create a unifying canopy for our streets. Bringing back the sense of character at night with the small lights downtown is crucial and creates a Fernandina signature to nightlife.

I do not believe that these things require a contest or specialist who will manifest the contest's winning design. Replacing the sidewalks so there are no patches or grinding down of edges that have heaved would go a long way towards the revitalization of downtown and could be undertaken in segments as the general fund allows. For beautification hire a qualified landscape architect that deals with downtown commercial spaces and then follow their suggestions making improvements block by block as our budget allows.

Post Office: The Post Office should not be considered a revitalization project for the city to undertake. The project is fraught with costs that cannot be adequately foreseen. The city cannot take proper care of the properties that it now controls so why would we get involved with a building that needs complete restoration? Of the properties that the city is currently responsible for, the paint is peeling and the woodwork is rotting away. The Victorian scroll work on the back of the Depot is rotting away due to neglect, the downtown bathrooms are shabby and unpainted, the gazebo and other facilities at Central Park are not well maintained and it goes on and on for most city properties including the gazebos and boardwalks at the beaches. We should spend our time and money taking care of what we already have under our jurisdiction and do so in a timely basis.

Library: Another facility under partial city control that has not been properly maintained. It has no business of being moved, it's in the perfect location now. We have never hired an engineer to design a separate floor that could stand independently over, yet join the current space. Being committed to leaving the library where it is could also then allow us to make investments to make this the first green sustainable building in Fernandina.

Assessment of surrounding neighborhoods: A complete streets planning program should utilize a variety of transportation options, especially for bicycles and small hybrid vehicles to link people, places, areas, and start our community becoming a greener one based on sustainable transportation alternatives.

Railroad crossings: Yes our downtown railroad crossings are rough in places for wheelchairs and baby carriages. For now, perhaps we should be creating one smooth walkway per crossing that is 6 or so feet in width. I would think that this could easily be done by city workers and should be within our budgetary restraints. Spending monies opening Alachua Street is not needed at this time to facilitate ease in downtown traffic. It is another example of the city having extravagant tastes on a beer budget.

Studies: Any citizen that lives here can tell you where the stormwater problems are, and where most of the other problems lay for that matter. It would appear that there may not be specific grants out there for stormwater maintenance otherwise it seems we would had the commitment to deal with this problem long before now. I don't know this to be fact, but I assume that these studies have already been done because when Lupita worked for the city, stormwater drainage was one of her main concerns.

I remember when we had only two planners and two secretaries doing all the work for many months during the "bubble" when permitting was at its highest demand. Now in an economic downturn, we have a staff of six- this makes no sense. I don't want the city to justify the size of our planning department by crating studies for which we need to go out and 'borrow' money to accomplish. Again, investing in a good grant writer seems a worthy goal.

To maintain a dynamic local economy in the face of recessionary pressures makes me believe that we may need to make explicit investments in time and effort to scout new businesses to our town; plus we should work to retain and grow the companies and businesses that we already have.

Fernandina should pour its efforts into becoming the ultimate laboratory for innovations in alternative energy, green building and green living. If there was an unwavering commitment to producing and enhancing a cleaner, more sustainable lifestyle we could create a city and region which was at the forefront of the future. Because of the scale of life

in Fernandina we could then create the race in Florida to be proclaimed the greenest city- this could create a welcome boom for our economy. This would then help us attract businesses, entrepreneurs, and aspiring green sector talent jobs but only if we are willing to support these things with a forward-thinking local policy environment based on sustainability. That, to my mind, is a strategic plan worth investing in.

Investments in Fernandina's lifestyle can pay economic dividends, but achieving prosperity for all residents necessitates investment in economic development to realize those benefits. Yet somehow we never seem to invest time or energies in strategies for a diversified base of employers that can serve as stable well paid sources of employment.

Much of what has been accomplished in the field of sustainability in other places has been abetted by progressive city policies designed to promote a more sustainable lifestyle.

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It would take commitment for us to make investments in transit and bicycle infrastructure, perhaps tax credits to encourage alternative energy consumption and production, encourage hybrid vehicle usage, and create land use and building codes focused on producing green development which would serve as a policy framework guide. Developing that policy framework and beginning the public ethos behind it, would provide certainty for firms and people seeking to thrive and contribute to a sustainable economy. Our unique location with easy accessibility to sea, rail, and air could with foresight allow Fernandina to be seen as an area that can compete in the global clean energy marketplace.

This would take the City Commission being daring and willing to move into (for our area) uncharted territory based on farsightedness with investments in alternative transit, land use planning and energy efficiency that anticipates the next phase of the future.

Personally I would like to see us adopt the following "strategic plan": To build a sustainable community that promotes public health and safety, economic growth, diversification, maintains city facilities and buildings to the highest possible standards, offers citizens efficient utilities, creates appropriate and fair land use administration, and protects the livability, environment and uniqueness of our historic place.

Thank you for your time,
julie ferreira

Kim Briley

From: Marla McDaniel <divinemissmm@yahoo.com>
Sent: Tuesday, July 05, 2011 4:58 PM
To: Michael Czymbor
Subject: Comments, Strategic Plan Draft

Mr. Michael Czymbor,
City Manager
City of Fernandina Beach FL

Hello Michael,

I finally had some time to look over the Strategic Plan Draft and realize the request of having comments in end of business day today. First of all, I appreciate the format and well thought out areas of improvement for the City. Waterfront Plans finally taking a good direction. I'm in favor of ample public riverfront access along with any development and improvements.

In Goal 3, Improving the 8th St. Corridor:

I have worked previously with the ISTEA, and TEA-21 monies for community improvements, including gateway beautification projects. Now with SAFETEA-LU, I have no idea if these community transportation enhancements are available.

In Goal 4, Address Neighborhoods Surrounding the Downtown Core:

articles 4.02.02 and 4.04.02 and 'Complete Streets' planning - great idea. I suggest involving the Extension Office for help, and maybe a block captain idea who can distribute suggestions or any materials produced, take it block by block. Master Gardeners and Flowering Fernandina are great sources of volunteer help, too. We in the National Historic District are working hard to keep our properties up to standards for happy visitors, bus tours, walking tours, etc. An authentic historic district is unusual in Florida. When you step away from the core, slum properties are allowed to exist. In my hometown, situations such as lots grown up in weeds, junk cars, furniture on porch, failing to take care of home/bldg. exterior, etc. were written up and a fine levied. If the fine went on unpaid a lien was placed on the property. Couldn't code enforcement simply go around and ticket these type situations - they go on in their deteriorating conditions. This is a detriment to surrounding areas, so it ends up we really don't have a cohesive neighborhood. There are pockets of properties not taken care of. Then, once you leave the Historic District, some of the homes are in a deplorable condition.

I agree with the focus on Urban Forestry.

I favor renovating the Post Office if it can be done through grants and the partnership you describe. It would be helpful to know what the feasibility would be for tenants in advance, so the building isn't sitting empty with a huge investment in it.

I strongly favor Library plans for downtown. A Public Library is a community and cultural focal point, and one that's necessary for a quality of life.

Made it by 5 pm! Thank You from Marla McDaniel

Marla McDaniel
12 South 6th St.
Fernandina Beach FL 32034

City of Fernandina Beach
F2 *DRAFT* Strategic Plan

Comment Period June 17, 2011 thru July 5, 2011

Kim Briley

From: Bob Althar <altharr@bellsouth.net>
Sent: Wednesday, June 22, 2011 7:32 PM
To: Michael Czymbor
Subject: Public Comment Period

In regards to the acquiring the post office downtown under the agreement that I have read about in the News Leader I think it is a very foolish and costly exercise. I can not imagine anyone with a decent business sense that would think this was a good deal for the city or the taxpayers.

The money could be better spent constructing a new building for a city hall rather than pouring money into that wreck of a post office.
I read with amazement some of the ideas this city government comes up with for ways to waste the hard working taxpayers money.

Robert Althar
Fernandina Beach, Florida 32034

Kim Briley

From: Joe & Judy Anderson <jjanderss@bellsouth.net>
Sent: Thursday, June 23, 2011 11:52 AM
To: Michael Czymbor
Subject: Comment on Draft Plan

City Manager...

I vehemently object to the city entertaining a \$7-10 million bond issue or loan in order to finance this laundry list of projects.

ALL of these projects fall under the category of "nice-to-have".

None of them are necessary at this time.

We are in the midst of very hard times with 10 % unemployment.

The City should be looking to tighten its belt and definitely NOT increase any taxes or fees because of millions in unnecessary expenditures.

I do not wish the city to undertake ANY of the projects in this draft strategic plan until the economy improves.

Joe Anderson

Kim Briley

From: Joe & Judy Anderson <jjanderss@bellsouth.net>
Sent: Friday, June 24, 2011 12:06 PM
To: Michael Czymbor
Subject: Strategic plan comment

Mr. Czymbor - While I appreciate the time and effort that's gone into the strategic planning process and think that some of the projects are of merit, I think now is not the time to add to the City debt, in whatever form, or to take on additional City responsibilities. As a citizen, I want to do what's needed to stabilize the post office but not to embark on any other City projects until the economy is more stable. I think we'd be making an error to commit ourselves to projects when we can't have at least some confidence that we'll be able to support them in the future.

Judy Anderson
jjanders@net-magic.net

Kim Briley

From: Stephen Chapin <stevechapinsr@comcast.net>
Sent: Friday, June 24, 2011 4:30 PM
To: Michael Czymbor
Subject: Draft strategic plan F2 FY 2011-2016

I feel the vision for Fernandina Beach is too aggressive . It is only going to lead to higher taxes in a time when senior citizens, like myself, are hard pressed to pay the existing taxes. Our nation's economy is in a mess. This mess is only going to filter down to the state, county and then to city government. Instead of dreaming up ways to spend more of the tax payer's money . You should be finding ways to save the tax payer's money.

Sincerely,
Stephen R. Chapin Sr.
2742 Sea Grove Lane
Fernandina Beach Fla.
32034
Friday June 24, 2011

Kim Briley

From: stephen zercher <steve.zercher@gmail.com>
Sent: Saturday, June 25, 2011 4:14 PM
To: Michael Czymbor
Subject: Draft Strategic Plan:F2 FY 2011-2016

Sir,

Perhaps it's not recognized that times are difficult! But with the cost of property taxes , electricity increases, water and concomitant fee increases, groceries, insurance, unemployment, etc. it doesn't matter that property costs are at an all time low, or that interest rates are favorable. Projects to improve one of our main industries, tourism, should be priority one. Purchase and refurbishment of the post office, and a new library do nothing to further this aim. Removing prime Centre street property from the tax rolls is not forward thinking when city and county venues function just as well in outlying locations leaving prime downtown property to produce needed tax revenue. There is a big difference between what is needed and what is wanted. I have to make that decision on a daily basis, and expect my elected officials to have to make those same difficult choices! Purchase of the post office and a new library would be nice, but not now, and not on the backs of the residents and businesses of Fernandina Beach.

