

## GOAL 11: CAPITAL IMPROVEMENTS (2030 GOAL 8)

### BACKGROUND, DATA AND ANALYSIS

Management of capital improvements is often a major challenge for small cities. Revenue is limited, there is a fear of spending and debt, staffing is often bare bones, staff may not have the expertise needed and any unanticipated disaster can greatly upset the budget and planning.

As a result of such factors, Fernandina Beach is currently in a situation where it has a large and costly backlog of capital improvements that must be made: repair or remodeling of existing city buildings, rebuilding of dune walkovers, stormwater management projects, marina and waterfront park repairs and renovations, golf course updates, the need to acquire conservation land to retain sustainability and resilience, etc. The City Manager and Commission are handicapped by this impossible situation at a time when many of these needs can no longer be deferred.

The Comprehensive Plan/LDC Working Group is focusing on four general strategies for overcoming this virtual impasse:

1. **Hiring a Chief Financial Officer (CFO) with up-to-date understanding of the current economy and microeconomies, successful experience in a comparable city and an understanding of our local environment on a barrier island.** It would be most effective for this position to be at the Charter Officer level because that would enable the CFO to fully exercise his/her expertise and would create the kind of dialog and negotiation that can move the City forward. This individual will have the expertise to lead the City through an analysis of the actual current economy. This will provide us with better strategies for developing the City's economy. (See Goal 9 Economic Development for further detail) This person will also have the skills to plan, schedule and manage capital improvements so that the City can regain its control of its budget, as detailed in this goal. This will also greatly improve the City's ability to identify and manage funding sources beyond the City. Furthermore, having an effective CFO will go a long way toward restoring community faith in the fiscal and economic management of the City (See Goal 1.).
2. **Establishing thorough processes and standards for long-term planning and scheduling of capital improvements.** In analyzing the Comprehensive Plan, doing further reading and reviewing events of the past decade or so, it has become quite clear that, despite the Comprehensive Plan mandate to develop a 20-year long-term planning process, the failure

**City of Fernandina Beach 2045 Comprehensive Plan Draft  
Goal 11 (Goal 8 in Current 2030 Comprehensive Plan)**

to do this has impacted all aspects of city functionality (be it dune walkovers, building repair, etc.) and has been a major player in creating the current backlog. This is perhaps the most fundamental need that underlies the recommendation for a CFO.

3. **Developing a comprehensive understanding of the current economy and the microeconomy of Fernandina Beach.** This recommendation is developed in further detail in Goal 9 Economic Development and is yet another reason why we are recommending a CFO. The model used by the Nassau County Economic Development Board, the County and the City for understanding the economy was outdated prior to the COVID-19 epidemic and is now misleading. If our economy is overly dependent on one type of business model, we are putting ourselves at risk, as we have learned in the pandemic. We also need to be looking at types of business models where the revenues stay on island or in the County, rather than going to other locations. And, we need employment and training that provide a living wage and a decent career path for those living here. If we look at the realities of our current economy, people are living and working in Fernandina Beach because they want to be in this location, whether they have deep roots here or came here from another part of the country. Many work online, start small businesses or have in-home entrepreneurial startups. We need a thorough understanding of these dynamics in order to make the best decisions for Fernandina Beach.
4. **Ensuring that the capacities of this small barrier island are incorporated into planning and capital improvements.** Is it good for Fernandina Beach to continue to build out every parcel possible with no understanding of the capacities of the island? How much of our environmental infrastructure is necessary for us to maintain our sustainability or to have any resilience at all? If we continue this pace of development, when will we reach a point where these people who live in this location by choice and support our economy decide to go elsewhere? How many people (residents and visitors) constitute too many to be able to evacuate? How many hotels push us beyond our ability to evacuate the island? All we need is one disaster to destroy the economy. This capacity for evacuation is not part of the planning for evacuation and shelters, yet it must be. In essence, we need this data in order to be able to plan for a sustainable and resilient community with a strong and vibrant sense of place and quality of life.

These strategies are important for effective capital improvement planning, but also impact other goals covered in the Comprehensive Plan.

