

**CITY OF OCOEE
COMPREHENSIVE PLAN**

**CAPITAL IMPROVEMENTS ELEMENT
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I. PURPOSE

In 1985, the Florida Legislature mandated that local governments plan for the availability of public facilities and services to support development concurrent with the impacts of such development. Consequently, the Capital Improvements Element (CIE) of local comprehensive plans has become the "cornerstone" for achieving this mandate. Specifically, the purpose of the CIE is to: 1) evaluate the need for public facilities in support of the Future Land Use Element, 2) estimate the costs of improvements for which the local government has fiscal responsibility, 3) analyze the fiscal capability of the local government to finance and construct improvements, and 4) adopt financial policies to guide the finding and construction of improvements.

The Capital Improvements Element differs from the City's capital improvements program as its scope is limited to only those capital improvements derived from the other elements of the Comprehensive Plan. In short, the CIE may be used to demonstrate the economic feasibility of the Comprehensive Plan. It focuses on the capital outlay required to meet existing deficiencies and to maintain adopted level of service standards planned for public facilities in the plan.

The content of this Element includes: 1) an inventory of capital improvement needs, financial resources, and local policies and practices, 2) a fiscal assessment of revenues and expenditures, 3) a discussion of issues and recommendations, 4) a listing of goals, objectives, and policies, 5) a section detailing implementation, including a five-year schedule of capital improvements, and 6) a section describing monitoring and evaluation strategies.

II. INVENTORY

A. Needs Derived from Other Elements

The analyses performed in the preceding City of Ocoee Comprehensive Plan elements have identified facility improvements needed to meet the demands of existing and future development. The impacts of new or improved public educational and public health care systems and facilities on the provision of infrastructure were examined within these analyses. Areas and locations were identified for major public education and public health system components within the City's jurisdiction. As medical facilities associated with the Health Central Hospital develop, reviews will be conducted through site analysis to ensure that infrastructure (i.e., transportation facilities, solid waste, potable water and wastewater) are in place to adequately handle the demands required of these facilities.

Over the past five years, the City of Ocoee and the Orange County Public Schools (OCPS) have actively worked together and developed a Joint Master Plan for Schools in the City and Joint Planning Area. This effort was accomplished by a coordinated detailed evaluation of the projected nature, location and timing of future land use. In fact, OCPS has utilized Ocoee as their prototype community for cooperative school planning.

This Joint Master Plan covers the location and timing of new elementary, middle school and high school facilities. The Plan does not identify specific locations but, through the City's development review processes, potential sites are identified and the City, OCPS and developers work jointly to realize school sites. This has proven very successful.

Recent and scheduled school facilities in the JPA include:

- Central Area: Replacement of Ocoee Middle School (1999) and Citrus Elementary School (2000). The latter included a cooperative effort that resulted in securing the adjacent locations and construction of the school and the West Orange Library.
- South Area: South Park Elementary School, which is under construction (2002). This represented a joint venture between the City and OCPS that resulted in the school and a City park.
- Northwest Area: Planned new high school and elementary school within 5 years. This represents close coordination between the City and OCPS related to the development of the former Coca-Cola property.
- North-Central Area: Planned new middle school and elementary school within 5 to 10 years.
- Northeast Area: New elementary school within 3 to 5 years.

Ocoee collects the school impact fees and passes the money on to the OCPS. Since the OCPS does not provide off-site facilities, the City provides infrastructure to the site(s).

Ocoee researched establishing a Charter School but found it was not feasible.

Transportation

The Transportation Element is designed to provide safe, efficient movement of people and goods. Table 1, revised October 2001, presents traffic volumes and capacities. All roads within Ocoee were operating within acceptable levels of service as of October 2001.

Table 1
Road Concurrency Management System, 2001

Traffic Volumes and Capacities by Road Segments – Overall Summary							
Road Name	Segment Limits	LOS	Daily Volumes (VPD)			Capacity (VPD)	
			Existing	Reserved	Combined	Total	% Used
A.D. Mims Rd	Wurst Rd to Clarke Rd	E	6,998	1,561	8,559	17400	49%
A.D. Mims Rd	Clarke Rd to Apopka-Vineland Rd	D	4,124	1,383	5,507	17,400	32%
Adair St	Wurst Rd to Clarcona-Ocoee Rd	E	3,121	3	3,124	9,200	34%
Apopka-Vineland Rd	SR 438 to A.D. Mims Rd	E	12,742	1,445	14,187	15,500	92%
Apopka-Vineland Rd	A.D. Mims Rd to Clarcona-Ocoee Rd	E	10,741	890	11,631	15,500	75%
Apopka-Vineland Rd	Clarcona-Ocoee Rd to McCormick Rd	D	12,653	952	13,605	15,500	88%
Blackwood Ave	Old Winter Garden Rd to SR 50	D	4,704	2,752	7,456	34,200	22%
Bowness Rd	Story Rd to Kissimmee Ave	D	15,561	1,477	17,038	15,400	111%
Bowness Rd	Kissimmee Ave to SR 438	D	13,686	1,026	14,712	15,400	96%
Citrus Oaks Ave	Old Winter Garden Rd to SR 50	E	3,513	0	3,513	9,200	38%
Clarcona-Ocoee Rd	Fuller's Cross Rd to Adair St	E	5,376	8,939	14,315	15,200	94%
Clarcona-Ocoee Rd	Adair St to Clarke Rd	E	5,732	2,878	8,610	15,200	57%
Clarcona-Ocoee Rd	Clarke Rd to Apopka-Vineland Rd	D	9,516	3,766	13,282	15,200	87%
Clarke Rd	SR 50 to White Rd (Orlando Ave)	D	22,601	5,387	27,988	34,200	82%
Clarke Rd	White Rd (Orlando Ave) to SR 438	D	26,727	3,360	30,087	34,200	88%
Clarke Rd	SR 438 to A.D. Mims Rd	D	15,544	3,782	19,326	34,200	57%

Traffic Volumes and Capacities by Road Segments – Overall Summary							
Road Name	Segment Limits	LOS	Daily Volumes (VPD)			Capacity (VPD)	
			Existing	Reserved	Combined	Total	% Used
Clarke Rd	A.D. Mims Rd to Hackney-Prairie Rd	D	7,304	3,272	10,576	15,200	70%
Clarke Rd	Hackney-Prairie Rd to Clarcona-Ocoee Rd	D	5,479	2,575	8,054	15,200	53%
Flewelling St	Ocoee Hills Rd to Russell Dr	E	3,614	15	3,629	9,400	39%
Fuller's Cross Rd	Ocoee-Apopka Rd to Clarcona-Ocoee Rd	D	3,873	59	3,932	11,900	33%
Geneva St	Kissimmee Rd to Bluford Ave	E	13,044	368	13,412	15,100	89%
Good Homes Rd	Old Winter Garden Rd to East-West Expy	E	13,938	484	14,422	33,900	43%
Good Homes Rd	East-West Expy to SR 50	E	13,931	241	14,172	33,900	42%
Good Homes Rd	SR 50 to Balboa Dr	E	14,880	496	15,376	16,600	93%
Good Homes Rd	Balboa Dr to White Rd (Orlando Ave)	E	14,169	227	14,396	15,900	91%
Good Homes Rd	White Rd (Orlando Ave) to SR 438	D	6,990	45	7,035	15,900	44%
Hackney-Prairie Rd	Clarke Rd to Apopka-Vineland Rd	D	704	838	1,542	13,100	12%
Hempel Ave	Gotha to Old Winter Garden Rd	D	12,882	0	12,882	13,100	98%
Johio Shores Rd	SR 438 to A.D. Mims Rd	D	829	64	893	11,900	8%
Kissimmee Ave	Story Rd to Bowness Rd	D	4,723	392	5,115	15,400	33%
Lakewood Ave	SR 438 to Rewis St	E	9,115	1,028	10,143	15,200	67%
Lakewood Ave	Rewis St to Wurst Rd	E	7,354	1,028	8,382	15,200	55%
Lakewood Ave	Wurst Rd to Fuller's Cross Rd	E	3,199	1,045	4,244	15,200	28%

Traffic Volumes and Capacities by Road Segments – Overall Summary							
Road Name	Segment Limits	LOS	Daily Volumes (VPD)			Capacity (VPD)	
			Existing	Reserved	Combined	Total	% Used
Maguire Rd	Gotha Rd to Roberson Rd	D	11,136	1,747	12,883	17,400	74%
Maguire Rd	Roberson Rd to Tomynd Rd	D	19,553	1,629	21,182	34,200	62%
Maguire Rd	Tomynd Rd to Professional Pkwy	D	20,352	1,992	22,344	34,200	65%
Maguire Rd	Professional Pkwy to SR 50	D	19,029	1,061	20,090	34,200	59%
Maguire Rd	SR 50 to Marshall Farms Rd	D	12,856	1,353	14,209	34,200	42%
Maguire Rd	Marshall Farms to Story Rd	D	17,796	3,772	21,568	34,200	63%
Marshall Farms Rd	SR 50 to Maguire Rd	D	6,406	3,979	10,385	12,100	86%
McCormick Rd	Ocoee-Apopka Rd to Apopka-Vineland Rd	E	2,723	1,280	4,003	12,100	33%
McKey St	Kissimmee Ave to Bluford Ave	E	4,956	46	5,002	11,700	43%
Ocoee-Apopka Rd	SR 438 to Fuller's Cross Rd	E	10,876	2,439	13,315	17,400	77%
Ocoee-Apopka Rd	Fullers Cross Rd to McCormick Rd	D	9,021	4,617	13,638	17,400	78%
Ocoee Hills Rd	SR 438 to Flewelling St	E	2,421	121	2,542	9,400	27%
Old Winter Garden Rd	SR 50 to Professional Pkwy	E	12,264	728	12,992	15,900	82%
Old Winter Garden Rd	Professional Pkwy to Blackwood Ave	E	18,209	2,625	20,834	34,200	61%
Old Winter Garden Rd	Blackwood Ave to Hempel Ave	E	18,193	2,140	20,333	34,200	59%
Old Winter Garden Rd	Hempel Ave to Citrus Oaks Ave	E	17,966	916	18,882	34,200	55%
Old Winter Garden Rd	Citrus Oaks Ave to Good Homes Rd	E	16,494	876	17,370	34,200	51%