Steve Zercher

1550 Lisa Ave.

Fernandina Beach, Florida

Kim Briley

From: l.kreger@comcast.net
Sent: Tuesday, June 28, 2011 10:56 AM
To: Michael Czymbor
Cc: Susan Steger; Tim Poynter; Eric Childers; Arlene Filkoff; Jeffrey Bunch
Subject: F2 Forward Fernandina Strategic 2011 - 2016 Plan

The Forward Fernandina Strategic Plan 2011-2016 appears to be a very detailed and comprehensive plan for it's stated goals of; Waterfront Improvements, Downtown Revitalization, 8th Street Improvements and Assessment of existing infrastructure in surrounding neighborhoods.

It would be nice if the same effort was put forth for the remainder of the City. Prior to consideration for the implementation of this plan, the same effort should be made for all existing Capital Improvements. It should include those existing on the 5 year Capital Plan, along with the of other Capital improvements. As an example the present 5 year Plan includes Storm Water Management (which is listed as an enterprise fund) but does not match the recommended CPH study improvement projects. There is also no mention of the beach replenishment program/contract. . It is likely this will be required during the 2011-2016 time-frame.

The F2 goals along with the other Capital Improvements must be reviewed and prioritized in accordance with the Comprehensive Plan Capital Improvement Element Priorities.

The Finance annex of the Plan is excellent:

- 1. identify the CIP**
- 2. Prioritize the CIP**
- 3. Cost Estimates**
- 4. Assess Affordability, Identify Funding sources**
- 5. Incorporate funding of Projects into:**
 - a. Annual Budet**
 - b. CIP**

The financial considerations above should include all Capital Improvements, not just the F2 Goals.

Thanks,

***Len Kreger
1739 North Fletcher Avenue
Fernandina Beach***

Kim Briley

From: Jesse Duke <jesseduke@comcast.net>
Sent: Wednesday, June 29, 2011 3:20 PM
To: Michael Czymbor
Cc: Eric Childers
Subject: Public comment

Mr. Czymbor,

I am writing in **strong protest** of the city borrowing money for any project. It is ridiculous that anyone would consider going into debt in this economy, especially with so many people out of work and struggling.

Jesse Duke
207 Sea Woods Drive
Fernandina

Kim Briley

From: Sandra Kostich <sandyk1525@gmail.com>
Sent: Thursday, June 30, 2011 1:19 PM
To: Michael Czymbor
Cc: Susan Steger; Tim Poynter; Eric Childers; Jeffrey Bunch; Arlene Filkoff; mparnell@fbnewsleader.com
Subject: Speak up on City plan
Attachments: City - June 30 2011.doc

Dear Mr. Czymbor,

Please see my letter attached regarding the tax dollars that the City and the Commission are considering to spend.

Best Regards,
Sandy Kostich

June 30, 2011

Michael Czymbor
Fernandina Beach City Manager
204 Ash Street
Fernandina Beach, FL 32034

Dear Mr. Czymbor,

I am writing in regards to the many articles I have been reading in the News Leader. I am aware that you cannot always believe everything that gets printed in the newspaper. However, as a tax payer in this City I am very concerned about how the Commission is willing to spend so much money on special interest projects during this extreme economic time as you have just pointed out in the front page article "City must cut expenses, raise revenues"

I am certain most people that live here and pay taxes here are more concerned about basic everyday services that are provided by the City and not pet projects. I fully realize that we need to have a Forward Fernandina project, but one that brings in tourist dollars and increases revenues not one that satisfies the handful of people that keep pushing the pet projects down the throats of the commission. I guess it is true the squeaky wheel gets the grease.

I have been reading over recent weeks that there was a survey out several months ago to get the opinions of the citizens about the Forward Fernandina agenda and that there was a dismal turnout, only 100 or so responses. Well, I stay pretty current with things and I never saw where a survey was even being distributed or available. I believe since that is the case that there are thousands of other people that were not aware of it either. Before the City goes any further, please revisit the option of putting out a PUBLIC survey (possibly in the water bill) and care about what the taxpayers want. After all who is paying the bill?

Sincerely,

Sandy Kostich

Cc: Susan Steger, Tim Poynter, Eric Childers, Jeffrey Bunch, Arlene Filkoff, News Leader

Kim Briley

From: Burton K. Bright <bbright@valdosta.edu>
Sent: Friday, July 01, 2011 1:31 PM
To: Michael Czymbor
Subject: RE: Forward Fernandina Strategic Plan

In reviewing the plan, I for, probably one, believe in leveraging for the future. I agree with many of the projects that you have outlined. I also noted that you did take into account some possible revenue streams in order to finance and service the debt. I know that you will stress that this is the time to borrow for not only are the interest rates at an historic low but also the cost of building and renovating with contractors is advantageous. Now I would like for you note the following criticism of one of the projects—The Post Office:

- The post office belongs to the federal government and I feel as if the city should present the following the options to them
- Bring the building up to code (OSHA, EPA, and structural integrity (roof, plumbing electrical).
- If not threaten to sue or cite that the building they are inhabiting is not up to code.
- I do not agree that the post office should still operate in the building after the 'new owners' take over.
- What bother me and concerns me about the post office is all the unknowns that the engineers will find after the city is committed to the project. I base this on my experience in talking with the lead engineer of a similar building in Valdosta Georgia in 1991. The problems were all the ones cited above in addition to a fire in 1989.
- I would be willing to set up a visitation to Valdosta and have consultation with key players.

The other projects have merit. The only other criticism that I have with the identified projects is that our city is labeled Fernandina Beach and these project do not have any focus on east side. Keep in mind that the largest place in our village to hold an outdoor event is main beach and with shuttle transportation to downtown (see old pictures of the trolley running downtown).

Let me know if you have any comments on my inputs.

Regards,
Burt Bright

From: Michael Czymbor [mailto:mczymbor@fbfl.org]

Sent: Tuesday, June 21, 2011 8:36 AM

To: egrissom@yahoo.com; mbaity@att.net; showalter@bellsouth.net; louisgoldman@comcast.net; Nanciesc@aol.com; Dave.dully@bmcjax.com; hartaa@comcast.net; artsacad@bellsouth.net; rhondartist@comcast.net; Charbach7@att.net; director@bookisland.org; tmcadoo_ameliaislandff@hotmail.com; divinemissmm@yahoo.com; Phyllis@ameliamuseum.org; Ec94603@bellsouth.net; Calbert3232@yahoo.com; obaku@comcast.net; patkgass@yahoo.com; congerlang@aol.com; neilblalock@comcast.net; fwriotte@bellsouth.net; Lynwil3@aol.com; donbeano@yahoo.com; Pkeogh1@comcast.net; janetgriff05@yahoo.com; ccrow@bellsouth.net; adkresolve@comcast.net; adesilet@comcast.net; sturgesandsturges@yahoo.com; hbyrd@comcast.net; bboyd@domesticdesignsinc.com; jmiranda@mirandaarchitects.com; ssteffen@pmsiofflorida.com; venieelaine@aol.com; mikespino@bellsouth.net; Mthomas1@bellsouth.net; smithherb@bellsouth.net; hes143@msn.com; jimewpowers17@me.com; mrjimedr@aol.com; dbailey@ssiai.com; mjschroeder@comcast.net; Brucesmyk@comcast.net; MCK4231@att.net; szthamm@yahoo.com; sjhaun@bellsouth.net; bmeger@comcast.net; crasch739@comcast.net; nancyinop@yahoo.com; dbradford@ameliaisland.com; ericbartelt@gmail.com; pcondit@comcast.net; Mark.bennett@wellsfargo.com; david.beal@beal.com; l.kreger@comcast.net; mharrison@iee.org; Teddyk1525@gmail.com; Burton K. Bright; john@cotnerassociates.com; Palmer129@earthlink.net; boconner@bellsouth.net; pranabdasa@aol.com; leonardnall@comcast.net; bordersofheaven@hotmail.com; patriciaborns@comcast.net; Kevin_Peacock@hotmail.com; concilonagingofnassau@gmail.com; David.rogers@rayonier.com; musery@comcast.net; captwkh@aol.com; don@booksplusamelia.com; Peter.Scalco@dep.state.fl.us; SteveFilkoff@gmail.com; tstiles@nassauflpa.com; Rice@ricearchitect.com; Glangley@ameliaisland.com; val_schwec@kindermorgan.com; brianareaves@PortofFernandina.org; info@paragoexports.com; Jeff.Malone@hilton.com; MaxWohlfarth@yahoo.com; rayroberts@ameliawizard.com; Jdickison@comcast.net; Trip1175@comcast.net; Mpitcher@cbcnationalbank.com;

LaceIntruder@bellsouth.net; mailbox@islandart.com; phillipsanlan@comcast.net; regina@aifby.com; fmaloy@fbnewsleader.com; coulter.kirkpatrick@jacksonville.com; Asa@GilletteAssociates.com; Nick@GilletteAssociates.com; Rflick@compassgrp.com; John.Stack@brightway.com; ajtlaw@bellsouth.net; Tquattrochi@comcast.net; JMCarr63@bellsouth.net; Patty@tfgmail.com; manziedrake@gmail.com; patriciaborns@comcast.net; wespoole@bellsouth.net; pkeogh1@comcast.net; johnnydodd@bellsouth.net; joanaltman@mindspring.com; mike.zaffaroni@gmail.com; drjsharrison@comcast.net; clinchkavanaugh@bellsouth.net; phyllis@ameliamuseum.org; thenicklsteam2@msn.com; LewisFL@aol.com; grcguanaja@comcast.net; daedalo1@hotmail.com; maainc@comcast.net; AFEagle31@aol.com; netthall@hotmail.com; Teddyk1525@gmail.com

Subject: Forward Fernandina Strategic Plan

Good morning. The City is soliciting comments and suggestions on our Forward Fernandina Strategic Plan. I have attached a copy of the notice and a link to review (www.fbfl.us/F2) the comment. I appreciate your continued service to the citizens of Fernandina Beach and welcome your comments. Thank you.

Michael J. Czymbor
City Manager
City of Fernandina Beach, Florida
Ph 904-277-7300
Fax 904-321-5758
Email mczymbor@fbfl.org
www.fbfl.us

 *Go Green: Please don't print this unless its really necessary*

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Kim Briley

From: Thomas Washburn <ameliaislanders@bellsouth.net>
Sent: Friday, July 01, 2011 2:40 PM
To: Michael Czymbor
Subject: Comment on Draft Strategic Plan

I do believe in strategic planning for optimal functioning of agencies, especially for governmental agencies. This F2 FY2011-16 document seems to be well thought-out.

I do question the need or desirability for the City to acquire the Downtown P.O. Bldg. Goal 2.02 indicates that the exterior of the structure would be restored. I suspect a great deal larger amount of funding will be required to restore the interior of the structure. Is the City really prepared to take this on?

I applaud the goal of addressing Library needs in a positive manner and in collaboration with the County.

All perceived neighborhood improvements do not have to be accomplished by 2016. I would hope the City would give priority to the communities surrounding the Peck and MLK Centers.

The bottom line for me is the bottom line. How much increased expense should the City be taking on during this harsh economic time? Finally, I strongly believe any bond issue should be subjected to a vote by the City's residents.