**SELECTED REFERENCES**

2020 Nassau County Growth Trends

([https://www.nassaucountyfl.com/DocumentCenter/View/20245/2020-Growth-Trends-Report-July-Final\\_compressed](https://www.nassaucountyfl.com/DocumentCenter/View/20245/2020-Growth-Trends-Report-July-Final_compressed))

**City of Fernandina Beach 2045 Comprehensive Plan Draft  
Goal 11 (Goal 8 in Current 2030 Comprehensive Plan)**

Curtis, Ken, Kauffman, Richard, Mendelsohn, Robert O., Daily, Gretchen (2010) Can We Afford Sustainability. Yale Insights, Managements in Practice.

<https://insights.som.yale.edu/insights.can-we-afford-sustainability>

Environmental, social and governance, or ESG investing, is a form of sustainable investing

<https://www.nerdwallet.com/article/investing/esg-investing>

Farmer, Liz. (2016) *Governing: The Future of States and Localities*.

<https://www.governing.com/archive/gov-chief-financial-officer-job-description.html>

Godschalk, David R. Rouse, David C.(2015) *Sustaining Places: Best Practices For Comprehensive Plans*, American Planning Association, PAS 578 Report, 63 pgs.

Nassau County Vision 2032 (<https://www.nassaucountyfl.com/DocumentCenter/View/15427>)

Nassau County Vulnerability Assessment: Phase II. The Balmoral Group, April 3, 2020.

(<https://www.nassaucountyfl.com/DocumentCenter/View/20842/Final-Phase-II-Vulnerability-Assessment>)

Nassau County Vulnerability Assessment: Phase II. The Balmoral Group, June 17, 2020.

(<https://www.nassaucountyfl.com/DocumentCenter/View/20842/Final-Phase-II-Vulnerability-Assessment>)

Portney, K. E. (2013). Local Sustainability Policies and Programs As Economic Development: Is the New Economic Development Sustainable Development? *Cityscape*, 15, 1st ser., 45-62.

doi:JSTOR

Waterfront Sea Level Rise Study (<https://www.fbfl.us/DocumentCenter/View/18808>)

Westerman, Martin (2020). *The Value of Green Urban Assets and The True Cost of Development*.

The Nature of Cities. <https://www.thenatureofcities.com/2020/08/12/the-value-of-green-urban-assets-and-the-true-costs-of-development/>

## **OBJECTIVES**

1. Leadership
2. Capital Improvements
3. Fees for Future Development
4. Development Requirements
5. Fiscal Resources
6. Level of Service (LOS) and Concurrency Management
7. School Concurrency

**Comp Plan/LDC Working Group: February 10, 2021**

**Deadlines must be reset**

**Highlighted = updates needed**

**City of Fernandina Beach 2045 Comprehensive Plan Draft  
Goal 11 (Goal 8 in Current 2030 Comprehensive Plan)**

- 8. Schedule of Improvements
- 9. Intergovernmental Coordination

**GOAL 11.0. CAPITAL IMPROVEMENTS**

The City must provide and maintain, in a timely fashion, public facilities that are reliable, equitable, efficient and environmentally sound. Capital improvements must be financially feasible, maximize the use of and protect investments in existing facilities, promote orderly compact urban growth, strengthen the sustainability and resiliency of our island and meet the present and future needs of the city. See Goal 12. Economic Development for a fuller position description.

**OBJECTIVE 11.01. LEADERSHIP**

The City's Chief Financial Officer (CFO) must be responsible for developing annual, 5-year and 20-year capital improvement plans in collaboration with the Fiscal Advisory Board, further public input, the Floodplain Manager and Chief Resiliency Officer, department directors and the City Commission.

**POLICY 11.01.01.**

The CFO must establish a consistent process for the development, implementation and review of annual, 5-year and 20-year capital improvement plans.

**POLICY 11.01.02.**

The CFO must ensure that criteria for capital improvements and prioritization are appropriate for the physical context and the resources of the City and reflect current knowledge in the field and the values and priorities of the community.

**POLICY 11.01.03.**

The CFO must coordinate with County fiscal and economic leadership to ensure effective coordination of efforts.

**POLICY 11.01.04.**

The CFO must ensure that staff software is compatible with an effective and efficient process.

**POLICY 11.01.05.**

Once a CFO is hired, updates to the process and criteria may be proposed and reviewed by the PAB and City Commissioners.