Traffic Volumes and Capacities by Road Segments – Overall Summary							
Road Name	Segment Limits	LOS	Daily Volumes (VPD)			Capacity (VPD)	
			Existing	Reserved	Combined	Total	% Used
Old Winter Garden Rd	Good Homes Rd to Apopka-Vineland Rd	D	17,947	530	18,477	34,200	54%
Orlando Ave	Bluford Ave to White Rd	D	5,361	562	5,923	14,000	42%
Professional Pkwy	Maguire Rd to Old Winter Garden Rd	D	7,436	1,848	9,284	34,200	27%
Rewis St	Lakewood Ave to Flewelling St	D	1,265	0	1,265	9,400	13%
Roberson Rd	Windermere Rd to Maguire Rd	D	7,204	0	7,204	12,100	60%
Russell Dr	Flewelling St to Willow Creek Rd	D	1,629	35	1,664	9,400	18%
SR 50 (W Colonial Dr)	9th St to Wofford Rd	D	52,101	1,372	53,473	49,900	107%
SR 50 (W Colonial Dr)	Wofford Rd to Marshall Farms Rd	D	55,653	1,431	57,084	49,900	114%
SR 50 (W Colonial Dr)	Marshall Farms Rd to Maguire Rd	D	48,272	2,140	50,412	49,900	101%
SR 50 (W Colonial Dr)	Maguire Rd to Old Winter Garden Rd	D	50,393	2,966	53,359	49,900	107%
SR 50 (W Colonial Dr)	Old Winter Garden Rd to Blackwood Ave	D	42,351	5,288	47,639	54,300	88%
SR 50 (W Colonial Dr)	Blackwood Ave to Clarke Rd	D	47,386	6,272	53,658	54,300	99%
SR 50 (W Colonial Dr)	Clarke Rd to Good Homes Rd	E	38,187	5,608	43,795	54,300	81%
SR 438 (Silver Star Rd)	E Crown Point Rd to Bowness Rd	E	13,953	1,421	15,374	16,600	93%
SR 438 (Silver Star Rd)	Bowness Rd to Ocoee-Apopka Rd	E	14,571	2,202	16,773	16,600	101%
SR 438 (Silver Star Rd)	Ocoee-Apopka Rd to Bluford Ave	E	14,412	365	14,777	16,600	89%
SR 438 (Silver Star Rd)	Bluford Ave to Ocoee-Hills Rd	E	14,748	1,996	16,744	16,600	101%

Traffic Volumes and Capacities by Road Segments – Overall Summary							
Road Name	Segment Limits	LOS	Daily Volumes (VPD)			Capacity (VPD)	
			Existing	Reserved	Combined	Total	% Used
SR 438 (Silver Star Rd)	Ocoee-Hills Rd to Clarke Rd	E	16,618	764	17,382	35,000	50%
SR 438 (Silver Star Rd)	Clarke Rd to Johio Shores Rd	E	18,302	1,245	19,547	35,000	56%
SR 438 (Silver Star Rd)	Johio Shores Rd to Good Homes Rd	E	17,526	1,249	18,775	35,000	54%
SR 439 (Bluford Ave)	SR 50 to Geneva St	D	11,420	2,395	13,815	13,000	106%
SR 439 (Bluford Ave)	Geneva to White Rd (Orlando Ave)	D	11,852	2,152	14,004	13,000	108%
SR 439 (Bluford Ave)	White Rd (Orlando Ave) to McKey St	D	10,129	1,478	11,607	13,000	89%
SR 439 (Bluford Ave)	McKey St to SR 438	D	10,753	721	11,474	13,000	88%
Story Rd	9th St to Wofford Rd	E	8,615	1,009	9,624	15,100	64%
Story Rd	Wofford Rd to Kissimmee Ave	E	10,184	244	10,428	15,100	69%
Taylor St	Franklin St to Mckey St	D	3,484	0	3,484	11,700	30%
White Rd (Orlando Ave)	Bluford Ave to Clarke Rd	D	6,262	1,593	7,855	14,000	56%
	Clarke Rd to Good Homes Rd	D	8,377	1,591	9,968	14,000	71%
Willow Creek Rd	Russell Dr to Wurst Rd	D	785	4	789	9,400	8%
Wurst Rd	Lakewood Ave to Adair St	D	6,677	24	6,701	11,900	56%
Wurst Rd	Adair St to A.D. Mims Rd	D	8,100	1,435	9,535	11,900	80%

Note: Shaded roadway segments indicate those roadways that are **not** included in the Ocoee Concurrency Management System. Although these roadway segments are included for information purposes only, they may need to be included in the CMS at some point in the future to monitor growth more effectively.
Source: *Final Report Annual Traffic Count Program 2001 Data Summary and Analysis*, City of Ocoee, 2001.

Wastewater

The City of Ocoee shall provide and maintain an economical wastewater system. The City's existing wastewater service area includes approximately fifteen square miles of land area. The City of Ocoee's Utility Department owns, operates, and maintains one wastewater treatment facility located north of A.D. Mims Road. There are approximately 5,402 active connections to this treatment plant and these connections are generating approximately 1,534 million gallons per day (mgd) average daily flow (ADF) of wastewater. With the anticipated growth for the City of Ocoee in the next twenty years, an estimated 5,069 additional customers will connect to these existing and future treatment facilities. Additional facilities for collection/transmission, wastewater treatment and effluent disposal will need to be constructed in an economical and timely fashion to meet this new growth.

The collection/transmission system of Ocoee is composed of a network of sewer pipes, which collect sewage from individual establishments and convey it to the existing wastewater treatment plant for treatment and disposal. The City of Ocoee's wastewater collection/transmission system consists of several types of pipe construction materials. The older portion of this system is constructed of vitrified clay and cast iron pipe. Recent installations have been constructed with PVC or ductile iron pipe in gravity and pressure force main applications.

Due to the relatively level terrain of Ocoee, several pumping stations are used in conjunction with the gravity sewer collection system. The City's Utility Department presently operates a total of forty-four pumping stations, which transmit sewage to the treatment plant. There are five private lift stations serving individual customers that are tied to the City's system. All wastewater collected is pumped to the A.D. Mims Road Waste Water Treatment Facility (WWTF), by way of the pump stations and force mains.

Ocoee owns and operates one wastewater treatment plant in the City's service area. The new WWTF has a design capacity of 3.0 mgd. This facility presently treats 1.534 mgd ADF. The A.D. Mims Road WWTF is a conventional activated sludge process consisting of mechanical screening, grit removal, dual oxidation ditches, secondary clarification, chemical feed facilities, tertiary sand filtration, and chlorination.

The plant also contains reuse pumping and storage tanks for effluent disposal to the Forest Lake Golf Course or for residential and commercial landscape irrigation, when those areas are brought on line. Gas chlorination is provided by a one ton chlorine injection system and flows are measured by a flow meter and recorder system on the effluent flow from the chlorine contact chamber and on the pipelines to the golf course and out to the reuse distribution system which has not been put into service at this time.

The operations and laboratory building at the A.D. Mims Road WWTF includes equipment for laboratory analysis, aeration blowers, office furniture, tools and miscellaneous items required to operate the facility and acts as the break room for the plant operations and collection/transmission personnel. The facility includes a Vehicle and Material Storage Building for the water and wastewater system vehicles and to

stock and store materials for the water and wastewater systems. Approximately 2,184 tons per year of wet sludge were processed in the year 2000 at the A.D. Mims Road WWTF.

The existing sanitary sewer facilities meet or exceed all Florida Department of Environmental Protection (DEP) operating criteria and are in full compliance with existing operating permits. The estimated life of this facility is approximately 30 years. It is estimated that this facility will need to be upgraded capacity-wise prior to the end of this 20-year planning period.

The capacity upgrade will consist of a flow equalization basin, fourth clarifier, additions to the sand filters and chlorine contact basin, and chemical feed systems as necessary. The future upgrade is planned for construction at the A.D. Mims Road plant site within this 20-year planning period. These proposed facilities are scheduled to be constructed and operational in order to serve the projected twenty-year building schedule. Expansions are programmed to occur as flows reach 80% of the permitted capacity.

The City of Ocoee has only been in the wastewater utility business since the beginning of 1988 and has no long-term records of capacity demands and historical consumption volumes. The City designated a level of service (LOS) of 270 gallons per equivalent residential unit (ERC) at that time and has maintained that number for consumption and impact calculations. The LOS of 270 gallons per ERC is adequate and shall provide sufficient capacity for future users of the system.