Thomas C. Washburn, M.D.
1609 Lake Park Drive
Fernandina Beach, FL 32034
904-491-1753

Kim Briley

From: HENRY RODEFFER <hdrjcism1@bellsouth.net>
Sent: Saturday, July 02, 2011 7:45 PM
To: Michael Czymbor
Subject: Draft Strategic Plan:F2 FY 2011-2016

Dear Mr. Czymbor,

I have reviewed the documents concerning this plan. I agree that improvements on 8th street and on the waterfront are aesthetically needed but I have several misgivings about the plan. The first involves the projected benefits of the entire project. The investment of this amount of capital without a better estimate of the benefits finically for the community are a significant problem in the proposal. The return on the investment is unclear and without a better estimate of the benefits of the project it makes the expenditure difficult to support. The cost also seems to be very low considering the scale of the project. Working on a waterfront project can result in surprises and the projected costs are too low. Finally I do not think that borrowing money for this project is wise and unless the project can be done without tax increases or without borrowing money then the project does not have my support.

Henry Rodeffer

Kim Briley

From: Steve Shap <scshap@aol.com>
Sent: Saturday, July 02, 2011 8:37 PM
To: Michael Czymbor
Subject: Fernandina's future

I'm writing in support of CFOF's position re the need for caution and diligence in committing the city and its taxpayers to multimillion dollar projects in these uncertain times. We came to Fernandina 6 years ago and still enjoy what it offers in many ways. What we don't want is projects and plans, that on paper (and in future visions) look attractive, but that would greatly escalate the city's obligations.

Are we pursuing all means of fiscal prudence while looking for the optimal project(s) that could be undertaken. Centre Street and 8th Street seem to hold the brightest hope. Could we not consider those first? Then as conditions improve (hopefully) look to others.

Thanks for listening and for your efforts.

Steve Shap
Road Scholars International
Fernandina Beach, FL
M: 703-624-2729

Kim Briley

From: Harvey Slentz <haslentz@aol.com>
Sent: Saturday, July 02, 2011 9:09 PM
To: Michael Czymbor
Subject: Capital Debt for City Improvements

Hi Mike -

I understand that there is a period for comment about the idea of using debt to finance capital improvements for the City of Fernandina.

For many years, I was part of the capital investment committee for the U.S. Postal Service, representing national operations. We dealt with precisely the issues that the City is now, and had to struggle with whether to incur debt for capital investments or not. We had a great opportunity to meet many times with Joel Sterne, who conceived the idea of 'economic value added' which is similar to economists' "economic profit". It serves to separate the value-adding capital investments from those that are not, and to define the true cost. You may already be very familiar with Dr. Stern's work, but if you've not referenced it lately, here's a link:

http://en.wikipedia.org/wiki/Economic_value_added

In the decision-making process for the U.S. Postal Service's capital investments, we had about \$2 Billion per year available to us, and while that's a lot of money, it spreads thin when you think about 36,000 buildings and capital automation equipment assets that exceed \$20 Billion and that regularly need to be upgraded and replaced. We eventually got to the point that we required an EVA analysis for every expenditure over a certain amount, and that might be useful for the City to consider. I am aware that the City has multiple opportunities for investment, including the waterfront, the post office building, the library, and other identified projects. I encourage the City to set up teams to look at each investment opportunity and present them as competing opportunities for possible investment. These teams could be very diverse in terms of city and county employees, interested citizens, and other focused stakeholders. By doing that, each project gets its 'day in the sun' to make the best case for that investment.

The value of EVA is that you can quantify not only financial return on investment from either revenue generation or cost reduction, but you can also quantify the value of improved services and environment for the residents who are paying for the services. It's a great way to assess the benefits and risks of each opportunity, and to engage all stakeholders in the process.

If you'd like to discuss EVA further, I'd be happy to talk with you, any interested members of the city commission, or others. It made a believer out of me, and I think it could be helpful to the City processes.

Harvey Slentz
haslentz@aol.com
904.277.6716

Kim Briley

From: James McKenzie <jmaclyte@aol.com>
Sent: Saturday, July 02, 2011 9:35 PM
To: Michael Czymbor
Cc: jmaclyte@aol.com
Subject: Strategic Plan Comments
Attachments: FB Strategic Plan Comments 070211.docx

To: Michael Czymbor, City Manager Tim Poynter, Vice –Mayor
Eric Childers, Arlene Filkoff, Jeffrey Bunch, City Commissioners
Susan Hardee Steger, Mayor

From: Jim McKenzie, 616 King Date: July 2, 2011

George Lane, Fernandina Beach, FL 32034

Subject: Comments on Strategic Plan: Forward Fernandina FY 2011-2016”

Thank you for seeking input from taxpayers regarding your proposed Strategic plan: Forward Fernandina FY 2011 – 2016. I appreciate your looking to the future and developing alternatives for us to consider.

I firmly believe that any financial commitments for capital expenditures such as to support the Forward Fernandina 2011-2016 MUST be put before the voters for approval prior to making any such commitment!

Personally, if you do not and go forward with this unapproved by the tax payers capital plan each incumbent will NOT get my vote and I will work tirelessly to have you removed.

You must make the case for the proposal to spend money and let the voters (i.e. taxpayers) decide based on the merits and successful case that you make for any such expenditure!

As to my thoughts on the plan itself, see comments below:

- 1) Goal 1. Interested in learning more before we spend over \$4.5MM.
- 2) Goal 2. Vote NO to acquiring the downtown Post Office or a new Library building.
- 3) Goal 3. Interested in learning more.
- 4) Goal 4. Interested in learning more.

Financing of projects should always require Voter Approval regardless of what the letter of the law says. The taxpayers are the ones responsible for paying for these financial obligations and as such they MUST have the say in approving such expenditures via the voting booth! If you are in disagreement you will NOT receive my vote or support.

I hope that asking for input will result in your acting in accordance with the views of the majority of voters as determined by an actual vote on actual detailed projects with justifications.

Regards,

Kim Briley

From: Karen Hurbean <khurbean@bellsouth.net>
Sent: Saturday, July 02, 2011 9:42 PM
To: Michael Czymbor
Subject: Comp plan

Due to the economic hardship for all citizens of Fernandina Beach, except for city employees, it is imperative that additional liabilities be curtailed until further notice.

If the commission wants to be viewed as something other than "do nothing", then they need to downsize city government. Giving pay raises when tax payers are losing their jobs is very insensitive and stupid.

Kim Briley

From: Larry Cook <ljcook1@bellsouth.net>
Sent: Sunday, July 03, 2011 11:30 AM
To: Michael Czymbor
Cc: Susan Steger; Tim Poynter; Eric Childers; Jeffrey Bunch; Arlene Filkoff
Subject: Comments on Revitalization Plans

Mr. Czymbor: I feel all plans should be put on indefinite hold because city lacks finances to do anything beyond maintaining status quo, even, perhaps at a reduced level. Underlying the current difficult situation is the raise you gave city employees last year. The raise was unjustified by any measure and just raises the floor for subsequent raises. Now you are considering another raise? Who else among the citizen/taxpayers got a raise last year? No one I know or know of. That precipitous action is just another one of the many things that has raised questions about the prudence and fiscal responsibility of you and the council. Specific comments:

Borrowing money. Strongly against. Look where borrowing has gotten us at the national level.

Library. No to a new building. The library cannot even afford new books. This is especially so for reference type books. All too often when I find a subject book I want it is many years out of date. Also the library is used as the school library by the Catholic school – filling the structure with kids doing homework.

Parking. No to any kind of charge on parking. Beach or downtown – a parking charge will just drive many into adjacent neighborhoods.

Unions. Unions have no place in public employees of the City. Develop a program to get rid of the unions. If we are stuck with unionization we should have a taxpayers union. Let the employee unions then negotiate with the taxpayers. Is it just a figment that the Council represents the taxpayers?

Old Post Office building. It's a neat structure which the USPS does not want to bring up to date. The city does not need it and cannot afford to update it. Not suitable as City Hall because of lack of parking and cost to bring it up to code and remedy decay. If the USPS makes a suitable offer some private individual will buy the building. The City should consider condemning the building and then see what happens.

Respectfully submitted,

Larry Cook
4273 S. Fletcher Ave

Kim Briley

From: wyndham riotte <fwriotte@bellsouth.net>
Sent: Sunday, July 03, 2011 5:32 PM
To: Michael Czymbor
Subject: Comment on Strategic Plan

Fund obligation for a plan of this magnitude should only proceed with a bond issue voted on by the citizens.
Wyndham Riotte
230 N 5th St.
261-4884

Kim Briley

From: dbender8@juno.com
Sent: Monday, July 04, 2011 4:41 PM
To: Michael Czymbor
Subject: Draft F2 plan.

Mr Czymbor;

Our comment is as follows; This plan, draft F2, could be very extensive and expensive to be implemented during the current economic downturn. We think there are some "low fruit" items that could be implemented at minimal expense that could have an impact. It is not a very sound idea to add debt service expense to an enterprise that is currently in financial disarray!! I note the comments in the News Leader last week that the city must cut expenses and raise revenues, therefore, we are not in favor of this program at this time.

Best regards,
David & Elaine Bender
2208 Off Shore Drive

57 Year Old Mom Looks 27!
Mom Reveals \$5 Wrinkle Trick That Has Angered Doctors!
<http://thirdpartyoffers.juno.com/TGL3141/4e122576895981f005cst04vuc>

Kim Briley

From: Russ Jahn <russeljahn@bellsouth.net>
Sent: Monday, July 04, 2011 8:23 PM
To: Michael Czymbor
Subject: Strategic Plan

The city should not be borrowing additional monies. All of the supposed 5 goals should be suspended until we are on sounder economic footing.

Regards,
Russell Jahn
1257 Mission San Carlos Drive
Fernandina Beach, FL 32034

Kim Briley

From: michele kling <michelek905@yahoo.com>
Sent: Monday, July 04, 2011 10:00 PM
To: Michael Czymbor
Subject: Fw: Fwd: City opinion

Good evening,

I am writing to give you input as I am still the owner of a property within the city of Fernandina Beach. It is clear the City Manager MUST stop the continued spending other than for essentials. The statistics show the economy is not getting better and is on a path to getting worse. We pay enough in taxes and the taxes we do pay need to be closely monitored, especially when it appears the city behaves in a less than transparent way by increasing fees to get around raising taxes. When times are tough we work with what we have and tighten our purse strings - what is wrong with the city doing the same? As for the beach; At the meeting when the board walk was an issue I offered pictures I had taken and the board walk now is in the best shape I have seen it in over 20 years. There is nothing wrong with working with what we have or making what we have stretch a little further. For instance, why should the city manager be getting a new car every other year? How many residents in the city are afforded that luxury at some else's expense? Utilize volunteers from the community for projects rather than paid employees. Draw from the many professionals we have living in our community for their expertise, for instance, to give input and advice to each department as to how they can possibly be more fiscally responsible. A committee drawn from citizens could be used to review the overlap of emergency responders for the south end of the island. It is completely irresponsible to be looking at making all the expenditures offered under the latest wish list.

Michele Kling

Kim Briley

From: ANTHONY & CAROL GARDY <gardy@bellsouth.net>
Sent: Monday, July 04, 2011 10:52 PM
To: Michael Czymbor
Subject: Comments on Draft Strategic Plan

Mr. Czymbor:

My husband and I disagree with findings you interpreted from the response to the Draft Strategic Plan; the majority of citizens of Fernandina Beach DO NOT want to repay the millions of dollars in bonds that you and the commission feel entitled to take out without allowing the citizens to vote whether they want to take on that responsibility or not. Today on Independence Day, I'm reminded that there was a disagreement and a little fight a few hundred years ago where citizens had a problem with Taxation Without Representation, and apparently you and the commission don't remember how that story ended.