## **OBJECTIVE 11.02. CAPITAL IMPROVEMENTS**

**Capital improvements must be provided to achieve and maintain level of service standards identified in the Comprehensive Plan, to correct existing deficiencies, to accommodate future growth while protecting the character of the City, to prepare for a sustainable environment and resilient community in the face of the hazards of climate change, storm surge and sea level rise, and to provide for necessary replacements, as required.**

### **POLICY 11.02.01.**

Capital improvements projects are those projects with a cost of \$25,000 or more and all projects needed to maintain adopted level of service standards, to correct existing deficiencies, to provide for necessary replacements, to promote sustainability and resilience and to accommodate future growth.

### **POLICY 11.02.02.**

The City must rank proposed capital improvements according to the following criteria:

#### **Priority A**

1. Capital improvements needed to protect public health and safety.
2. Capital improvements needed to fulfill a State or federal mandate.
3. Capital improvements needed to fulfill a legal or regulatory requirement.
4. Capital improvements needed to advance environmental sustainability and community resilience.
5. Capital improvements needed to complete an ongoing project.
6. Capital improvements that are shovel ready (funding, permits, etc. are in place).
7. Capital improvements needed to correct existing deficiencies or maintenance issues.

#### **Priority B**

1. Capital improvements needed to meet or maintain adopted level of service standards.
2. Capital improvements needed to implement adopted plans or studies.
3. Capital improvements that are eligible for grant funding.
4. Capital improvements that will promote economic development.
5. Capital improvements that will retain or enhance the character of the community.
6. Capital improvements that will reduce operating and/or maintenance costs.

#### **Priority C**

1. Capital improvements that will increase efficient use of existing public facilities where the economic benefit that results from the improvement exceeds the economic cost of making the improvement.

**City of Fernandina Beach 2045 Comprehensive Plan Draft  
Goal 11 (Goal 8 in Current 2030 Comprehensive Plan)**

2. Capital improvements that will promote redevelopment and/or infill development.

**Priority D**

1. Capital improvements needed to accommodate projected redevelopment or new development, that are consistent with the FLUM, and which represent a logical extension of public facilities.
2. Capital improvements needed to serve developments that were approved prior to the adoption of the Fernandina Beach Comprehensive Plan.

**Priority E**

1. Capital improvements that will further the plans of the SJRWMD and/or other State agencies that may provide public facilities within the City.

**POLICY 11.02.03.**

All capital projects must seek to increase energy efficiency and sustainability.

**POLICY 11.02.04.**

The CFO, Floodplain Manager and Chief Resiliency Officer and the Planning and Conservation Department must review the Capital Improvements Plan annually to ensure that all needs identified in the Comprehensive Plan and/or development agreements are included and that the scheduling is optimal.

**POLICY 11.02.05**

The City CFO must conduct financial feasibility studies when considering and determining which of the proposed capital improvements will be funded by the City.

**POLICY 11.02.06.**

All city directors and managers, under the direction of the City Manager and CFO, must consider the critical need for environmental sustainability and community resilience and the time-sensitive nature of this need in determining which of the proposed capital improvements will be funded by the City.

**OBJECTIVE 11.03. FEES FOR FUTURE DEVELOPMENT**

**Future development must bear a proportionate cost of facility improvements necessitated by the development in order to meet or maintain the adopted level of service standards. Impact fees must be researched, reviewed and adjusted as appropriate by the CFO, Fiscal Advisory Board, Planning and Conservation Department, Planning Advisory Board and City Commission every two years.**

**City of Fernandina Beach 2045 Comprehensive Plan Draft  
Goal 11 (Goal 8 in Current 2030 Comprehensive Plan)**

**POLICY 11.03.01.**

As the City is at buildout, impact fees must assess any new development or redevelopment at a pro rata share of the costs required to finance transportation improvements, including parking impacts, necessitated by such development.

**POLICY 11.03.02.**

The City must continue to collect impact fees for fire protection, police protection, parks and recreation, and public facilities.

**POLICY 11.03.03.**

The City must continue to use mandatory dedications or fees in lieu of dedication as a condition of plat approval for the provision of parks, recreation and open space.