Effluent disposal through percolation ponds and spray irrigation on the Forest Lake Golf Course property, which is owned by the City, has been consistent with all permit conditions. This disposal system has been operational since 1992, utilizing the percolation ponds on the A.D. Mims Road WWTF property and the dual disposal system of the percolations ponds and spray irrigation at the golf course property. The approximate 200-acre site is permitted for 1.0 mgd adjusted average daily flow (AADF) of disposal capacity. The City is currently placing 1.0 mgd ADF on the golf course and in the 9.2-acre percolation ponds located in the approximate center of the property.

Two on-site percolation ponds on the A.D. Mims Road WWTF property are the secondary means of effluent disposal for the facility. The total percolation pond area consists of Pond A at 8.6 acres and Pond B at 5.5 acres. These ponds have a permitted effluent disposal capacity of 0.35 mgd AADF and are only used for secondary wet weather storage or for reuse water discharge in the event of a water quality problem.

The City is currently in the process of expanding its effluent disposal facilities. The City has constructed pumping and storage facilities on the A.D. Mims Road WWTF and installed transmission and distribution pipelines to provide irrigation quality reuse water to portions of its utility service area for residential and commercial landscape irrigation. At this time this system is not in service, but is planned to be fully operational in 2002. Initially this reuse system will provide reclaimed effluent water along the Clarke Road corridor from Clarcona-Ocoee Road to SR 50 (West Colonial Drive).

To provide for capacity from the A.D. Mims Road WWTF, the City has entered into an agreement with neighboring City of Winter Garden to take up to 1.0 mgd to serve the Forest Lake Golf Course. The available capacity will be provided to the customers in the initial service area to ensure adequate capacity.

The City of Ocoee has also entered into an agreement with the City of Orlando and Orange County to obtain reuse water from the WATER CONSERV pipelines to be used for residential and commercial landscape irrigation in the southern portion of the service area. Backbone pipelines are being installed as part of a roadway improvement project in this area, but will not be ready for use until 2002. The pumping and storage facilities are being designed at this time; they should go on line in 2003.

The City of Ocoee requires most new development to utilize central wastewater facilities and shall require future urban development to obtain central wastewater service. The City requires connection to central services to maximize the use of existing facilities and discourage urban sprawl.

Drainage Basins

Drainage basin studies for the City of Ocoee lakes and other drainage systems has generally been completed, with exception to those basins that are partially within the City of Ocoee, but the lakes are within unincorporated Orange County (i.e., Lake Stanley/Florence and Lake Lilly/Pearl). The completed drainage basin studies inventories the drainage and stormwater infrastructure within the basin, identifies problem areas within the basin with respect to level of service, identifies water quality conditions and trends, and summarizes capital improvements recommended to bring the basin in compliance with the City's level of service standards for flood protection, water quality and localized flooding. The following is a review of each of the sub-basins in the City of Ocoee.

Lake Addah

Lake Addah is a small landlocked lake within a 264-acre basin. This basin is mostly surrounded by existing and approved development with 100-year retention ponds. Any additional development that is to occur within this basin will have to comply with the City's landlocked basin criteria (retention of the volume produced by a 100-year frequency, 24-hour duration storm event, to be recovered in 14-days).

Lake Meadow

Lake Meadow is sparsely developed at this time and is a 176-acre lake located within a 1,132-acre drainage basin. The City completed the Lake Meadow/Prairie Lake Drainage Basin Study in October 1998, which identified the basin level of service, basin deficiencies, capital improvement projects, water quality issues and maintenance related issues. Any development that is to occur within this basin will have to comply with the City's landlocked basin criteria (retention of the volume produced by a 100-year frequency, 24-hour duration storm event, to be recovered in 14-days).

Prairie Lake

Prairie Lake is a landlocked lake with substantial lake level fluctuations based on a combination of rainfall patterns and regional hydrologic and hydrogeologic elements surrounding the lake. The City completed the Lake Meadow/Prairie Lake Drainage Basin Study in October 1998, which identified the basin level of service, basin deficiencies, capital improvement projects, water quality issues and maintenance related issues. Any development that is to occur within this basin will have to comply with the City's landlocked basin criteria (retention of the volume produced by a 100-year frequency, 24-hour duration storm event, to be recovered in 14 days).

Northwest Ditch System

The Northwest Ditch system ultimately outfalls into Lake Apopka to the northwest. In 1986 the City of Ocoee installed an 18-inch drainage outfall from the Lake Moxie/Peach Lake drainage system to alleviate flooding conditions within the developed Lake Moxie/Peach Lake basin. The City completed the Northwest Drainage Basin Study in January 1996, which identified the basin level of service, basin deficiencies, and maintenance related issues. The study also identified and prioritized capital improvement projects based on: 1) flood protection, 2) water quality, and 3) localized flooding. Future needs for the Northwest Ditch system will include increasing the roadway culvert capacity at Fuller's Cross Road (within unincorporated Orange County) and drainage improvements within the Pioneer Key I and II mobile home parks.

SJRWMD is currently implementing a Surface Water Improvement and Management (SWIM) program for the Lake Apopka Hydrologic Basin under the Lake Apopka Restoration Act of 1996 to restore the lake to Class III or better water quality standards. As part of this program, SJRWMD is currently evaluating the need to impose additional water quality treatment requirements above that currently in their regulations for all new developments discharging to Lake Apopka. This would include those areas within the Northwest Ditch basin. The proposed stormwater rules will require that the post-development total phosphorous load discharged from the development site will not exceed the pre-development phosphorous load, and that the development site will not discharge water directly or indirectly to Lake Apopka for the 100-year frequency, 24-hour duration storm event.

Spring Lake

Spring Lake has a surface water connection to the aquifer through a single drainage well, but is still considered a landlocked basin. The City completed the Spring Lake/Lake Johio Drainage Basin Study in February 1996, which identifies the current flood protection level of service in Spring Lake, basin deficiencies, water quality issues, and maintenance related issues. The completed study also outlines a capital improvement program to address those identified basin deficiencies. Any development that is to occur within this basin must comply with the City's landlocked basin criteria (retention of the volume produced by a 100-year frequency, 24-hour duration storm event, to be recovered in 14-days).

Lake Johio

Lake Johio is also a landlocked lake served by a single drainage well. The City has previously completed the Spring Lake/Lake Johio Drainage Basin Study in February 1996, which identifies the current flood protection level of service in Lake Johio, the basin deficiencies, water quality related issues and maintenance related issues. The completed study also outlines a capital improvement program to address those identified basin deficiencies. Any development that is to occur within this basin must comply with the City's landlocked basin criteria (retention of the volume produced by a 100-year frequency, 24-hour duration storm event, to be recovered in 14-days).

Starke Lake

Starke Lake is one of the most urbanized basins within the City of Ocoee. Most of the development within this basin occurred prior to the implementation of stormwater and drainage standards by the City, SJRWMD, and DEP. The lake is served by two drainage wells, which serves as the only outfall source for this lake. Due to the age of the neighborhoods surrounding the lake and past development practices, several areas within the basin experience street flooding during heavy and/or sustained rainfall events. There is minimal dedicated stormwater management retention or detention systems provided within this basin.

The City completed the Starke Lake/Lake Olympia Drainage Basin Study in March 1996, which documents the existing flood protection level of service for the lakes, the basin deficiencies, water quality related issues, maintenance related issues, and outlines a capital improvement program for the basin to meet the City's objectives for stormwater management and water quality treatment. Stormwater management for new development within the basin can be accomplished using conventional Best Management Practices (BMPs) such as dry retention in areas with high recharge capabilities or wet detention for areas with high groundwater conditions. In areas that are already developed but do not meet current stormwater management standards or practices, non-conventional BMPs such as baffle boxes or alum treatment systems may be warranted.

The stormwater conveyance system improvements will be required to reduce flooding of the roads and rights-of-way within existing developments in the basin, particularly those constructed prior to the implementation of drainage and stormwater management standards. The City is currently replacing the drainage wells to maintain adequate flood protection. Any development that is to occur within this basin will have to comply with the City's landlocked basin criteria (retention of the volume produced by a 100-year frequency, 24-hour duration storm event, to be recovered in 14-days).

Lake Olympia

Lake Olympia is a landlocked lake located east of Starke Lake and has a permitted surface water connection to Starke Lake. This surface water connection consists of a single culvert with a manual gate that is owned and operated by the City of Ocoee. The culvert system has a permitted operating schedule as required by the SJRWMD. Most of

the development contiguous to Lake Olympia meets current City and State stormwater management standards, although several docks were inundated for an extended period of time during and after Tropical Storm Gordon in November 1994. The lake levels fluctuate in concert with those in Starke Lake as documented in the Starke Lake/Lake Olympia Drainage Basin Study, which was completed in March 1996. Any development that is to occur within this basin will have to comply with the City's landlocked basin criteria (retention of the volume produced by a 100-year frequency, 24-hour duration storm event, to be recovered in 14-days).