You only had about 20% response to the original meetings/surveys for the Draft Strategic Plan agreeing to this "Plan" and saying that the projects contained in the plan were "needed", but certainly not necessary all at once. The majority of citizens did not respond, but that doesn't mean that they agree with the exorbitant amount of money you want to put the city in debt for, in order to prove that the Commission can follow up on something that they start!

You've already ruined the look of the downtown area, by spending excess money having city employees (of which you have too many for this size city) take days to remove all the lights in the trees. Despite all the man hours spent and the new lights that you spent \$50,000 of our money for, the new "look" downtown is very sad; it's dark and dismal and certainly no improvement. Now I would hesitate to go downtown alone in the evening, as it is not nearly as bright and welcoming, and is downright scary! THIS WAS NO IMPROVEMENT!

You and the City Commission SHOULD NOT TAKE OUT ANY BONDS FOR THESE NONESSENTIAL ITEMS, CERTAINLY NOT AT THIS TIME. You have been using one time payments and reserves to keep the city budget afloat, these are NOT recurring tax dollars and it is WRONG to take out more debt for our city without a VOTE! The Library plan is a flawed one, with too much money for something NOT NEEDED; fix the building they're in now; at least there is parking at the current site, not so much at the proposed one! Also, let the USPS keep their building; it's another money pit! Allow the Citizens to Vote whether they want the Bond issue to do these projects!

Kim Briley

From: Joan Altman <joanaltman@mindspring.com>
Sent: Tuesday, July 05, 2011 1:32 AM
To: Michael Czymbor
Cc: Susan Steger; Jeffrey Bunch; eric@ericchilders.com; Tim Poynter; arlenefilkoff@bellsouth.net

Requested Input regarding the Fernandina Beach Strategic Plan:

The proposed Fernandina Beach Strategic plan has some very visionary ideas that might create a more enjoyable community but my primary concern, due to the current economic crisis, is it may be financially unrealistic to commit to an extensive loan in order to accomplish those ideas. Because of the present unpredictable economy, the only justified reason for the City to acquire a loan should be for those already crucial projects involving needed repairs or improvements and improvements that would ultimately save the taxpayers' money or provide justifiably needed benefits.

We have already extended much money and effort creating an improved marina and waterfront park in order to attract more traffic and provide open space for the public. But that project needs to be completed in order for the community to reap the anticipated benefits. When completed, that area should do much for revitalizing downtown and should be prioritized above all other projects.

The Eighth Street corridor is another area that needs immediate attention but no more money or effort should be extended until a professional, experienced opinion has been rendered. This should involve hiring a marketing expert that has had previous experience revitalizing blighted areas such as we have with 8th Street. Improving landscaping and sidewalk appeal has not been enough. That street primarily supports businesses that provide locals with their daily services. It does not predominantly attract tourists but unfortunately it is also the first thing they see when entering our City. The businesses there will probably need financial support of some kind for any needed improvements. Perhaps there are grants or State monies available that professionals could help secure.

The City owns neglected properties that need to be addressed before considering financing the rehabilitation of the post office. It is indeed a building very worthy of saving but are we sure all avenues have been exhausted in finding an entity that could afford to take it on? Is this really the time to consider going in debt for such an investment when we already have severe budget problems created by the failing economy? Do we know the cost to maintain and utilize this building when completed or will it become an unnecessary tax burden? Can we justify raising taxes, increasing fees and creating new ones for a possible unrealistic endeavor? There is a branch of the federal government that specializes in revamping and re-using post offices. Has the City explored that option?

The library proposal is another "not now" venture. With modern technology making it possible for libraries to function in smaller spaces, perhaps the size of our current one will be right in line with the future. Maybe the next improvement could be considering adding smaller ones in other areas of the County.

I'm also very concerned about the prospect of enlarging the CRA for varied reasons. It has a potential threatening prospect for the involved homeowners and could require the remainder of the taxpayers to supplement needed tax money for the areas outside of the CRA. Is this the time to risk an additional tax increase to pay for future development when we can't meet our present budget responsibilities. Money is cheap now but paying it back could threaten the stability of all involved. Because of the economy taking a severe turn

for the worse, many projects like the proposed Front Street project, has had to be put on hold. There is no need to expand services to an area that may not be developed any time soon. At this time, this is an expenditure that will only benefit the re-sale value for the property owners in that area. Unless they can provide some type of monetary promise that will secure a development time frame, taxpayers should not be expected to go in debt for development that may not happen for years. This is speculation our tax base cannot afford to support.

In conclusion, I would support some of the ideas for revitalization but only those that benefit our community without committing to a loan that may cause additional fees or raising our taxes above what it takes to support our present services or committed in progress improvements. I have confidence that all involved in this decision making policy will use the best knowledge available while keeping in mind the concerns of the taxpayer.

Joan Altman

212 Estrada Street

Kim Briley

From: Jennifer Nagel
Sent: Tuesday, July 05, 2011 8:25 AM
To: Michael Czymbor
Subject: RE:
Attachments: millions.doc

Jennifer Nagel
Web/Technical Specialist
City of Fernandina Beach
(904) 277-7304 ext. 4002
(904) 277-7346 (fax)

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From: Michael Czymbor
Sent: Tuesday, July 05, 2011 7:36 AM
To: Jennifer Nagel
Subject: FW:

Good morning. Can you convert this file to a word document and send it back to me? Thanks.

Michael J. Czymbor
City Manager
City of Fernandina Beach, Florida
Ph 904-277-7300
Fax 904-321-5758
Email mczymbor@fbfl.org
www.fbfl.us

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From: Denise & Tony [mailto:craw2240@bellsouth.net]
Sent: Tuesday, July 05, 2011 1:43 AM
To: Susan Steger; tpoynter@gmail.com; Arlene Filkoff; Eric Childers; Jeffrey Bunch; Michael Czymbor
Subject: Fw:

I am thinking of submitting this to the News Leader. They are just my thoughts on the matter and I first wanted to express them to you before

the next meeting. If you have any thoughts please let me know as I want to be as factual as I can.

Thanks

Tony Crawford

From: _

Sent: Tuesday, July 05, 2011 1:25 AM

To: craw2240@bellsouth.net

JON STEWART VS. DR. PHIL

I find it interesting that at a time when just about everyone I know is in debt, or out of work, or worried about where the funds for Medicare and Social Security are going to come from, the City is looking to borrow millions for projects that have been on the back burner for quite some time.

I read someplace that the City Commission doesn't want to be known as a "do nothing" commission. Could have been in the News Leader, but we all know we can't believe what is printed here-- just ask the City. My guess would be if you asked some of the laid off city workers, the city employees who are being asked for givebacks, some of the local merchants who have gone under due to impact fees, homeowners who wanted to rent short term or even the local little league who now has to maintain it's own ball fields not many would agree that this commission has done nothing. These all were hard issues which the Commission had to deal with, and to think anyone would label them as do nothing is wrong.

I am sure that THE MILLIONS to be spent on these projects are worthwhile in the long run, I mean who wouldn't want to kick in for the revitalization of 8th street. You know every time I drive down 8th I think to myself, what can we do to make this MAIN COMMERCIAL STREET prettier.

I thought it might be nice to put some nice plants along the street, but then we would have to water and maintain them. Maybe we could put nice lighting up, but then we would have to pay the electric bill. Wasn't the city at one point thinking of shutting off street lights to save money? Folks, no matter how you cut, slice or dice it, we have to face the fact that 8th street is not going to be an inviting tourist attraction. On the other hand I can't help but wonder how much business and revenue the city loses because 8th street is not like driving into the Magic Kingdom? Do tourists come over the bridge get on 8th and turn around and go home? I think most come here for the beach, the ambience of downtown, the golf, the tennis and the food.

Each of the projects have their plus's and minus's. A wise man once said "you can put lipstick on a pig, but it's still a pig." Please don't get me wrong, I love 8th street. I eat there most days. I get my auto parts there and my tires, but at the end of the day it is still a busy and much needed commercial street that has no part in attracting or discouraging tourism.

As far as all the information going around about the bond issue and the 8 to 10 million the city is thinking of borrowing, I think I have got to the bottom of this. I spoke to Mayor Steger and Commissioner Childers, and as always they were helpful and honest in their replies.

The best way I can understand this is there are two ways we can borrow this money should the City decide we need it. The first is through a type of bond that would cost us more money in the end due to various fees. This type of bond we (the citizens) would have to vote on. The second type of bond would cost us less money due to various fees and we (the citizens) do not have to vote on it, the City Commission only has to vote on it.

HAVE I GOT YOUR ATTENTION YET FOLKS!!!!

I have read countless times in this paper the phrase "WE THE PEOPLE." Well what about "WE THE PEOPLE" voting on if "WE THE PEOPLE" want to spend this kind of money on these kinds of projects. There is one very simple solution. It is an old fashioned, all American and very Democratic way to handle this. No matter what bond issue is brought forth, we the citizens of Fernandina be allowed to vote on it.

I have gotten the impression by some that it is a really good deal to borrow the money at this time due to the low interest rate should we (sorry, they) opt for the bond which only the City Commission has to vote on.

I actually like that way of thinking. It makes me want to go out and buy that new Corvette I have always wanted, but really don't need, and can't really afford. I would then go home and explain to my wife that I couldn't pass it up as the interest rate on the loan was sooooooo good. I am sure she would understand that it was a good deal and be fine with the fact I made the decision and she had no say in spending our money.

One part of this whole discussion really baffles me. I try never to get political in anything I write, I don't care what party you are for, all I ask is that you be passionate, have factual information, and vote. That being said, I have noticed that this is a predominately Republican island. Republicans stand for a conservative view point, fiscal responsibility, and if you want something done, fine, but have a plan to pay for it, and not raise taxes. These are all good solid points. Thinking along these lines I can't imagine the public voting to borrow this kind of money at a time when we really can't afford it.

I think we all understand that the City needs to spend money on needed projects and also find ways to save money whenever possible. There are no easy choices and no popular choices, but is borrowing this kind of money needed? Are the planned projects needed now? Is it ok that the city can do this without a vote? I think the most important question would be the simplest one. Do the taxpaying citizens of Fernandina agree and want this extra tax burden at this time in the economy? How can we find out----lets have a good old fashioned vote on it

Steve Nicklas thought this would be good stuff for the Jon Stewart Show, Steve you are wrong! It is stuff for the Dr Phil Show.

Tony Crawford

Kim Briley

From: E C MCDONALD <ec94603@bellsouth.net>
Sent: Tuesday, July 05, 2011 10:06 AM
To: Michael Czymbor
Subject: Re: Forward Fernandina Strategic Plan
Attachments: Comments on Forward Fernandina.docx

Good morning,

I appreciate all the work done on the Forward Fernandina strategic plan. I've reviewed the plan and made comments (attached). I think it's a good start. Seeing the city commission and management work to develop a plan to actually make things happen is a good sign.