**OBJECTIVE 11.04. DEVELOPMENT REQUIREMENTS**

**Decisions regarding the issuance of development orders must be based upon coordination of the development requirements included in the Fernandina Beach Comprehensive Plan, the City's Land Development Code, and the availability of necessary public facilities needed to support such development at the time needed, and the potential impact on sustainability and resilience.**

**POLICY 11.04.01.**

The City must use the level of service standards included in the Capital Improvements Element and other Comprehensive Plan elements in reviewing the impacts of new development and redevelopment upon public facilities.

**POLICY 11.04.02.**

The City must evaluate proposed plan amendments and requests for new development or redevelopment according to the following guidelines as to whether the proposed action would:

- a. Contribute to a condition of public hazard as described in the Public Facilities Element, or the Conservation and Coastal Management Element;
- b. Exacerbate any existing condition of public facility capacity deficits, as described in the Mobility Element; Public Facilities Element; Public School Facilities Element or Recreation and Open Space Element;
- c. Impact the City's environmental sustainability and community resilience;
- d. Impact the character and identity of the City;
- e. Generate public facility demands that may be accommodated by capacity increases planned in the five-year schedule of improvements;
- f. Generate public facility demands that may be accommodated by capacity increases planned in the twenty-year schedule of improvements;
- g. Conform with future land uses as shown on the FLUM, and service areas as described in the Public Facilities Element;

**City of Fernandina Beach 2045 Comprehensive Plan Draft  
Goal 11 (Goal 8 in Current 2030 Comprehensive Plan)**

- h. Accommodate public facility demands based upon adopted level of service standards; and
- i. Affect the public facilities plans of the County, State agencies, or the SJRWMD.

**OBJECTIVE 11.05. FISCAL RESOURCES**

**The City must manage its fiscal resources to ensure the provision of needed capital improvements for previously issued development orders and for future development and redevelopment.**

**POLICY 11.05.01.**

The ratio of outstanding indebtedness for projects which are not financed with the proceeds of revenue bonds must not exceed ten (10) percent of the property tax base in any given year.

**POLICY 11.05.02.**

The City must consider a range of revenue and project cost projections based on varying assumptions with regard to the local property tax base, shared tax revenues, inflation, contingency costs, and the level and sources of shared projected funding commitment by other jurisdictions.

**POLICY 11.05.03.**

Where feasible, the City's capital improvement program must recognize specific funding sources for specific projects or project categories.

**POLICY 11.05.04.**

The Director of Finance must prepare annual estimates of anticipated proceeds from State revenue sharing sources.

**POLICY 11.05.05.**

The City must adopt guidelines which set apportionment criteria for transportation-generated revenues relative to operations, maintenance, and capital improvements after debt service has been met.

**POLICY 11.05.06.**

The City must adopt a five-year capital improvement program and an annual capital budget as part of its budgeting process, as required by Section 163.3177, Florida Statutes.

**POLICY 11.05.07.**

The City must adopt a twenty-year capital improvement program that includes the five-year capital improvement program as required by Section 163.3177, Florida Statutes. The annual budget, five-year capital improvement program and twenty-year capital improvement program must be made available to the public, and the public must be provided opportunity for input and questions.

**City of Fernandina Beach 2045 Comprehensive Plan Draft  
Goal 11 (Goal 8 in Current 2030 Comprehensive Plan)**

**POLICY 11.05.08.**

The City must budget for capital improvements based on the adopted Capital Improvements Plan.

**POLICY 11.05.09.**

Efforts must be made by the City’s Grants Administrator to secure grants or private funds to finance the provision of capital improvements.

**POLICY 11.05.10.**

The City must establish as a priority the reservation of enterprise fund surpluses for major capital expenditures.

**POLICY 11.05.11.**

The City must establish minimum reserve levels for capital expenditures for each enterprise fund.

**OBJECTIVE 11.06. LEVEL OF SERVICE (LOS) AND CONCURRENCY MANAGEMENT**

**The City must use level of service standards to measure the adequacy of existing public facilities and to ensure that future development will be served with adequate public facilities.**

**POLICY 11.06.01.**

Level of service standards are adopted for the following public facilities:

**Roadways:** The City recognizes that city, state, and county road proposals must consider the current constrained roads and potential impact on the City’s resiliency particularly during a pandemic or disaster.