Lake Lotta

Lake Lotta is part of the Orange County primary drainage system. The portion of the lake north of SR 50 (West Colonial Drive) is in the City of Ocoee. The portion south of SR 50 is within unincorporated Orange County. The floodplain for Lake Lotta was recently remapped under the Flood Insurance Study for Orange County, Florida and Incorporated Areas, effective December 6, 2000, Federal Emergency Management Agency (FEMA). This involved the establishment of the base (100-year) flood elevation for the lake as well as locations along the Lake Lotta Tributary from SR 50 to Bluford Avenue. FEMA also established a regulatory floodway along this tributary, regulating the extent of development that can occur along the tributary. The establishment of a regulatory floodway along this tributary is an important consideration in that the primary conveyance area of the tributary is reserved to convey the discharge from a 100-year flood event.

Any development that is proposed along this tributary must either construct outside of the regulatory floodway or receive approval from the City and FEMA to alter the mapped floodway limits. Any alteration of the regulatory floodway from development will require a Condition Letter of Map Revision (CLOMR) from FEMA with approval from the City prior to construction and a Letter of Map Revision (LOMR) after construction is completed. This is required by the Federal Government to comply with the National Flood Insurance Program (NFIP) since the City of Ocoee is a participating community in the NFIP.

The City of Ocoee also completed the Lake Lotta Drainage Basin Study in December 1998, which documents the existing basin level of service, identifies deficiencies within the basin, identifies water quality and maintenance related issues, and outlines a capital improvement program to implement improvements to meet the City's objectives for the basin. Lake Lotta ultimately discharges to Lake Sherwood, which is within unincorporated Orange County, and is controlled by a single 24-inch drainage well, therefore is considered a landlocked basin. All development within the Lake Lotta basin will be required to meet the City's landlocked basin criteria (retention of volume produced by a 100-year frequency, 24-hour duration storm event). In addition, portions of the Lake Lotta basin is within what the SJRWMD considers as "high recharge" areas, therefore will also be required to meet the District's recharge criteria.

Unnamed Lake #1

This lake is likely a remnant sinkhole in a primarily undeveloped area. Any development that is to occur within this basin will have to comply with the City's landlocked basin criteria (retention of the volume produced by a 100-year frequency, 24-hour duration storm event, to be recovered in 14-days).

Unnamed Lake #2

This lake is likely a remnant sinkhole in a primarily undeveloped area. Any development that is to occur within this basin will have to comply with the City's landlocked basin criteria (retention of the volume produced by a 100-year frequency, 24-hour duration storm event, to be recovered in 14-days).

Lake Blanchard / Lake Bennet

Lake Blanchard, also known as Lake Bennet, is a landlocked lake that is bisected by SR 50 (West Colonial Drive). At this time there is a minimal amount of development, however, as this sub-basin develops adherence to the City's landlocked basin criteria (retention of the volume produced by a 100-year frequency, 24-hour duration storm event, to be recovered in 14-days) will be required.

Lake Lilly / Lake Pearl

The Lake Lilly / Lake Pearl basin is bound on the west by Maguire Road, the south by Florida's Turnpike, the east by Old Winter Garden Road, and the north by SR 50 (West Colonial Drive). An open channel interconnects Lake Lilly and Lake Pearl. The basin is controlled by a single drainage well. Any development that is to occur within this basin will have to comply with the City's landlocked basin criteria (retention of the volume produced by a 100-year frequency, 24-hour duration storm event, to be recovered in 14-days).

South Maguire Road Area

This is the area extending south from the Florida Turnpike to Roberson Road at the extreme southwest limits of the City of Ocoee. This is a fast developing area, particularly along the Maguire Road corridor. Historically, during major storm events water has ponded within this area with some of the water draining west into Orange County. Current improvements to Maguire Road and the construction of new developments along the corridor that meet current drainage and stormwater management standards have greatly reduced the drainage problems in this basin.

Orange County is also currently studying the Johns Lake Basin, which encompasses this area of the City. This basin discharges to Black Lake and ultimately into Johns Lake. SJRWMD views the Johns Lake Basin as landlocked, therefore, any new development that is to occur within this basin will have to comply with the City's landlocked basin criteria (retention of the volume produced by a 100-year frequency, 24-hour duration storm event, to be recovered in 14-days).

Lake Stanley

Lake Stanley is a small landlocked lake within unincorporated Orange County. Portions of the City of Ocoee discharge to this lake. Orange County is currently studying Lake Stanley, along with Lake Lucy and Lake Florence. This chain of lakes is currently controlled by drainage wells in Lake Stanley and Lake Florence. Any development that is to occur within this basin will have to comply with the City's landlocked basin criteria (retention of the volume produced by a 100-year frequency, 24-hour duration storm event, to be recovered in 14-days), which is consistent with Orange County's Subdivision Regulations.

Potable Water

The existing Ocoee water service area is a single pressure zone type system. The combined total ADF for the entire service area is 6.486 mgd as provided from the three water treatment plants. The City has approximately 16,200 equivalent residential connections (ERC), thus each ERC creates a demand of 400 gallons per day.

Ocoee currently has three water treatment plants (WTP) which are the Forest Oaks WTP located on Hackney-Prairie Road in the northeast section of the service area, the South WTP located off of Maguire Road in the south section of the service area, and the Jamela WTP which is located on Wurst Road in the central-hill section of the service area. All three plants pump into the service area with multiple feeds from each plant.

Ocoee is in the process of evaluating the ability to operate without the elevated tank that is located on the Jamela WTP property. This tank is in need of a major renovation and if it is determined that the system can operate without this tank, then the rehabilitation of this tank will not be realized. After resolving the issue with the elevated tank, the continued need of the Jamela WTP will be evaluated. This plant is in need of repair and the capacity addition to the overall system makes it not cost effective to repair in comparison to expanding the Forest Oaks and South WTPs or possibly building a new WTP in another area where demand would dictate.

The Forest Oaks WTP and South WTP were upgraded in fiscal year 1996/97 and again in 2000/01. The first upgrade involved constructing a second ground storage tank, another well, replacement of the disinfection system, and more high service pumps at both plants. The additional tanks, wells, and high service pumps allow for better operation of the plants and also allows for routine maintenance of the various plant components without affecting operations. These facility additions increased the plant capacity for meeting current and future demands as Ocoee continues to grow. The replacement of the disinfection system allowed the City to remove a hazard, chlorine gas, at two of its facilities that are closely surrounded by residential communities.

The second upgrade at the plants replaced and increased capacity of the emergency generator at the Forest Oaks WTP and enhanced the disinfection facilities at both plants. Other small projects have also been realized over the years to upgrade a component and to extend the life of the facilities. The Forest Oaks and South WTPs can easily meet the current demands of the system and into the future for the next thirty years. There

is also ample land on the City's property at each plant for expansion requirements. The City also owns property in the west side of the service area if another treatment plant is required.

The City of Ocoee's backbone water distribution system consists of a network of water mains ranging from 6 inches to 16 inches in diameter. The water mains, fittings and appurtenances are made of various materials including cast iron, ductile iron, asbestos-cement, and PVC. Each year the City replaces any asbestos-cement pipe that is within a construction project area.

In addition to the backbone water distribution system, there is a large number of 2-inch and 4-inch water mains for local service. Many of the 2-inch water mains are steel pipe, which have become severely corroded on the interior of the pipes. Much of the flow capacity of these 2-inch mains has been lost and the corroded pipes should be abandoned as replacement water mains are installed. As the distribution system is upgraded through routine maintenance and/or planned projects, the 2-inch and 3-inch pipelines are replaced with larger mains; usually 6-inch mains so fire service can also be provided. The minimum size pipe diameter allowed in the City is 4-inch, and must be on short distances.

The distribution system is all one pressure zone; there are not separate zones in the north and south anymore. The combining of the two zones allowed for better operation, especially in meeting fire flow demands, and a more stable system wide pressure. Ocoee just finished a major enhancement of its distribution system that added approximately 50,000 linear feet of mostly 12-inch and 16-inch pipelines, throughout the system. The intent was to enhance looping in previously deficient areas for meeting regular domestic demands and for fire flow requirements.

Water facilities should be designed to provide the population's needed supply. The level of service is an indication of service quality provided by or proposed to be provided by a water facility, based on the operational characteristics of the facility. The normal water consumption, at this time, is 400 gallons per day (gpd) per connection. The City is aware that the LOS is higher than normal and is aggressively pursuing the development and growth of the City's reuse system, which should bring the LOS figure back down to the generally accepted figure of 300 gpd/ERU. In addition, 300 gpd/ERC is used as the level of service for projecting future water demands.

As of October 2000, the City of Ocoee provides water service to approximately 24,301 people, and operates three water treatment facilities, and approximately 125 miles of water mains. The projection of water service is based on the City's anticipation to deliver water capacity to all new developments within the planning area.

Ocoee completed a major upgrade of its water treatment and transmission and distribution systems in 2000. The Forest Oaks and South WTPs had capacity upgrades by adding wells, ground storage tanks, and high service pumps and by the replacement of the disinfection facilities. The transmission and distribution systems had approximately 20,000 feet of large diameter pipeline additions and approximately 10,000 feet of replacement of small undersized mains installed over the past five years. These

upgrades were in accordance with the past Water Master Plan and system hydraulic model prepared in the 1990. Ocoee is in the process of an overall update to the hydraulic model to plan for future system needs and possible additional capacity upgrades as growth in Ocoee warrants.

To meet the growing demand of water treatment in Ocoee, the City has developed a construction schedule for system improvements to assure adequate treatment and distribution facilities.