Please let me know if you have any questions regarding my comments and thank you for letting me participate.

Evelyn McDonald
Fernandina Beach

From: Michael Czymbor <mczymbor@fbfl.org>
To: egrissom@yahoo.com; mbaity@att.net; showalter@bellsouth.net; louisgoldman@comcast.net; Nanciesc@aol.com; Dave.dully@bmcjax.com; hartaa@comcast.net; artsacad@bellsouth.net; rhondartist@comcast.net; Charbach7@att.net; director@bookisland.org; tmcadoo_ameliaislandff@hotmail.com; divinemissmm@yahoo.com; Phyllis@ameliamuseum.org; Ec94603@bellsouth.net; Calbert3232@yahoo.com; obaku@comcast.net; patkgass@yahoo.com; congerlang@aol.com; neilblalock@comcast.net; fwriotte@bellsouth.net; Lynwil3@aol.com; donbeano@yahoo.com; Pkeogh1@comcast.net; janetgriff05@yahoo.com; ccrow@bellsouth.net; adkresolve@comcast.net; adesilet@comcast.net; sturgesandsturges@yahoo.com; hbyrd@comcast.net; bboyd@domesticdesignsinc.com; jmiranda@mirandaarchitects.com; ssteffen@pmsiofflorida.com; venieelaine@aol.com; mikespino@bellsouth.net; Mthomas1@bellsouth.net; smithherb@bellsouth.net; hes143@msn.com; jimepowers17@me.com; mrjimedr@aol.com; dbailey@ssai.com; mjschroeder@comcast.net; Brucesmyk@comcast.net; MCK4231@att.net; szthamm@yahoo.com; sjhaun@bellsouth.net; bmeager@comcast.net; crasch739@comcast.net; nancyinop@yahoo.com; dbradford@ameliaisland.com; ericbartelt@gmail.com; pcondit@comcast.net; Mark.bennett@wellsfargo.com; david.beal@beal.com; l.kreger@comcast.net; mharrison@iee.org; Teddyk1525@gmail.com; bbright@valdosta.edu; john@cotnerassociates.com; Palmer129@earthlink.net; boconner@bellsouth.net; pranabdas@aol.com; leonardnall@comcast.net; bordersofheaven@hotmail.com; patriciaborns@comcast.net; Kevin_Peacock@hotmail.com; concilonagingofnassau@gmail.com; David.rogers@rayonier.com; musery@comcast.net; captwkh@aol.com; don@booksplusamelia.com; Peter.Scalco@dep.state.fl.us; SteveFilikoff@gmail.com; tstile@nassauflpa.com; Rice@ricearchitect.com; Glangley@ameliaisland.com; val_schwec@kindermorgan.com; brianareaves@PortofFernandina.org; info@paragoexports.com; Jeff.Malone@hilton.com; MaxWohlfarth@yahoo.com; rayroberts@ameliawizard.com; Jdickison@comcast.net; Trip1175@comcast.net; Mpitcher@cbcnationalbank.com; LacelIntruder@bellsouth.net; mailbox@islandart.com; phillipscanlan@comcast.net; regina@aifby.com; fmaloy@fbnewsleader.com; coulter.kirkpatrick@jacksonville.com; Asa@GilletteAssociates.com; Nick@GilletteAssociates.com; Rflick@compassgrp.com; John.Stack@brightway.com; ajtlaw@bellsouth.net; Tquattrochi@comcast.net; JMCarr63@bellsouth.net; Patty@tfgmail.com; manziedrake@gmail.com; patriciaborns@comcast.net; wespoole@bellsouth.net; pkeogh1@comcast.net; johnnydodd@bellsouth.net; joanaltman@mindspring.com; mike.zaffaroni@gmail.com; drjsharrison@comcast.net; clinchkavanaugh@bellsouth.net; phyllis@ameliamuseum.org; thenicklasteam2@msn.com; LewisFL@aol.com; grcguanaja@comcast.net; daedalo1@hotmail.com; maainc@comcast.net; AFEagle31@aol.com; netthall@hotmail.com; Teddyk1525@gmail.com
Sent: Tuesday, June 21, 2011 8:35 AM
Subject: Forward Fernandina Strategic Plan

Good morning. The City is soliciting comments and suggestions on our Forward Fernandina Strategic Plan. I have attached a copy of the notice and a link to review (www.fbfl.us/F2) the comment. I appreciate your continued service to the citizens of Fernandina Beach and welcome your comments. Thank you.

Michael J. Czymbor
City Manager
City of Fernandina Beach, Florida
Ph 904-277-7300
Fax 904-321-5758
Email mczymbor@fbfl.org
www.fbfl.us

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Comments on Forward Fernandina – Evelyn McDonald

One of the biggest issues in implementing this plan is continuity. Elected officials change and attitudes change with them. This plan needs to be implemented in such a way that it is, if not immune to such changes, at least able to weather them. Much of the city “planning” seems to be jerked around from commission to commission by officials second guessing the objectives. I’m not sure how you solve this one but it has to be done for the plan to mean anything but words on paper.

One possibility is to focus on a goal that can be completed quickly. I would recommend working on the first goal. Goal 1 is the most specific in terms of actions and costs, probably because it’s been on the agenda for several years and is as yet uncompleted. No costs are listed as Undetermined. It would be largely completed in 3 fiscal years. If funding priorities changed, some of the objectives of this goal could be dropped (such as 1.01.05 Broome Street) or postponed.

Implementing Goal 1 should be the easiest sell to the citizens of Fernandina Beach. Actually implementing plans for this goal and getting it done might go a long way to selling continuity to the residents.

If the plan goes forward, the performance measures have to be made much more specific. An action item that spans 2 fiscal years with no interim points to check progress makes it very difficult to tell whether the schedules are being met. It also makes it ineffective as a tool for evaluating the performance of the city manager and staff.

I would assume that the plan will be further refined at least with quarterly evaluation points. I would also assume that dependencies between actions will be established so that the commission will know when delay of an action will have a ripple effect on other actions dependent on it.

Specific comments on financing and performance measures follow.

Financing

If I add up all the actual numbers in the Total Cost Column, I get \$4.860M for Goal 1 and \$3.930M for Goal 2. That’s a bit more than the \$7M mentioned on page 35; it’s almost \$9M. Where did the \$7M figure come from?

There is so little information on costs in goals 3 and 4 as to render them meaningless. It’s hard to be for something if one can’t tell what the cost will be. If the bulk of the effort comes from staff, does the city need any financing to put these goals into effect?

Using the electrical franchise fee is an interesting idea but I have one question. Is the electrical franchising fee based on total monthly cost or hours used? If the former, as utility rates rise, the fee amount collected and the burden on the residents will increase. If the latter, the dollar amount will remain generally stable.

Since the residents who opt for natural gas will have to pay something, this could be a useful fee but it depends on how quickly Florida Public Utilities can cover the city. However, it will be a zero sum game if residents convert from electric to gas. Also the city won’t be able to charge a higher percentage than electric or the residents wanting to convert to gas will complain.

Grants are problematic. If the city uses this vehicle, they must understand that a grant can be very specific as to what is done and how it is done. The city seems to have a history of either letting the grant lapse or seeking to change the basis on which the grant was approved.

Performance Measures charts by goal

What's the difference between TBD and Undetermined?

When Staff Time is indicated as the cost, does this imply that staff can accomplish the action as part of their normal workload or is there an implied requirement for additional staff?

It's a bit difficult to move between charts of actions by goal and those of actions by fiscal year. I'd like to see a Gantt chart that laid out the 4 goals and objectives by fiscal year.

Goal 2.01.02

Does a blank cell in the Total Costs column indicate that there is no cost or should it be TBD or Undetermined?

Goal 2.02

It's difficult to project how much 2.02.02 will cost as the length of time taken to accomplish 2.02.01 will affect the amount of work to be done. It's been discussed for some time with no indication of whether or not there are current negotiations. The longer USPS drags its feet, the more expensive repairs may be.

Goal 2.03

Library goals are no goals at all; just work together, study things; no money, no dates. If it's going to mean anything, there has to be more concrete specification of tasks and dollars (if possible). Also, timing may be more critical.

Goal 3 and Goal 4

These goals have no costs associated. The Total Cost column is either labeled Undetermined or Staff Time. Has it been decided that staff time has no cost?

Kim Briley

From: cfloydchapin@comcast.net
Sent: Tuesday, July 05, 2011 10:16 AM
To: Michael Czymbor
Subject: REQUESTED COMMENTS ON VISION FOR DOWNTOWN FERNANDINA -
NEWSLEADER ARTICLE

I AM A RETIREE, LIVING ON A FIXED INCOME. I AM OPPOSED TO VISIONARY COMMITTEE'S EXPENDITURES THAT WILL INCREASE TAXES, ESPECIALLY TAXES SPENT BY PEOPLE WHO DO NOT HAVE THE BACKGROUND TO MAKE THESE DECISIONS. A BETTER IDEA WOULD BE TO POSTPONE THESE PROJECTS UNTIL ENOUGH MONEY IS AVAILABLE FROM ALREADY COLLECTED TAXES TO COVER EXPENDITURES, INCLUDING A QUALIFIED SERVICE. I AM NOT IN FAVOR OF INCREASING TAXES TO FUND THIS PROJECT.

Carol B. Floyd
2742 Sea Grove Lane

Kim Briley

From: Debby Arnold <debbyarnold@gmail.com>
Sent: Tuesday, July 05, 2011 1:18 PM
To: Michael Czymbor
Subject: Draft Strategic Plan

On the City's website I notice that today is the last day to comment on the *Draft Strategic Plan*. Correct me if am mistaken, but is this not code for the proposed bond? I am strongly against any bond issue which is not brought before the voter-ship in a ballot referendum.

Debby Arnold
3752 First Ave
Fernandina Beach

Kim Briley

From: Joan Cory <joancory01@yahoo.com>
Sent: Tuesday, July 05, 2011 1:40 PM
To: Michael Czymbor
Subject: Forward Fernandina Strategic Plan

Planning has never been a problem for the City of Fernandina Beach!

- 1996- ATM provides plan for Marina and the Waterfront.
- 2001- the Waterfront Task Force recommends improvements to Front Street including lighting, undergrounding utilities and a continuous walkway. Then we had the Ivey and the Fleet public workshops with recommendations on the waterfront park.
- 2003- Bellomo-Herbert does a preliminary study for a public space and parks master plan.

FFSP GOAL 1:

- 1.01.03- Extend reconstruction of Front St. from Ash to DADE St. A continuous walkway to the port was recommended by all workshops.

FFSP GOAL 2:

- 2.01.04- Omit new design for Centre Street. Original design provided shaded seating, visual interest (landscaping, lighting fixtures, variety of pavements) and a place to meet and chat. Design was very successful, but it looks rundown. Use the \$60,000. to repave, make all the lighting fixtures the same, replant as required.

Revitalization for the downtown and waterfront will depend on creating new points of destination (movie theater, aquarium, shrimp/waterfront museum).