<b>Authority</b>	<b>Road Type</b>	<b>Minimum LOS Standard</b>
<b>City</b>	Major Arterial, Minor Arterial, Collector and Local	C
<b>County</b>	Major Arterial, Minor Arterial, Collector	D

*(Reference Mobility Element Policy 2.05.02. for additional information)*

**Wastewater Treatment System:** 300 gallons per day per ERU *(Equivalent Residential Unit)*

**Solid Waste Facilities:** Average solid waste generation rate of 5.9 pounds per capita per day

**City of Fernandina Beach 2045 Comprehensive Plan Draft  
Goal 11 (Goal 8 in Current 2030 Comprehensive Plan)**

**Stormwater Management Facilities:** Reference Public Facilities Objective 7.05, Stormwater Management.

**Potable Water:** Water allocation level of service: 350 gallons per day per ERU (Equivalent Residential Unit)

**Park & Recreation Facilities:** Reference Policy 6.02.07 Recreation and Open Space Element

**Schools:** Reference Policy 11.07.01. and Table 11.1. for school level of service standards.

**Nassau County Emergency Management Emergency Shelters/Evacuation Plan:** Emergency management must be able to evacuate the island within 16-18 hours during high tourist season with the roads as they currently are.

**POLICY 11.06.02.**

The City must adopt and periodically update specific level of service standards for parks, recreation and open space facilities upon update of and in accordance with the Master Recreation Plan.

**POLICY 11.06.03. Do we have all of these?**

The City must adopt level of service standards for the following:

- a. Fire/rescue services;
- b. Police services;
- c. Bicycle and pedestrian facilities;
- d. Boating facilities; and
- e. Waterway and shoreline access;
- f. Environmental, social and economic sustainability;
- g. Community resilience;
- h. Nassau County Emergency Management Shelters/Evacuation Plan.

**POLICY 11.06.04.**

The City Planning and Conservation Department must continue to evaluate the existing LOS standards and make any changes to LOS standards in a timely manner.

**POLICY 11.06.05.**

The City must establish, maintain and annually review a data system displaying the level of service tracking system for the public facilities addressed in the Capital Improvements Element. This system must be used to monitor remaining capacities and deficiencies for these public facilities and must be used to determine whether concurrency certificates and/or development orders shall be issued.

**City of Fernandina Beach 2045 Comprehensive Plan Draft  
Goal 11 (Goal 8 in Current 2030 Comprehensive Plan)**

**POLICY 11.06.06.**

Public facilities shall mean facilities related to roads, drainage, solid waste, sanitary sewer, potable water, wastewater, parks and recreation, schools, fire/rescue, police, bicycle and pedestrian access, boating, and waterway and shoreline access, and environmental infrastructure.

**POLICY 11.06.07.**

The City must condition the issuance of development orders upon the availability of the public facilities and services necessary to serve the development.

**POLICY 11.06.08.**

The City must not issue a development, redevelopment or infill order within those areas of the City where public facilities do not meet the adopted level of service standards. This includes areas to be annexed into the City. The areas to be evaluated to determine whether public facilities meet the adopted level of service standard are described for each type of public facility, as follows:

- a. Roads - the area of impact is determined on a case-by-case basis; the impacts of development will be considered for all city and county transportation facilities which are expected to be impacted by such redevelopment or development;
- b. Sanitary sewer - the entire sewer service area;
- c. Solid waste - City-wide;
- d. Drainage - City-wide;
- e. Potable water - the entire water service area;
- f. Parks and recreation - City-wide;
- g. Schools – district-wide, as defined in Policy 10.07.01;
- h. Wastewater – district-wide;
- i. Fire/rescue – City-wide
- j. Police – City-wide;
- k. Bicycle and pedestrian access – City-wide;
- l. Boating – City-wide; and
- m. Waterway and shoreline access – City-wide.
- n. Environmental infrastructure essential for sustainability—City and island-wide
- o. Nassau County Emergency Management Emergency Shelters/Evacuation Plan; evacuations for disaster

The above levels of service must have transparent evaluation tools that include the measurements and formulae used for each standard.