Parks and Recreation

The purpose of the Recreation and Open Space Element is to plan for a system of parks and private and public recreational facilities that are readily accessible to all residents within the community. The inventory of existing recreation and open space sites and facilities in the City of Ocoee is presented in Table 2.

Table 2
Inventory of Existing Recreation Facilities

	Park Summary	Acres	Facilities
1.	Municipal Lakefront Park Serves: All ages, groups Category: Resource-based Abuts: Starke Lake	10	❖ 1 covered pavilion ❖ 1 stage size gazebo ❖ historic structure ❖ Veteran's Memorial ❖ 13 benches ❖ 10 tables & 1 grill ❖ 2 boat ramps, dock and fishing pier ❖ 2 shuffleboard courts ❖ recreation building/offices ❖ restroom & offices
2.	Forest Oaks Park Serves: All ages, groups Category: User-oriented Abuts: Prairie Lake	0.2	❖ 1/2 basketball court ❖ 1 set of swings ❖ (no benches, tables, or parking)
3.	Palm Drive Park Serves: All ages, groups Category: User-oriented	1	❖ 1/2 basketball court ❖ 1 volleyball court ❖ 1 set of swings ❖ 1 set of playground equipment ❖ 3 benches ❖ parking
4.	Russell Drive Park Serves: All ages, groups Category: Resource-based Abuts: Lake Peach	3	❖ 1 set of swings & equipment ❖ 2 picnic tables ❖ 5 benches ❖ (no boat ramp)
5.	Parkside / Coventry Park Serves: All ages, groups Category: User-oriented Near: Lake Stanley	4	❖ 2 sets of swings & equipment ❖ 1 pavilion/ 4 covered picnic tables ❖ 10 benches/ 1 grill ❖ 1 tennis court ❖ 1 basketball court
6.	Tiger Minor Park Serves: All ages, groups Category: User-oriented Abuts: Shoal Creek	5	❖ 2 sets of swings & equipment ❖ 1 pavilion/ 2 covered picnic tables ❖ 9 benches /1 grill ❖ 1 lighted basketball court ❖ 2 lighted tennis courts ❖ restrooms
7.	Silver Glen Park Serves: All ages, groups Category: Resource-based Abuts: Spring Lake	5	❖ 4 picnic tables ❖ 1 grill & 1 bench ❖ 725 linear feet of nature trail ❖ parking area ❖ (no boat ramp)

	Park Summary	Acres	Facilities
8.	Sorenson Junior / Senior Baseball Fields Serves: 13 to 18 year olds Category: User-oriented Near: Vignetti Park	8	❖ 1 lighted senior field ❖ 1 junior field ❖ 2 picnic tables ❖ 1 concession stand ❖ parking & restrooms
9.	Beech Recreation Center Serves: all ages groups Category: User-oriented Near: Lake Meadow	13	❖ 1 regulation gymnasium/ exercise & dance rooms/ showers ❖ 2 baseball practice fields ❖ 1 aquatic center ❖ offices and conference room ❖ restrooms and parking ❖ 1 soccer field ❖ 1 set of swings & equipment
10.	Vignetti Park Serves: All ages, groups Category: User-oriented Near: Sorenson Fields	22	❖ 1 set of swings & equipment ❖ 8 picnic tables & 2 grills ❖ 10 benches ❖ 2 lighted softball fields ❖ 1 lighted basketball court ❖ 2 lighted tennis courts ❖ 1 volleyball court ❖ 2 three-wall handball courts ❖ recreation building & concession stand ❖ restroom & offices
11.	Central Park Complex Serves: All ages, groups Category: User-oriented Abuts: Lake Moxie	23	❖ 2 set of swings & equipment ❖ 4 covered picnic tables ❖ 6 benches and 2 grills ❖ 1 lighted football field ❖ 2 concession stand and bleachers ❖ 3 lighted baseball fields ❖ 1 lighted basketball court ❖ 2 covered pavilions ❖ 2 lighted tennis courts ❖ parking & restrooms
12.	Forest Lake Golf Club of Ocoee Serves: All ages, groups Category: User-oriented Abuts: West Orange Trail	60	❖ 18 hole professional golf course ❖ privately operated pro shop ❖ club house with restaurant ❖ driving range and putting green ❖ parking & restrooms
13.	Hackney-Prairie Park	10	Undeveloped
14.	South Park	10	Undeveloped
15.	Lake Apopka (a/k/a Coke Property)	40	Undeveloped
		214.2	

Source: City of Ocoee Parks and Recreation Department, 2001.

Capital Improvements Planned

This Element will deal with capital improvement projects for fiscal years 2001 through 2006, since the plan is scheduled for adoption in 2002. This is consistent with the provision of Section 9J-5.016, Florida Administrative Code (FAC), which requires this Element to address existing and future capital improvements needed for at least the first five fiscal years after the adoption of the comprehensive plan. Capital improvements needed for the latter part of the planning period will be evaluated during the required annual review of this Element.

The basis for all cost estimates in this Element were as follows. Cost of roads were estimated using average per-mile road construction costs on recent projects within the area, adjusted for annual inflation; sewer system construction costs were derived from the Wastewater Master Plan for the City; potable water construction costs were derived from the Water System Master Plan for the City; and recreational facilities were based on estimates from the Recreation Department based on recent publications and recent improvements.

Table 3 provides a brief description of each of the major capital improvements projects in progress for fiscal years 2001 through 2006. Capital improvement projects have been identified for transportation, sanitary sewer, potable water, and drainage. Funding sources are Revenue Bonds, Developer Contributions, and "Other" sources including renewal and replacement accounts and forfeiture accounts.

Table 3
Major Capital Projects "In Progress"
FY 2001-2006

Description	Project Type	Funding Source	Total Cost	FY
New Police Station, Study & Design, Land Purchase (6-10 acres)	Police	Revenue Bonds	\$350,000	01/02
Starke Lake, Construct two 12-inch diameter drain well replacements	Stormwater Management	Other	\$250,000	01/02
Maguire Road Wastewater Relocation	Wastewater Treatment Plant	Other	\$236,000	01/02
Reuse Retrofit Projects	Wastewater Treatment Plant	Revenue Bond	\$1,000,000	01/02, 02/03
Water Distribution System (Maguire Road, Forest Oaks, Wal-Mart, Peach Lake Manor)	Water Treatment Plant	Revenue Bonds	\$2,353,000	01/02
Maguire Road Phase 1, Construction, 4-laning from Roberson Road to Tomyn Road	Roads	Revenue Bonds	\$3,520,000	01/02

Description	Project Type	Funding Source	Total Cost	FY
Maguire Road Phase 2, Construction, 4-laning from Tomy Road to Professional Parkway	Roads	Revenue Bonds, Other	\$1,628,500	01/02
Maguire Road Phase 3, Construction, 4-laning from Professional Parkway to SR 50/W. Colonial Drive	Roads	Revenue Bonds	\$675,000	01/02
Maguire Road Phase 4, Obtain ROW, SR 50 to Mercantile Court	Roads	Revenue Bonds, Developer Contribution	\$135,000	01/02
Maguire Road Phase 4, Construction, 4-laning from SR 50 to Mercantile Court	Roads	Revenue Bonds, Developer Contribution	\$887,000	01/02
Professional Parkway, Design, 4-laning from Maguire Road to Ocoee-Winter Garden Road	Roads	Revenue Bonds	\$75,000	01/02
Professional Parkway, Obtain ROW, Maguire Road to Ocoee-Winter Garden Road	Roads	Revenue Bonds, Other	\$400,000	01/02
Ocoee-Winter Garden Road, Design, Professional Parkway to Blackwood Avenue	Roads	Revenue Bonds, Other	\$75,000	01/02
Ocoee-Winter Garden Road, Obtain ROW, Professional Parkway to Blackwood Avenue	Roads	Revenue Bonds, Other	\$420,000	01/02
Ocoee-Winter Garden Road, Design, Blackwood Avenue to Hempel Avenue	Roads	Other	\$135,000	01/02
Ocoee-Winter Garden Road, Obtain ROW, Blackwood Avenue to Hempel Avenue	Roads	Other	\$500,000	01/02
Total Cost of All Projects			\$12,139,500	

Source: City of Ocoee Finance Department, 2001.

The capital improvement projects listed in Table 3 are not inclusive of all anticipated capital expenditures by the City during FY 2001-2006. Over the next five years \$4,020,400 is proposed for fire improvements, such as the construction of a new Fire Station #1 and administration building, as well as a new Fire Station #2 and training facility in the northwest section of town. During this time \$6,850,000 is proposed for the construction on a new police facility. Various street and sidewalk improvements are identified totaling \$4,397,770. Also, throughout the City \$4,150,000 of stormwater projects are proposed. The completion of all phases of Jim Beech Recreation Facility, as well as parks in the northwest and northeast sections of town, and a South Park Recreation Facility are proposed. A total of \$7,553,600 is proposed to be spent on parks and recreation during this period.

Also, roads and water/wastewater improvements are two areas where large outlays are expected, with budgeted amounts of \$19,535,500 and \$10,919,000 respectfully. The improvement of roads in Ocoee is an important issue at this time. The City has secured a bond issue to assist in funding various road improvements throughout the City. The City has already secured funds for many of the water/wastewater projects through the 1997 bond issue. The funds will be used for improvements such as the installation of new water mains throughout the City, construction of a ruse and effluent disposal system and modification of the wastewater treatment plant. Smaller scale improvements will be addressed in the City's five-year capital improvement program and annual capital budget as they occur over time.