- 2.02- Post Office. The 1st goal of the City should be to work with Frederick P. Gaske (State Historic Preservation Officer), Scott Mowry (US Post Office Facilities Service Office) and Dallan C. Wordekemper (Federal Preservation Officer for the USPS). Mr. Gaske suggests that the United States Post Office should encumber the title of the property with a Historic Preservation Covenant. I have a copy of one that was done for the Fort Pierce, FL. Post Office. Have we already accomplished this?

Once this is done, let the USPO find a buyer for the building. WE CAN'T AFFORD A MULTI-MILLION DOLLAR PROJECT AT THIS TIME UNLESS IT RELATES TO HEALTH AND SAFETY.

Joan Cory 408 Beech Street

Kim Briley

From: Patricia Borns <patriciaborns@comcast.net>
Sent: Tuesday, July 05, 2011 3:04 PM
To: Michael Czymbor
Cc: Susan Steger; Eric Childers; afilkhoff@fbfl.org; Tim Poynter; Jeffrey Bunch
Subject: Forward Fernandina

Mr. Czymbor,

Thank you for the opportunity to comment on the Forward Fernandina strategic plan.

While agreeing with many of the plan's long term goals, my overall impression is that it will increase our millage and utility rates for distant development goals at a time when we cannot fund improvements and services for many neighborhoods today.

As a taxpayer, I feel that funding the Front St. and 2nd. St. improvements so far ahead of the market, when no developer has stepped up to the plate, is a luxury we cannot afford in these economic times. We may also be overpaying for some of these improvements, since when a developer finally steps forward, he or she may provide the sidewalks and street lights for us in exchange for density bonuses. Similarly, I thought the opening of Alachua was to benefit Lane Development. If Lane were on the hook to develop their plan, I would favor this, but again, without such a foreseeable benefit, it seems unfair to ask taxpayers to support that right now.

One realistic improvement that I support is ensuring the vibrancy of downtown by maintaining the facilities we already own, rather than undertaking projects such as the post office that are likely to become bottomless money pits. Rather than development long-shots at this point, I would wish the city would take a deeper look into stimulating downtown and other areas as activity centers using devices we can afford, such as street vendor licenses and pop-up events. As the Internet replaces print as a distribution medium, perhaps our vision of 'library' can also change from a brick-and-mortar necessity to a more contemporary, technology driven refit.

As I cross the bridge into the city, I feel as many do that our sense of entrance is a detractant. I place a higher value on improving this entrance than even our current downtown, which is a shining light relative to the rest of the city. I would like to see planning staff search for grants and partnerships that would support some targeted improvements ton 8th. One thought might be something similar to what the City of Fort Pierce did on Avenue D, providing matching funds to property owners willing to improve their facades.

The plan calls for a number of studies to determine needs regarding improvements to our community's services and infrastructure. Anger is not too strong a word to express the feeling such expenditures of money and time cause a taxpayer, when the city knows its needs and deficits well. Things like earmarking \$10,000 for a design contest and \$50,000 for a consultant who will redefine the design are annoying, when we should be cutting unnecessary expenses, not adding them.

In my neighborhood, the streets are not swept or easements cut and edged except "as needed," which seems to mean once a year, or when enough citizens complain. As I drive around town, I see other neighborhoods looking woefully neglected too. Indeed, were the city to expand the CRA on the basis of blight, much of the blight would be due to city-deferred maintenance and improvements. To watch our

neighborhoods deteriorate ,, to have already paid an increased mil rate on property whose value continues to fall ... and now to be asked to pay another increase (because a loan of this magnitude must come to that) ... flies in the face of citizens' needs. I know it is not what you want to hear, but the Forward Fernandina plan does not inspire confidence that the city will be in better shape if we pay higher taxes and electric bills for these projects.

My concern about expanding the CRA has again to do with the ability of our taxes to support the upkeep of what we have. With more taxes being funneled to highly targeted downtown projects, I fear a situation where much is taken from the many to benefit a few.

My apologies for sounding a glum note. Again, at a different time, with a developer ready to start, I would react differently. However as things stand I hope the city will not do nothing, but rather, offer a plan that is more realistic for the current economy and more accountable to taxpayers, choosing goals that provide visible, near-term rewards.

Sincerely,

Patricia Borns
314 New St.

Kim Briley

From: Charles Benefield <charles.benefield@att.net>
Sent: Tuesday, July 05, 2011 4:27 PM
To: Michael Czymbor
Cc: Susan Steger; Tim Poynter
Subject: Stragic Plan

Mr. Czymbor, as a resident and a voter it is my opinion that the proposals in the stragic plan that are not normal maintenance and operational functions should be approved by voters. Any such approval should not be just a vote of 50% + one voter, the plan should not be implemented without approval of at least 67% of voters affected. Each unrelated project should have a separate place on the ballot and restricted to the area affected by the proposed project.

I am aware of what is required by law and I also have some idea of what is required to do the right thing. The government at all levels serve the people (at least should serve) and it should be the people making decisions that are not normal maintenance and operations.

Charles B Benefield
3035 Robert Oliver Ave

Kim Briley

From: Richard Rothrock <rerothrock@gmail.com>
Sent: Tuesday, July 05, 2011 5:07 PM
To: Michael Czymbor
Subject: Strategic Plan Comments

Mr. Czymbor:

While some, certainly not all, of the of the items addressed in the strategic plan may be worthwhile; given the economic climate we strongly question whether taking on such debt obligation makes sense at this time. Perhaps taking better care of and/or expansion of what we already have would be more realistic at this time. A week or so back you spoke of cost reductions.....keep that thought!

--

Janet and Richard E. Rothrock

**2487 Captain Hook Dr
Fernandina Beach, FL
(904) 491.6868**

Kim Briley

From: bobreisner@gmail.com on behalf of Bob Reisner <Bob@Reisner.info>
Sent: Tuesday, July 05, 2011 4:35 PM
To: Michael Czymbor
Cc: comment@fofgroup.org; info@cfofweb.org; mparnell@fbnewsleader.com
Subject: A residents comments on the Fernandina Beach plan

I am in favor of civic action to improve our community. I do not support the current plans. I believe they are wasteful of our money and are not likely to be effective in improving our community or even the image of our community.

Frankly, I cannot understand how anyone believes that the purchase of the Post Office building will 'enhance' the experience of visitors or residents in any fashion that could even come close to the expense involved. People do not visit Fernandina Beach to see a municipal building. Residents don't come here to live because they liked the municipal building. Visitors aren't going to add Fernandina Beach to their travel plans because we have a library. And while it would be nice to have Alachua connect to the waterfront, it can wait until there is development along the waterfront. Today and in the near future there is no reason to want to access that portion of the waterfront.

For the downtown area there are potential improvements that can and should be done to improve the downtown area. My list includes:

[1] Get rid of the waterfront parking and create a park with opportunities for adjacent commercial development. The waterfront is the most important 'asset' of our community after the beach. A parking lot is not the best use. A park will dramatically change the look and feel of the area.

[2] Look to create new parking fields for the downtown area in the box of Alachua to Calhoun between 7th and 9th street. Acquire the land and configure so it can be used as space for major events like Shrimpfest.

[3] Get rid of the "Historical District" and all of the restrictions on development. Substitute a set of rules that require a period appropriate "look and feel" for structures. Think of a Disney look...a historical look with modern materials and modern below the surface. Making it easier for businesses and downtown residents will ultimately result in more and financially stronger businesses.

[4] Skip the new library for a few years. Do enough maintenance to get by. Try to remember that these are difficult times and perhaps a new library really isn't critical.

Let's have more focus on the big asset...our beach. A bigger and better 'boardwalk', more retail, more and better restroom/changing 'facilities'. More retail and services..food and support for recreational activities. And, of course, do what ever is necessary to maintain the actual beach. Finance by selling beach access to non residents and to those who are not staying in hotels/rentals located in the city. Outsiders will pay. Make a deal with the county for non city county residents.

Reduce the city budget. The purpose of the city is to serve the needs of the taxpaying citizens not the city workforce. If times are tough, then the city workforce will have to make concessions...fewer employees and reduced pay and benefits. It is a discomfort for the employees and not something that they expected. But the Fernandina Beach taxpayers have also suffered unexpected unemployment, reduced earnings on savings and

even reduced pensions or savings balances. The city must act to reflect the circumstances that are impacting the taxpaying residents.

Longer term, the city needs to lead in an effort with the county to have unified governance for the island. It is silly and inefficient to have the checkerboard geography of city / county and the associated services. The island needs unified police and fire now. Over the long term, the entire island should be under common management for all services. The county could then be responsible for all off island activity...an arrangement that makes sense and will save money. It will be hard to do but it needs to be done and the city should take the lead.

Again, I am in favor of civic action to improve our community. But I do think that there is a time and place for 'big projects'. This might be the place but this surely is not the right time. Let's try to stay focused...times are tough and the number one job is to get through these times with as little 'damage' as possible and with as little additional burden on the taxpayers as possible.

It's for this reason that I do not support 'big projects' now.

Regards,
Bob Reisner

2751 Jean LaFitte Drive
Fernandina Beach, FL 32034

904-491-1936

Kim Briley

From: Dorothea Stillwell <dstillw@bellsouth.net>
Sent: Tuesday, July 05, 2011 6:11 PM
To: Michael Czymbor
Subject: Re: NO to The Strategic Plan

In proof reading my email - I saw that I spelled "Alachua" St. wrong. Sorry. My long fingernails sometimes hit the wrong key. Dorothea

----- Original Message -----

From: Michael Czymbor
To: Dorothea Stillwell
Sent: Tuesday, July 05, 2011 5:05 PM
Subject: RE: NO to The Strategic Plan

Good afternoon Dorothea and thank you for your comments.

Michael J. Czymbor
City Manager
City of Fernandina Beach, Florida
Ph 904-277-7300
Fax 904-321-5758
Email mczymbor@fbfl.org
www.fbfl.us

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From: Dorothea Stillwell [mailto:dstillw@bellsouth.net]
Sent: Tuesday, July 05, 2011 4:59 PM
To: Michael Czymbor
Cc: Susan Steger; Jeffrey Bunch; Tim Poynter; arlenefilkoff@bellsouth.net; eric@ericchilders.com
Subject: NO to The Strategic Plan

To: Michael Czmbor, City Manager, City of Fernandina Beach, Fl

I am completely against The Strategic Plan. In these hard economic times - we do not need to borrow any money (even if the interest rate is low) and do any of the things in The Strategic Plan.

I do not want Alachus Street expanded
I do not want the City to acquire the Post Office
I do not want the Library moved - leave it where it is
I do not want The CRA expanded
I do not want the infrastructure put in along the waterfront

I think the present owners of the buildings along Front Street - or future developers - should put in the infrastructure. Why should the taxpayers foot the bill for their property to increase in value at our expense?

There is certainly no need for the City to acquire the Post Office building & spend hundreds of thousands of dollars in renovations. It isn't even Handicap Assessible.