**POLICY 11.06.09.**

The following criteria must be used to determine when concurrency has been satisfied for potable water, sanitary sewer, solid waste, and drainage:

- a. The necessary facilities and services are in place at the time the development order is issued;

**City of Fernandina Beach 2045 Comprehensive Plan Draft  
Goal 11 (Goal 8 in Current 2030 Comprehensive Plan)**

- b. A development order is issued subject to the conditions that the necessary facilities and services will be in place when the impacts of development occur; or
- c. At the time the development order is issued, the necessary facilities and services are guaranteed in an enforceable development agreement, to be available when the impacts of development occur.

**POLICY 11.06.10**

The following criteria must be used to determine when concurrency has been satisfied for parks, recreation and open space:

- a. The necessary facilities and services are in place or under construction at the time the development order is issued; or
- b. A development order is issued subject to the condition that the acreage necessary to serve the new development is dedicated or acquired by the City, or that funds in the amount of the development's fair share are committed.

**POLICY 11.06.11**

The following criteria must be used to determine when concurrency has been satisfied for roads:

- a. The necessary state, county and city facilities and services are in place or under construction at the time the development order is issued;
- b. A development order is issued subject to the condition that the necessary facilities and services needed to serve the redevelopment or new development are scheduled to be in place or under construction not more than three (3) years after the issuance of the development order, and the facilities and services are included in both the City's five (5) and twenty (20) year schedule of capital improvements. The schedule of capital improvements may recognize and include transportation projects included in the first three (3) years of the adopted Florida DOT five (5)-year work program; or
- c. At the time a development order is issued, the necessary state, county and city facilities and services are guaranteed in an enforceable development agreement to be available or under construction not more than two (2) years after the development order is issued.
- d. The development under consideration will not exceed the City's ability to evacuate its residents within 16-18 hours during high tourist season under existing road conditions.

**POLICY 11.06.12.**

The City may approve developments in phases or stages. However, as a result of rapid changes in the City and the resulting impact on sustainability and resiliency, any development approved in stages that is not totally completed at the end of two years must reapply for permits to complete subsequent phases or stages in the initial plan.

**City of Fernandina Beach 2045 Comprehensive Plan Draft  
Goal 11 (Goal 8 in Current 2030 Comprehensive Plan)**

**POLICY 11.06.13.**

Facility demand and capacity information must be updated in the level of service tracking system upon the issuance of concurrency certificates and/or local development orders.

**OBJECTIVE 11.07. SCHOOL CONCURRENCY**

**The City must manage the timing of residential growth to ensure adequate school capacity is available consistent with adopted level of service standards for public school concurrency.**

**POLICY 11.07.01.**

Consistent with the Interlocal Agreement, the uniform, district-wide level of service standards must be based upon the Florida Inventory of School Houses (FISH) maintained by the Department of Education (DOE). They are initially set and are hereby adopted as shown in Table 11.1.

**Table 11.1.**

Type of School	Maximum Permanent FISH Capacity	Level of Service	Minimum Acreage
Elementary	800	95%	25
Middle	1200	100%	40
K-8	1200	100%	50
Combination 6-12	1500	100%	60
High	1500	100%	60

These standards must be consistent with the Interlocal Agreement agreed upon by the School District, and the local governments within Nassau County.

**POLICY 11.07.02.**

The City hereby incorporates by reference the **School District's Five-Year Facilities Work Program for fiscal years 2010-2011 through 2014-15**, adopted September 2010, that includes school capacity sufficient to meet anticipated student demands projected by the County and municipalities, in consultation with the School Board's projections of student enrollment, based on the adopted level of service standards for public schools.

**City of Fernandina Beach 2045 Comprehensive Plan Draft  
Goal 11 (Goal 8 in Current 2030 Comprehensive Plan)**

**POLICY 11.07.03.**

The City, in coordination with the School Board, must annually update the Capital Improvements Element by adopting by reference the **School District's Five-Year Facilities Work Program**, to ensure maintenance of a financially feasible capital improvements program and to ensure level of service standards will continue to be achieved and maintained during the five-year planning period.

**POLICY 11.07.04.**

The City must ensure that future redevelopment or new development pays a proportionate share of the costs of capital facility capacity needed to accommodate new development and to assist in maintaining adopted level of service standards for public school facilities.

**POLICY 11.07.05.**

The City must include public school facilities as part of the development approval process by conditioning development orders upon the availability of public school facilities at the adopted Level of Service.