Federal Grants

The following is a list of administering Federal Agencies and Program Titles found in the *Catalog of Federal Domestic Assistance* (1989) from the Government Printing Office, Washington, D.C.

Department of Commerce:

- ❖ Public Works and Development Facilities
- ❖ Support for Planning Organizations
- ❖ Public Works Impact Projects
- ❖ Public Telecommunications Facilities Construction and Planning
- ❖ Department of Health and Human Services
- ❖ Community Health Centers

Department of Housing and Urban Development:

- ❖ Housing Development Grants
- ❖ Community Development Block Grants/Entitlement
- ❖ Community Development Block Grants/Small Cities Program
- ❖ Urban Development Action Grant

Department of the Interior:

- ❖ Outdoor Recreation - Acquisition, Development, and Planning
- ❖ Urban Park and Recreation Recovery Program

Environmental Protection Agency:

- ❖ Construction Grants for Wastewater Treatment Works

B. Financial Resources

In order to effectively plan for needed capital improvements, and to systematically arrange for necessary financing through the budget process, a logical preliminary step is to inventory the various major sources of funding available to the City. In 1991, these major sources of non-grant funding will contribute to a total revenue sum of \$4.6 million. The following list of revenue sources comprises a working inventory, from which the City's capability to appropriate the needed revenue for capital improvements is assessed. The status of applicable financial resources currently utilized in the City is indicated below. Importantly, the following list includes all major financial resources available to the City and is not limited to those sources which will be used for capital improvement projects included in this Element's five-year schedule of improvements. These currently utilized financial resources comprise, in part, the accounts (revenue sources) from which the capital improvement projects will be funded.

Local sources of funding are 1) property taxes, 2) public utility or user charges, 3) other taxes, fees and charges, and 4) special sources of revenue.

1. Property Taxes (Ad Valorem)

Property taxes are based on a millage rate (one mill is the equivalent of \$1 per \$1,000 of assessed value), which is applied to the total taxable value of all real property and other tangible personal property. Depending upon policies established by the Board of City Commissioners, revenue from ad valorem taxes may be used to fund both operating costs and capital projects. State constitutional provisions exist for raising the millage rate above the 10-mill cap by local referendum for debt service or provision of municipal-type services within the City.

Current Status: As a major source of revenue for the City, the ad valorem tax traditionally accounts for approximately 22 percent of the City's annual general fund budget. The current millage rate is set at 4.74 mills. The tax yield for 2001 is expected to be \$4,421,700. The City's level of assessment is 97 percent.

2. Public Utility or User Charges

These charges are derived from the operation of publicly owned and operated sewer and potable water facilities. Current Status: This source of revenue currently makes up approximately 19 percent of all the City's revenues. The public utility revenue yield for 2001 will be \$5,104,705.

3. Other Taxes, Fees and Charges

This category includes various administrative fees, and other user charges for services and facilities operated by the City. Examples are sales of public documents, fines and forfeitures, licenses and permits, income received as interest from various city funds, utility and franchise fees and all private contributions (real estate, gifts, donations, etc.) to the City. Current Status: Approximately 42 percent of the City's general fund revenues are generated from these sources. A total of \$4,779,000 in other taxes, fees and charges is anticipated in 1994.

4. Special Sources of Revenue

Depending upon priorities assigned by the Board of City Commissioners and the availability of other revenue sources it may be necessary to seek additional funding mechanisms. The following sources of revenue represent options available to the City to finance required capital improvements. They include impact fees, borrowing, revenue sharing, taxes, and mobile home license fees.

Impact Fees

Impact fees are charged in advance of new development and are designed to pay for infrastructure needs, but not operating costs, which directly result from new development. These fees must be equitably allocated to the specific group(s) that will directly benefit from the capital improvement, and the assessment levied must fairly reflect the true costs of these improvements. Impact fees are discussed in more detail in the next section "Inventory of Local Policies and Practices" of this Element.

Current Status: Approximately 21 percent of the City's total revenues (including bonds) are generated from these sources. The City charges the following impact fees: fire, police, parks and recreation and roads. The fees expected to be collected through FY 2000-2001 are as follows.

Fire	\$ 319,507
Police	\$ 125,651
Parks and Rec.	\$ 84,612
Roads	\$ 747,034 (does not include \$1,200,000 from Florida Auto Auction)
Total	\$1,276,804

Borrowing

The extremely high cost of many capital improvements requires local governments to occasionally resort to borrowing, whether through short-term or long-term financing. Short-term financing, perhaps through local banks, is one option available to raise required revenue for periods of, perhaps, one to five years. The more customary method, however, is to authorize long-term bond issues, normally for five to forty years. The City may utilize General Obligation Bonds and Revenue Bonds.

General Obligation Bonds are backed by the full faith and credit of local government, and are required to be approved by voter referendum. General obligation bonds offer lower interest rates than other bonds, as they are, in effect, secured by the taxing power of the government. Revenues collected from the ad valorem taxes on real estate and other sources of general revenue are used to service the government's debt. Capital improvements financed through general obligation bonds should benefit the City as a whole rather than particular areas or groups. Current Status: The City of Ocoee has not issued any general obligation bonds.

Revenue Bonds are financed by those directly benefiting from the capital improvement, unlike general obligation bonds. Revenue obtained from the issuance of these bonds is used to finance publicly-owned facilities such as roads, water and sewer facilities. Charges collected from the users of these facilities are used, in turn, to retire the bond obligations. In this respect, the capital project is largely self-supporting. Interest rates tend to be higher than for general obligation bonds, and issuance of the bonds may be approved by the Board of City Commissioners without voter referendum.

Current Status: The City of Ocoee has issued revenue bonds to finance improvements to its wastewater, water and road facilities. Bond revenues will be deposited in the respective trust fund accounts for these projects whereby funds are specifically earmarked for the particular project. General funds, assessments and user charges are used to service the debt. In 1991, a \$7.0 million Transportation Refunding and Improvement Revenue Bond was issued to make road improvements to Clarke Road. The road improvement bond will be serviced by the local option gas tax revenues supported by public service taxes. Transportation Impact Fees will also be used to pay the debt service. Impact fees will not be used for operational costs.

Other Government Revenues

The City of Ocoee, not unlike other Cities in Florida, depends on annual disbursements from the state government to supplement its operating and capital budget revenues. The sources of revenue listed in the above section represented funds, which the City may levy, collect, and disburse at the local level. This section addresses those funds which are: 1) generated locally, but collected later and returned by the state or county, 2) adopted as a local option tax or license fee, collected and returned by the state, or 3) shared by the state or county in the form of grants to the local government, but originated from state general revenues. Amounts available from these sources may vary widely from year to year, depending upon legislative actions.

Municipal Revenue Sharing

Includes the former cigarette and gas taxes, which are disbursed to all City's through their respective County governments based upon a population distribution formula. Current Status: The City anticipates receiving \$696,000 for fiscal year 2001 as a share of Orange County's revenue sharing.

There are several major financial resources that, like the Revenue Sharing Trust Fund are shared between city, county, and state agencies. The following taxes and licensing fees generate a large portion of the City's total annual revenue.

Half-Cent Sales Tax

The current sales tax rate in Florida is 6 percent and is levied upon retail sales, and such things as commercial rentals, admission fees to entertainment facilities, and motor vehicle sales. Net sales tax revenues are distributed to counties and municipalities that meet strict eligibility requirements based upon allocation of formulas. The distribution represents 9.653% of net sales tax proceeds. Over \$14.1 billion is collected annually by the State. Of the total collected, 9.653 percent is returned to counties and cities. Current Status: The City's share of the half-cent sales tax revenue comes to approximately \$3,140,000 annually.

Mobile Home Licenses

There is an annual license tax on all mobile homes park trailers and travel trailers exceeding 35 feet in length. Rates for mobile home licenses range from \$20 to \$80, depending upon the type and length. Each city shares in the allocation of these revenues in accordance with the number of units located within its jurisdiction. Current Status: The City's share of mobile home license revenues is approximately \$1,500 annually.

Motor Fuel Tax

The City is eligible to receive refunds on taxes paid on motor or diesel fuel. The monies are to be used to fund construction, reconstruction and maintenance of roads. Current Status: The City received \$13,900 in fiscal year 99/00 from this source.

Local Option Taxes

Local governments can levy a tax of one to six cents on every net gallon of motor and diesel fuel sold within a county if approved by a majority vote county-wide. Orange County levies the entire six cents. The proceeds may be used to fund transportation. Current Status: The City's share of these revenues is \$950,000 for FY 99/00.

Federal and State Grants and Loans

A partial list of available federal grant sources is included above. Other grants are administered at the state level, with state executive departments acting a "pass-through agencies" for federally funded project grants. An example of a federally funded project grant program is the Community Development Block Grant (CDBG). The U.S. Department of Housing and Urban Development, which administers the program, allocates 70 percent of its CDBG funds for "entitlement communities," or the larger urban areas. These entitlement communities may apply for and receive grants for financing specific projects from a list of eligible activities outlined in Title I statutes, such as infrastructure improvements, housing projects, and commercial revitalization. The

remaining 30 percent of the funds are disbursed to state pass-through agencies; here the agency is the Florida Department of Community Affairs (DCA). DCA administers these grants for the same types of projects, but restricts their availability to small cities and counties.