Please vote NO

Dorothea Stillwell
27 South 5th Street
Fernandina
Beach, FL 32034
cell ph. 904-583-1262

Kim Briley

From: bblairstrain@comcast.net
Sent: Tuesday, July 05, 2011 2:53 PM
To: Michael Czymbor
Cc: Debby Elizabeth Arnold; Patricia Borns; dave lott; lane judith; Nancie Crabb; Ron Sapp; minta ann Caine; brenda smith; Mike and Jan Bray
Subject: Draft Strategic Plan Comments

General Comments:

1. I have reviewed the subject plan and am confused how this strategic plan relates to the City's Comprehensive Plan. None of the strategic plan components appear to be included in the **Comprehensive plan**. If it is important to implement the projects enumerated in the strategic plan now, it appears that these projects would be integrate into the major problems and the solutions in the area specified in the comprehensive plan. An explanation on the relationship of the two plans should be included and the components of the strategic plan included in the Comprehensive plan. It is unclear why this strategic plan for the City does not include the beach renourishment which is a vital part of the infrastructure of the City of Fernandina. Based on the budget discussion by the Commission, It appears the City would have problem funding in 2011-2012 if a major storm occurred this year.

2. Based on the Comments concerning the 2011-2012 City Budget on reduced revenue by the City Manager, the City must cut costs and increase revenues to maintain the \$4M reserves recommended by City auditor. In other words, the City's current proposed budget would actually mean deficit spending and a lot of people will be hurt in order to balance the budget. The Federal, State, and County governments are all dealing with major deficits and many people are losing jobs and benefits because of it. Concurrently, living cost for the average person in Fernandina Beach have been increasing significantly; electric power, taxes, food, gasoline have all been stressing the family budgets. With many residents retired and on fixed incomes, this would not be a good time to increase taxes for nice to do projects. It appears that the major areas of increased taxes would either be the real estate tax for Government bonds or electric power and natural gas taxes for Revenue bonds; both could be significant, and should only be imposed after they have been voted on by the residents of Fernandina Beach. While the survey results of Forward Fernandina Beach were interesting, it is unreasonable to interpret the results of 112 survey results in a City with about 12,000 residents to say the residents have mandated Fernandina go forward at this time of low revenues and economic stress among the residents. While I agree that it would be wonderful to have a nice riverfront park, I am concerned about spending City money on a nice to have project we do not have without significant tax increases. Currently the status quo is not a bad alternative as I mainly hear visitors say how postcard picture beautiful, ecologically unique and historic the area and beaches are. It is a symbol of small town USA. It would be nice to have a restored Federal building now or in the future but am not sure it is the City of Fernandina responsibility. If we are going to continue to fund Buddy Jacobs, the City should investigate the possibility of Federal funds being available and maybe send Buddy after them. A new library is a project worthy of future consideration and funding by the County and maybe the City but not sure it is currently a critical project deserving debt. Prior to proceeding with any plan to fund the elements of the strategic plan, **the major elements of the plan should be voted on by the residents of Fernandina Beach. Projections on the economic benefits of the plan to the City would be helpful for decision making. For**

example, what is the projected visitation to the riverfront park and economic benefits if constructed? Benefits should be based on the difference between the with and without riverfront park condition. I do like the proposal that the majority of funds would be expended on the riverfront park with widespread benefits throughout the City. Including more information or an overview plate on the riverfront proposal would be helpful.

3. Specific comments:

a. Page 6, Goals A total funding amount should be included with each Goal to provide a better understanding of the cost and allocation of the funds proposed.

b. Page 6, Goal 2.02 Change "acquire" to "restore". The City only appears interested in the historic restoration of the building, not necessarily the ownership of this building which will be very expensive to restore and maintain.

c. Page 6, Track and Improve Performance Add an item 4, Report annually to the residents of Fernandina Beach on the implementation progress and cost expended to date on each element. This could be accomplished on the City website.

d. Page 8, Tables should be numbered and an explanation provided up front on why the tables are repeated for each FY. A gannet chart(a matrix of all task versus the FY with funds) along with the FY2011-2016 table would significantly reduce the number of pages of tables and the redundancy of most the data provided by tables for FY1 thru FY5. It would be much easier to understand the program without studying and comparing pages 8 thru 34.

e. Page 8. This is the first place the cost of each sub-goal is provided. It is recommended that the basis of the cost estimates be provided to allow the reader to better understand how good the estimate is; a detailed study or a gleam in someones eye. This is very important in understanding the possibility of significant cost over runs. How would over funds be handled? Additional bond issues, half completed projects? It is further noted that only about \$4.75M total is proposed for any bond or bank loan in the sub-goals. It is further noted that many of the sub goals do not provide any cost estimate for the task. Some estimate should be provided for each item and source of funds such as general funds because currently general funds are very limited with a deficit budget. Are items currently identified to be funded by general funds currently in the FY 2011-2012 budget.?

f. Available Financing Alternatives. Suggest the writeup be in third person to maintain an objective presentation similar to other staff reports unless the report is going to be signed by the City Manager and represent the work of the entire City staff. If that is the case, a recommendation on the method of funding should be provided in the completed staff report to the City Commission.

g. Recommended Financing Alternative if Non-Voted Debt is Selected. An estimated impact of the \$7M Bank loan on the power and natural gas bills of the residents of Fernandina Beach should be provided. Residents expect the Natural gas line will help reduce energy/power cost, not increase their overall cost.

f. Exhibit B is a very helpful and well written document. The main report would be more useful if it extracted the important comparisons from the exhibits and provided in summary/tabular form in the main report.

Kim Briley

From: pkeogh1@comcast.net
Sent: Wednesday, July 06, 2011 12:08 PM
To: Michael Czymbor
Subject: Re: Forward Fernandina Strategic Plan
Attachments: Urban Land.pdf

July 6, 2011

Michael Czymbor CityManager
City of Fernandina Beach FL 32034

Dear Mr. Czymbor:

Thank you for the opportunity to comment on the draft strategic plan. I think there are some key assumptions that were used in the design of the plan that will:

1. Add appreciably to cost,
2. Diminish the value of the projects to the community, and
3. Undermine the probability of success of the projects.

The following is my logic for these conclusions.

The plan is much too public centric.

The revitalization of downtown Fernandina is a sophisticated development undertaking. Projects of this complexity are generally the province of private developers. In my experience, if government does not engage a developer then it is the developer. That is the premise upon which this plan is structured. The City of Fernandina Beach is effectively serving as the project developer. Most governments, Fernandina included, are generally not successful in that role.

The result of public centric development approaches is usually high cost, low value solutions.

When governments monopolize the developer role on a complex project they typically steer development toward public focused solutions. So, for example, governments tend toward developing parks and uses of that sort. If we look to St Marys and their waterfront development we see the consequence. The town has a delightful park on the waterfront and the only thing missing is people. That may end up being the best result for Fernandina but making that decision at this early phase makes no sense. By engaging a developer partner the city could open a window to a wider range of market-based solutions. Public developers are not good at market-based development.

The same applies to the post office. There is no doubt this property has to be preserved and the community must be part of the process of redevelopment. The plan acknowledges that the tenancy must be determined and that's wise. But again, the plan anticipates a public developer engaging consultants to define the solution and approach. That involves high and unnecessary costs. The city should engage a developer partner to undertake the due diligence.

The value created from development should pay project costs; not the taxpayer

A fundamental difference between a private developer model and the one presented in your plan is that the *private model is designed so that the project's value created through the development process pays the project's development costs*. Take the post office as an example. The plan anticipates the public funding up front costs. A private model usually anticipates that the value created from the ultimate user pays the project's development costs. That is, the purchasers or tenants of the completed project support the financing that funds all development costs.

The process you propose is inconsistent with successful development practices

The proposed plan defines solutions at the wrong point in the process. Successful, complex development of an asset (downtown Fernandina) is usually a good example of management principles. Most management books outlining successful management of complex enterprises follow four phases:

- Select the best team
- Design incentive structures compatible with the enterprise's goal
- Work with the team to create the best business plan
- Execute, oversee and be compensated based on the incentive structure

In this case, the business plan is effectively designed before a qualified development team and their skills are available. The plan was designed entirely in the public sector with citizen input.

The private model

A more private model would result in little or no development cost to the public and, in my view, also result in higher value solutions for the community. Vastly oversimplifying the process it would work as follows:

- Solicit for private developer partners using a Request for Qualifications solicitation
- Select one or two who will have the exclusive right to work with the city and earn the role of fee developer should the projects proceed. The developer's deal should be structured to compensate them for success; not to pay for effort.
- The developer would solicit for his team members like an architect, construction manager, real estate broker on the same earn-in basis
- The team working with the city and community drive a consensus building process on creating a tenancy/use solution for each aspect of development
- The team, together with the city, finalize a business plan for each solution including such things as funding, ownership and control and the business terms for each participant in the team.

To meet its role in the effort the city would need special development counsel to advise the city in its partnership role and in the documentation and financing of each deal. This function will require some up front funding.

If my family owned the properties involved this is the approach I would use to capturing the best value. I think it is the same approach a public owner or controller should employ. I would try to spend as little as possible to create the most value. That's a private development model and that's what the city should do, I believe.

The city must reverse its anti development and anti business practices

Fernandina has an anti development and anti business reputation that impedes attracting the best talent and capital. I believe the reputation is well deserved. All our permit fees are higher than the county's and we have punitive and, I believe, illegal impact fees that stifle new business activity. Perhaps the largest impediment, however, is our stifling development regulatory process and particularly the Technical Review Committee. Many cities have pre permitting, TRC-like reviews. The purpose is to meet with representatives from the various departments involved in development permitting. By meeting with the TRC-like committee it is thought, and usually the case, that permitting issues are addressed early so that the permit process works more smoothly. That's not the way it works in Fernandina. The TRC is a major impediment to progress. It is not uncommon to make repeated appearances before the TRC and on each visit to have new issues raised.

On our multiuse, 10,000 square foot development proposed behind my restaurant building at 29 South Third Street we made six trips before the TRC. Everything about the project was by right. We were not requesting any rezoning. For each meeting of the TRC I had to pay my architects and the engineer engaged by the city. We finally abandoned the project. It is my understanding that the Atlanta developer, Lane, who planned the waterfront project some years ago

made 20 trips to the TRC. Can you imagine the cost? It is popular to attribute the demise of Lane's project to the recession. There is some truth in that. But no project can withstand that kind of regulatory torment. Development talent and capital is mobile and if an environment is development unfriendly, like Fernandina, it cannot compete for economic activity. Contractors talk among themselves. Some will not work in the city. To attract and retain the best talent Fernandina must change its ways.

Attached is a two-year old article from Urban Land that deals with the issue of public and private development models. Urban Land is the journal of the Urban Land Institute the professional association of the real estate development community.

Thanks you for the opportunity to comment on your plan.