**OBJECTIVE 11.08. SCHEDULE OF IMPROVEMENTS**

**The Chief Financial Officer must maintain a five-year schedule of capital improvement needs for public facilities and must update it annually in conformance with the review process for the capital improvements element of the Fernandina Beach Comprehensive Plan as required by Section 163.3177, Florida Statutes. The Chief Financial Officer must also create and maintain a twenty-year schedule of capital improvement needs that incorporates the required five-year schedule.**

**POLICY 11.08.01.**

Both the five-year and the twenty-year capital plans must include all capital improvement needs identified in the Comprehensive Plan elements and/or adopted as part of a development agreement.

**POLICY 11.08.02.**

The following plans (and updates to these plans) must be incorporated by reference as part of the Comprehensive Plan: **Airport Master Plan (1990), Stormwater Master Plan (1998), Airport Layout Plan (1999), Waterfront Master Plan (2009), Historic Properties Survey (1985), Historic Properties Resurvey (2007), Street Tree Management Plan (2009), Nassau County Local Mitigation Strategy 2009-2010, Nassau County Post Disaster Redevelopment Plan (2009), and Reconnaissance Level Architectural Survey (2011)**. Capital improvement needs that have been identified in these plans, but not yet completed, must be included in both the five-year and the twenty-year capital plans.

**City of Fernandina Beach 2045 Comprehensive Plan Draft  
Goal 11 (Goal 8 in Current 2030 Comprehensive Plan)**

**POLICY 11.08.03.**

The schedule of improvements must be financially feasible.

**POLICY 11.08.04.**

As part of the preparation of the five (5) and twenty (20) year schedules of capital improvements, the Chief Financial Officer must prepare an annual report that details the capacity or deficiency of the following public facilities: roads, sanitary sewer, solid waste, drainage, potable water, parks, recreation, open space, fire/rescue, police, boating, bicycle and pedestrian access, waterway and shoreline access, and schools (as provided by the Nassau County School Board), environmental infrastructure and Nassau County Emergency Management Emergency Shelters/Evacuation Plans. The annual report must, at a minimum, include the following information for each facility:

- a. Adopted level of service standard;
- b. Existing deficiency or capacity;
- c. Reserved capacity for approved, but un-built, development;
- d. Improvements to be made by all approved developments; and
- e. Improvements to be made by the City or any other governmental agency.
- f. Impact on environmental, social and economic sustainability and community resiliency, as assessed by the City Floodplain Manager and Chief Resiliency Officer.
- g. Capacity of the Nassau County Emergency Management Emergency Shelters/Evacuation Plans to function effectively with the current population of the island during high tourist season with existing road conditions.

**POLICY 11.08.05.**

A plan amendment is required in order to eliminate, defer, or delay construction of any facility included in the schedule of capital improvements.

**POLICY 11.08.06.**

The City must complete major renovations or construct all City buildings to meet the United States Green Building Council (USGBC) Leadership in Energy and Environmental Design (LEED) rating system, the Green Building Initiative's Green Globes rating system, the Florida Green Building Coalition standards, or a nationally recognized, high performance green building rating system as approved by the Florida Department of Management Services.

**OBJECTIVE 11.09. INTERGOVERNMENTAL COORDINATION**

The city must meet County, State and Federal standards in all Capital improvements and must collaborate with various agencies in order to identify expertise and funding for these improvements.

**City of Fernandina Beach 2045 Comprehensive Plan Draft  
Goal 11 (Goal 8 in Current 2030 Comprehensive Plan)**

**POLICY 11.09.01**

The City must collaborate with the County in developing effective fiscal planning and support for capital improvements.

**POLICY 11.09.02.**

The CFO must coordinate with County fiscal and economic leadership to ensure effective coordination of economic efforts.

**POLICY 11.09.03.**

The Chief Financial Officer, Floodplain Manager and Chief Resiliency Officer and the Director of Planning and Conservation must collaborate with County leadership, including the Emergency Management Director, to ensure that Emergency Management can evacuate the island within 16-18 hours during high tourist season with the roads as they currently exist.

**Policy 11.09.04.**

The City must periodically update the Interlocal Agreement agreed upon by the School District, and the local governments within Nassau County and is consistent with that agreement.