State loans are usually available to finance such capital projects as land acquisition for low-income housing. The DCA's Bureau of Housing administers loans and grants for these purposes through eligible local governments. Current Status: Table 4 shows current grants being utilized by the City.

Table 4
Current Grants

Grant Name	Project	Amount	Comments
COPS FAST	Police Officers	\$1,575,000	75% of salary over a 3-year period
COPS MORE	1 Evidence & Property Specialist; 2 Admin Assistants	\$78,000	75% of salary for one year
LLEGB	Police Equipment	\$31,000	
BYRNE Grant	Crime Analyst	\$26,250	75% of salary for one year
HIDTA Grant	Overtime for Police Officer	\$7,000	Reimburse for OT for officer in MBI
FRDAP Grant	South Park	\$150,000	Land purchase 50% match
FRDAP Grant	South Park	\$191,000	South Park development 50% match
FRDAP Grant	Beech Center - Phase II	\$150,000	Aquatic Center 50% match
Florida Boaters Grant	Starke Lake Restrooms	\$79,000	
Florida Boaters Grant	Starke Lake Parking	\$68,000	
Florida Department of Community Affairs	Emergency Generator	\$28,000	Disaster grant
Florida Wildlife and Fisheries	Starke Lake Fishing Pier	\$30,000	

C. Local Policies and Practices

Local policies and practices may be used to guide the location and timing of land development, in support of the goals, objectives, and policies of the Future Land Use Element. State agencies and water management districts that provide public facilities within the City's jurisdiction may influence many of these policies and practices. For example, the Florida Department of Transportation (FDOT) Five-Year Transportation Plan will have such an impact.

State Road (SR) 50, SR 437, SR 438 SR 429 and SR 439, have segments within the City's jurisdiction. Under current rulings, impact to levels of service created by development is the City's responsibility. Plans for improvements to some of these segments are included within the 5 Year Transportation Plan. However, there are other such roadways that are not planned for improvement by FDOT. Either scenario will affect the capacity of the roadways, which will in turn affect the intensity of development or degree of financial commitment for which the City must plan.

In this section of the Capital Improvements Element, many of the local policies and practices which are employed or may be employed in the future by the City are described in terms of their general concept and the circumstances which may warrant their use. Those policies and practices which are not in use or are not effectively being used in the City is discussed in the section of this Element entitled, Note: "Issues and Recommendations."

Table 5 shows how revenue sources are utilized to pay for Ocoee Capital Improvements. In the previous discussion developer contributions were not listed as a source of revenue because they are not predictable. However, with growth's impact on the infrastructure, they have become a viable mechanism for maintaining necessary levels of service.

**Table 5
Funding Breakdown for Capital Improvements**

Traffic Circulation	Road Impact Fees
	Local Option Gas Tax
	Revenue Bonds
	Developer Contributions
Wastewater	Capacity Charges
	Short-Term Loans
	Revenue Bonds
	State and Federal Grants*
Drainage	Stormwater Utility Fees
	Capital Improvements Program
	Developer Contributions
Potable Water	Capacity Charges
	Short-Term Loans
	Revenue Bonds
	State and Federal Loans*
Parks and Recreation	Capital Improvements Program**
	Developer Contributions
	State and Federal Grants*
	Impact Fees

*Grants applied for and received for specific projects.

**Capital Improvements Projects paid with all general fund revenues, grants, assessments, borrowed funds and user charges.

Level of Service Standards

Level of Service (LOS) standards are an indicator of the extent or degree of service provided by, or proposed to be provided by a facility based on and related to the operational characteristics of the facility. LOS indicates the capacity per unit of demand of each public facility. They are, in short, a summary of existing or desired public facility conditions.

Chapter 163, Florida Statutes (FS), and Chapter 9J-5, Florida Administrative Codes (FAC), now require LOS standards to be included for public facilities addressed by local governments in their comprehensive plans. Specifically, these LOS will be established for the purpose of issuing development orders or permits to ensure that adequate facility capacity will be maintained and provided for future development.

LOS standards can effect the timing and location of development by encouraging development in areas where facilities may have excess capacity. On the other hand, development may not be permitted unless needed facilities and services are provided. Such provision and development may occur in a phased sequence over time.

Based upon the assessment of required or desired levels of service for each element, the City of Ocoee shall adopt the following standards outlined in Table 6.

Table 6
Levels of Service by Element

Element	Level of Service (LOS)
Park and Recreation Facilities	4 acres per 1,000 residents
Open Space	25 acres per 1,000 residents
Roads – Collectors, Arterial, and Limited Access Facilities	D at peak hour
Sanitary Sewer	270 gallons per day per equivalent residential unit (ERU)
Solid Waste	6.0 pounds per capita per day
Drainage	25-year/24-hour storm event that is consistent with Chapter 17-25 FAC (without exemptions)
Potable Water	300 gallons per day per ERU

Capital Improvement Program (CIP)

A capital improvement program (not to be confused with the Capital Improvements Element of this comprehensive plan) is a plan for capital expenditures to be incurred each year over a fixed period of years to meet anticipated capital needs. It sets forth each capital project or other contemplated expenditures, which the City plans to fund and, further, presents estimates of the full resources needed to finance the project and source of funding.

A CIP will be adopted to be consistent with the CIE of the local comprehensive plan, as it will reflect the goals, objectives, and policies of the Element and its implementation strategies, including the 5-Year Schedule of Improvements. It will, however, be more inclusive than the CIE, as it will contain those projects of relatively small scale and low cost, which are generally recurring and do not require multi-year financing. The CIP is not limited to those public facilities addressed in the comprehensive plan.

Time periods covered by a CIP may range up to ten years, but most are typically five-year programs. In many cases, the first year of the CIP is converted into the annual

capital budget with longer range expenditures depicted in the five-year program. The capital budget encompasses enacting appropriations for projects in the first year of the CIP. Like the CIE, the CIP is reviewed on an annual basis. Current Status: The City adopted a five-year CIP in May 2001.

Impact Fees

Impact Fees are imposed by many local governments on new development to offset the costs of new capital facilities necessitated by that development. Local governments may use this financing technique as one strategy for implementing the Capital Improvements Element. Chapter 163, FS, includes impact fees as an innovative technique that may be integrated into the land development regulations.

Impact fee development is one logical outgrowth of the Capital Improvements Element preparation. The assessment required for the local government's capital improvement needs and its capability in providing for those needs, as required by Chapter 9J-5, FAC, may be a rational basis for developing an impact fee ordinance. Impact fees may also be used to affect the location and timing of infill development. Infill development usually occurs in areas with excess capacity of capital facilities.

Current Status: The City has impact fee ordinances for fire, police, recreation and parks, and roads. The fees collected in FY 00/01 are as follows.

Fire	\$ 319,507
Police	\$ 125,651
Parks and Rec.	\$ 84,612
Roads	\$ 747,034
Total	\$1,276,804

User Charges and Connection Fees

User charges are designed to recoup the costs of public facilities or services by charging those who benefit from them. They are employed in many areas of local government service. The technique may be applied to potable water usage, sanitary sewer fees, solid waste service, recreation, parking and stormwater.

As a tool for affecting the pace and pattern of development, user charges may be designed to vary for the quantity and location of the service provided. Thus, charges could be greater for providing services further distances from the core of the City. Current Status: User charges and connection fees are utilized by the City for sanitary sewer, solid waste, water service and stormwater.

Concurrency Management System

A Concurrency Management System controls the timing and location of development by conditioning development approval upon a showing that sufficient facilities and services are present or will be provided in order to maintain adopted LOS standards. It may, in effect, implement the 1985 Legislative mandate (Chapter 163, FS), which requires public facilities to be available to support the impacts of development. The system may make development approval contingent on the local government's ability to provide facilities and services and may require the development to furnish facilities and services in order to maintain adopted LOS standards. Additionally, adoption of a Concurrency Management System may offer the following benefits:

- 1) Support consistency of the Capital Improvements Element with the Future Land Use Element.
- 2) Provide for the orderly expansion of public facilities.
- 3) Stabilize capital improvements expenditures and taxing structure for capital improvements.
- 4) Reduce the possibility of damage to the environment from the use of overburdened facilities.

Typically, the Concurrency Management System interacts with the development approval process by conditioning zoning, subdivision, or planned unit development (PUD) approval on demonstrated compliance with the ordinance. A Concurrency Management System may also function at the building permit stage. The system may, in this context, phase development in areas that are already approved but not as yet built out, such as pre-platted lands.

Current Status: The City adopted a Concurrency Management System Ordinance in 1992. The concurrency management system consists of three primary components; an inventory of existing infrastructure for which concurrency is to be determined; a concurrency assessment of each application for a development order or permit; and a schedule of deficiencies. Under this system, no development orders or permits may be issued which will cause a public facility to operate below its adopted level of service standard.

The concurrency management system addresses transportation, sanitary sewer, solid waste, drainage, potable water and recreation. The City has established an application process for those seeking new development and issues Preliminary and Final Certificates of Concurrency that have variable periods of effectiveness before a building permit is secured. For example, utilities certificates are normally valid for one year; whereas, transportation certificates are normally valid for 90 days. The City also has provisions for the securing of up to three years concurrency reservations through payment of impact fees prior to securing building permits

On an annual basis, the City Commission reviews the status of the concurrency management system to determine the relationship of infrastructure to adopted levels of service and to determine if deficiencies exist. The City Commission adopts the Concurrency Report by resolution. At the current time, it has been determined that all required or desired levels of service are being met.