Sincerely,

Patrick J. Keogh

6th St
32034
pkeogh@amv-llc.com

212 South
Fernandina Beach, FL
904.277.6760

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703.790.8471

From: "Michael Czymbor" <mczymbor@fbfl.org>
To: egrissom@yahoo.com, mbaity@att.net, showalter@bellsouth.net, louisgoldman@comcast.net, Nanciesc@aol.com, "Dave dully" <Dave.dully@bmcjax.com>, hartaa@comcast.net, artsacad@bellsouth.net, rhondartist@comcast.net, Charbach7@att.net, director@bookisland.org, "tmcadoo ameliaslandff" <tmcadoo_ameliaslandff@hotmail.com>, divinemissmm@yahoo.com, Phyllis@ameliamuseum.org, Ec94603@bellsouth.net, Calbert3232@yahoo.com, obaku@comcast.net, patkgass@yahoo.com, congerlang@aol.com, neilblalock@comcast.net, fwriotte@bellsouth.net, Lynwil3@aol.com, donbeano@yahoo.com, Pkeogh1@comcast.net, janetgriff05@yahoo.com, ccrow@bellsouth.net, adkresolve@comcast.net, adesilet@comcast.net, sturgesandsturges@yahoo.com, hbyrd@comcast.net, bboyd@domesticdesignsinc.com, jmiranda@mirandaarchitects.com, ssteffen@pmsiofflorida.com, venieelaine@aol.com, mikespino@bellsouth.net, Mthomas1@bellsouth.net, smithherb@bellsouth.net, hes143@msn.com, jimepowers17@me.com, mrjimedr@aol.com, dbailey@ssiai.com, mjschroeder@comcast.net, Brucesmyk@comcast.net, MCK4231@att.net, szthamm@yahoo.com, sjhaun@bellsouth.net, bmeiger@comcast.net, crasch739@comcast.net, nancyinop@yahoo.com, dbradford@ameliasland.com, ericbartelt@gmail.com, pcondit@comcast.net, "Mark bennett" <Mark.bennett@wellsfargo.com>, "david beal" <david.beal@beal.com>, "I kreger" <l.kreger@comcast.net>, mharrison@iee.org, Teddyk1525@gmail.com, bbright@valdosta.edu, john@cotnerassociates.com, Palmer129@earthlink.net, boconner@bellsouth.net, pranabdas@aol.com, leonardnall@comcast.net, bordersofheaven@hotmail.com, patriciaborns@comcast.net, "Kevin Peacock" <Kevin_Peacock@hotmail.com>, concilonagingofnassau@gmail.com, "David rogers" <David.rogers@rayonier.com>, musery@comcast.net, captwkh@aol.com, don@booksplusamelia.com, "Peter Scalco" <Peter.Scalco@dep.state.fl.us>, SteveFilkoff@gmail.com, tstiles@nassauflpa.com, Rice@ricearchitect.com, Glangley@ameliasland.com, "val schwec" <val_schwec@kindermorgan.com>, brianareaves@PortofFernandina.org, info@paragoexports.com, "Jeff Malone" <Jeff.Malone@hilton.com>, MaxWohlfarth@yahoo.com, rayroberts@ameliawizard.com, Jdickison@comcast.net, Trip1175@comcast.net, Mpitcher@cbcnationalbank.com, LacelIntruder@bellsouth.net, mailbox@islandart.com,

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Sent: Tuesday, June 21, 2011 8:35:36 AM

Subject: Forward Fernandina Strategic Plan

Good morning. The City is soliciting comments and suggestions on our Forward Fernandina Strategic Plan. I have attached a copy of the notice and a link to review (www.fbfl.us/F2) the comment. I appreciate your continued service to the citizens of Fernandina Beach and welcome your comments. Thank you.

Michael J. Czymbor
City Manager
City of Fernandina Beach, Florida
Ph 904-277-7300
Fax 904-321-5758
Email mczymbor@fbfl.org
www.fbfl.us

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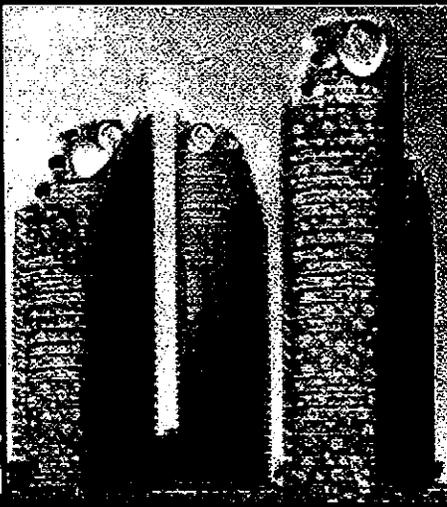


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Ways to Partner with the Federal Government

With the United States needing to get infrastructure projects going quickly, this is the time to employ the kinds of public/private partnering approaches that get projects underway faster and provide the government with better, smarter deals.

THE CLASSIC PUBLIC development model is based on a design/bid/build (DBB) approach that infers a public developer managing the process and employing standard public procurement solicitations and procedures. Put simply, if the government is not engaging private developers to represent the public owner, then the government is the developer. Public developers are government employees typically burdened with a bureaucracy defined by the DBB process. There are usually a procurement office and a site acquisition group, and a separate design operation and construction organization.

The DBB process is managed by the public developer, often called a project manager, who works through a procurement or contracting officer to acquire the services required for each phase of the work. In a series of steps, the public developer determines the requirements, procures the sites, designs the facilities, and constructs the projects. Each step has a procurement process of its own, each of which can run from several months to a year or more.

Overall, the public development process is typically significantly longer and costs more than the comparable process in the private sector. In the public sector, development is process driven, and the process is a function of the perceived requirements of the procurement system.

The best private development models borrow heavily from the DBB approach, but rather than being process driven, they employ a results-driven procedure that is usually significantly more interactive, efficient, and cooperative in its application. In the private development model, activities are typically run in parallel, and procurement processes are conducted much

more quickly. There also is much more extensive use of requests for qualifications (RFQs), a form of solicitation used widely in the private sector and by local governments, but rarely in the federal government. RFQs are targeted first at selecting the private developer partner and then at who will join the development team.

Construction managers, for example, are brought on board mainly based on their qualifications and experience with the kind of project involved in the solicitation. They typically will present fee expectations with their proposals, so price is a consideration in every procurement of a development team member. Selections of team members are often made, even for very large projects, in a month or less. The parties, like architects or construction managers, join the development team with the understanding that they will work together with private developers to create plans for the new facilities. In short, the development team, working with the public owner, determines what will be developed and how it will be accomplished within the budget established for the project.

By conducting activities in parallel and bringing all parties to the table early, private developers can achieve significant benefits. For example, by having the architects, engineers, and contractor available during site selection, the private developer can determine the relative suitability of each prospective site from a design and construction perspective. Or, simply having the contractor available during design is often invaluable in assessing the constructability of the project and in managing costs. Perhaps the most significant advantage of having early access to the construction manager is having the assurance throughout

the process that the project can be built on budget. The model for the private development process is one that allows market, tenant, and regulatory changes to be readily melded into the project's plan as the need for change becomes apparent.

In contrast, the public development model relies on requests for proposals (RFPs), solicitations for offer (SFOs), or invitations for bids (IFBs), forms of solicitation that require the government to specify what is to be procured and how the work will be done. The federal agency, along with its architect and perhaps other consultants, must decide the *what* and *how* of the project, and then the contractor bids according to those plans and specifications. The public DBB process can often result in aborted procurements when the construction bids come in above the amount available for the project. Under most public development models, the contractor is not at the table during the determination of requirements, site selection, and design. As a result, when the deal is bid, it may not be capable of being built for the appropriated funds.

In view of the Obama Administration's proposed stimulus program, there will be a significant increase in the flow of infrastructure deals emanating from the public sector. As a result, government staffs may not be in place to handle a significant increase in volume. Limited public staff using cumbersome public development processes does not augur well for bringing construction projects quickly to market.

A core principle of former Vice President Al Gore's reinventing government Initiative begun in the early 1990s was that government often works best when it focuses on steering and leaves the rowing to the private sector. The current

requirement for getting development deals quickly to market requires that kind of perspective. If the government were to concentrate its attention on the role of owner and leave the developer role to its private developer partner, projects could be brought to market quickly.

In the ideal scenario, the government owner of the project would first assemble its team of advisers on public/private partnering procurements and contracting. An RFQ for a developer would be issued asking prospective developers to present their qualifications and fee expectations. In most cases, a developer likely would serve as a fee developer—that is, provide services for a fee similar to the way architects and construction managers now work for the government. That procurement of a private developer partner could take less than a month.

Typically, the selected developer would then issue RFQs for the architect and construction manager and recommend selections to the government client. Once selected, the principals for most development deals would be in place to start working together on the development plan. Depending on the deal, other specialists or consultants might be required and added to the team also using an RFQ process.

Procurement conflicts are virtually unknown when RFQs are the chosen procurement vehicle. With procurement cycles reduced to a month, the offeror's costs of pursu-

ing the business opportunity are minimal. Consequently, offerors have less to recover in a conflict and will choose to channel their effort into responding to the next RFQ rather than dealing with the hassle over the last. Using SFOs, pursuit costs typically run to several hundred thousand dollars, and frequently exceed \$1 million. With so much money being spent by offerors to prepare a proposal, and with all believing they have a reasonable expectation of getting the award, it may only be a matter of time before more and more runners-up begin protesting awards, especially since the cost of filing a protest is so low.

Once the team has been assembled, the public/private partnering process begins for the planning and implementation of the development. Firms have been selected to work as partners with the government rather than as more conventional contractors. That tends to create a planning and development process that is more open, cooperative, and interactive, where activities run in parallel rather than serially. Everyone is working for a fee so there is less likelihood of an adversarial environment taking root, because one typically cannot earn more by producing less. Nor is compensation driven by the desire to generate change orders.

The final documentation of a development project based on a conventional procurement process may be very similar to that of one

DIFFERENCES IN CONVENTIONAL CONTRACTING AND PUBLIC/PRIVATE PARTNERING

Conventional Contracting	Public/Private Partnering
Procurement	
Owner specifies what and how	Greater emphasis on who you want
"You are a contractor"	"We are partners"
The process is prescribed	The process is flexible and should be sensitive to pursuit costs
You, the contractor, assemble the team	We, the partners, assemble the team
We prescribe, you provide	We will figure it out together
Request for proposals and statements of work	Request for qualifications
Process	
Closed; need-to-know basis	Open book
Potentially adversarial	Cooperative
Hope to acquire within budget	Design/build to the budget
Compensation	
Fixed price	Fee

based on a public/private partnering model. The same contract provisions based on the Federal Acquisition Regulation (FAR) clauses are likely to be used. It is the partnering process and the creation of a partnering atmosphere rather than a conventional public contractor relationship that matters. The conventional contracting process is much more of an "us/them" procedure, and the public/private partnering approach is more just an "us" process.

The FAR is often blamed for the ills of federal procurement, but, in fact, it promotes partnering in the contracting environment. It also supports innovation. The regulations encourage each member of the acquisition team to exercise initiative in getting the government the best deal. Further, if

there is no rule against a particular practice and it makes sense, then government officials can use that practice. For example, RFQs are not mentioned in the FAR, nor are they precluded by it. Their extensive use in business and local government practice means they should be considered for federal deals.

Economists agree that the positive effects of an economic stimulus depend on timeliness. If projects are delayed until a time when a recovery is already underway, then much of the capital invested may not have the intended stimulus effect. To get the investments in public infrastructure into the market promptly will require a new approach. The federal government needs to start employing public/private partnering practices with a new set of procurement tools, and now is the time to do so. **U**

A request for qualifications (RFQ) can be used to engage developers on major federal projects funded through direct appropriations. Recently, the National Institutes of Health used this approach for the \$250 million privately financed Bayview Research Center in east Baltimore, Maryland, following on the methods developed by the U.S. Postal Service in the 1980s in redevelopment of underperforming postal assets.

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