Moratorium on Development

A moratorium may temporarily halt or freeze development for a specified period of time on an emergency basis. It may be imposed on building permits, development approvals, or governmental services such as potable water connections, sanitary sewer extensions or hook-ups. Moratoria may generally be imposed for a "reasonable time" to allow for necessary planning activities pending comprehensive plan preparation, adoption, or amendment. Florida courts have found development moratoria to be a valid measure of last resort for the protection of local public health, safety, and welfare when adopted in accordance with applicable procedures. Additional considerations in adopting a moratorium include:

- 1) Determining the legal status of existing permit applications and approvals to determine the extent of "vested rights" for developments approved prior to ordinance adoption.
- 2) Specifying the geographic extent of the moratorium (whether it will be jurisdiction-wide, or limited to specific hazard areas or areas with existing service insufficiencies).
- 3) Specifying the time frame and conditions under which the moratorium will be imposed.

Current Status: The City of Ocoee is not currently imposing any moratoria.

III. ANALYSIS / FISCAL ASSESSMENT

This section begins the examination of the City's ability to fund the capital improvements listed in Table 1. The purpose of this section is to determine whether sufficient revenue will be available within the existing budgeting framework utilized by the City to fund the needed improvements at the time they will be required.

The assessment process consists of estimating future receipts of revenues, which the City uses for capital improvement financing and then, balancing these receipts against anticipated expenditures for capital improvements. Using this process, it is possible to quantify annual revenue surpluses and shortfalls; providing a basis for examining opportunities for such opportunities is addressed in the next section, entitled "Issues and Recommendations."

In addition to the direct cost for capital improvements, the City will experience fiscal impacts of the capital improvements derived from the other elements upon the operation of the City departments responsible for facility management. This will include costs for additional personnel and routine operation and maintenance activities. These operating costs will be moderate and will be incrementally absorbed into the annual budgets of the respective departments.

A. Accounting System Funds

The accounting system employed by the City records financial transactions in individual accounts, which are called "funds." Records for each fund provide a complete accounting of fund assets, liabilities, reserves, equities, revenues and expenditures. The City has established three funds for capital improvement financing: 1) General Fund, 2) Water/Wastewater Utility Fund, and 3) Solid Waste Fund.

The General Fund is the basic operating fund of the City. All ad valorem tax revenues are accounted for in the General Fund. The General Fund budget for FY 00/01 is \$18,882,869. This is a 14% increase from last year. A substantial increase in General Fund revenues is the result of a millage increase from 4 mils to 4.74 mils, a 31% increase. The majority of other government revenues result from license fees, franchise fees, and utility tax rates. It is anticipated that the General Fund will have in excess of \$1.5 million retained earnings in FY 01/02.

The Water/Wastewater Utility Fund budget is \$5,104,705, a decrease of 4% from the prior fiscal year. It is projected that this fund will have retained earnings of \$700,000 in FY 01/02. The Solid Waste Fund budget is 5% more than the prior fiscal year. Retained earnings for this fund are anticipated to exceed \$300,000 for FY 01/02.

B. Projected Revenues

The City's tax base was projected to increase based upon historical data and statistical calculation. The City's assessment ratio is projected to remain stable at 98 percent. Ad valorem tax yields appropriated to general revenue were projected assuming the average rate of millage and annual increase in adjusted taxable value for the past five years. No ad valorem tax receipts are presently dedicated to capital improvements. This will be addressed in the next section, "Issues and Recommendations." Further, the present ratio of ad valorem taxes allocated to fine and forfeiture should be evaluated. Ad valorem represents about 91 percent of property taxes when averaged over the past five years.

Table 7 shows the ad valorem tax yield for FY 2001-2006, and Table 8 shows the projected revenues for each of the funds for the same five-year period.

**Table 7
Ad Valorem Tax Yields, FY 2001-2006**

FY01/02	FY 02/03	FY03/04	FY04/05	FY05/06
\$4,400,000	\$4,700,000	\$5,018,000	\$5,330,000	\$5,641,000

**Table 8
General Fund
Five-Year Revenue Projection, FY 2001-2006**

Revenue Type	% of Total	FY 01/02 \$	FY 02/03 \$	FY 03/04 \$	FY 04/05 \$	FY 05/06 \$
Property Tax	25	4,808,494.41	5,148,476.26	5,488,458.12	5,828,439.97	6,168,421.83
Franchise Tax	8	1,594,312.83	1,695,413.14	1,796,513.45	1,897,613.76	1,998,714.06
Utility Tax	12	2,222,173.17	2,363,739.59	2,505,306.01	2,646,872.44	2,788,438.86
Licenses & Permits	6	1,108,261.61	1,161,920.42	1,215,579.23	1,269,238.04	1,322,896.85
Intergov't Revenue	30	5,730,737.24	6,102,753.23	6,474,769.21	6,846,785.20	7,218,801.19
Charges for Services	1	172,591.52	184,339.97	196,088.42	207,836.87	1219,585.32
Fines & Forfeitures	1	199,582.64	210,871.97	222,161.29	233,450.62	244,739.95
Misc. U.S. Revenues	3	480,980.18	521,786.17	562,592.16	603,398.15	644,204.14
Transfers	14	2,603,545.48	2,761,667.80	2,919,790.12	3,077,912.44	3,236,034.76
Totals	100	18,920,679.08	20,150,968.55	21,381,258.01	22,611,547.49	23,841,836.96

Source: City of Ocoee Finance Department, 2001.

C. Projected Expenditures

For the purpose of this fiscal assessment, projected capital expenditures have been aggregated into two categories: (1) capital improvement debt service expenditures and, (2) expenditures for improvements derived from the other elements of this plan. The first category includes projected expenditures required to meet debt service obligations for outstanding bond issues and for planned future bond issues included in the revenue projection of the preceding section. Projected debt service expenditures by fund source are listed in Table 9.

The second category includes the direct costs of major capital improvements in progress, listed in Table 3. The projected costs of these improvements are summarized by facility type for FY 2001-2006. These expenditures, in turn, represent additional costs the City must incur in order to maintain adopted level of service standards for capital facilities under projected growth conditions. In order to assess the ability of the City to meet anticipated capital improvements expenditures, it is necessary to determine whether sufficient revenues will be available. This has been done by finding the difference between the projected annual revenues and expenditures for each fund used by the City to finance capital improvements.

Projected expenditures required to meet debt service obligations for outstanding bond issues and for planned future bond issues are included in the revenue projection of the preceding section. Projected debt service expenditures by fund source as of March 31, 2001, are listed in Table 9.

Table 9
Debt Statement as of March 31, 2001

Direct City Debt	General Obligation Debt	General Fund Revenue Debt	Utility Fund Revenue Debt	Source of Security
Transportation Refunding and Improvement Revenue Bonds, Series 1990 due 10/1/2015	-	\$1,440,000	-	Local Option Gas Tax and Public Service Taxes
Stormwater Utility Bonds, Series 1996	-	-	\$1,785,000	Stormwater Utility Fees
Capital Improvement Revenue Bond Series 1999, due 10/01/2028	-	\$11,045,000	-	Covenant to budget and appropriate annually from non-ad valorem revenues and impact fees
Transportation Refunding and Improvement Revenue Bonds, Series 1998, due 10/01/2017	-	\$18,800,000	-	Local Option Gas Tax and Public Service Taxes
Water and Sewer System Refunding and Improvement bonds, Series 1993 due 10/01/2017	-	-	\$6,930,000	Net Revenues and Impact Fees
Water and Sewer Improvement Revenue Bonds, Series 1997 due 10/01/2027	-	-	\$9,250,000	Net Revenues and Impact Fees
Non-Ad Valorem Revenue Notes 2000 due 12/01/2010 (Coca Cola Property)	-	\$2,300,000	-	Budget and Appropriate
Total Direct Debt	-0-	\$33,585,000	\$18,235,000	

Source: City of Ocoee Finance Department, 2001.

In addition to the capital costs of providing the needed facility improvements, the City will also incur increases in annual operating costs. These are the recurring expenses associated with routine operation of the capital facilities, such as supplies, utilities, maintenance, and personnel costs as previously indicated. The anticipated increase in annual operating costs associated with the assessed capital improvement needs is moderate and will be incorporated into the annual operating budgets of the affected City departments.

IV. GOALS, OBJECTIVES, AND POLICIES**GOAL**

TO MANAGE THE PROVISIONS OF CITY INFRASTRUCTURE THROUGH SOUND FISCAL POLICIES SO AS TO MEET THE NEEDS OF EXISTING AND FUTURE RESIDENTS AND BUSINESSES AND TO IMPLEMENT THE COMPREHENSIVE PLAN

Objective 1

Based on the identification of facility needs and Level of Service (LOS) standards contained in the other elements of this plan, the city shall develop and annually review and revise a program of capital improvements designed to meet existing deficiencies, to meet the needs for future growth and to provide for replacement of obsolete or worn-out facilities.

Policy 1.1

The following LOS standards identified in the other elements of this plan shall be used in implementing plans and programs for capital improvements and in coordinating land development with provision of adequate public facilities:

- A. Park and Recreation Facilities: 4 acres per 1,000 residents.
- B. Roads – Collectors, Arterials, Limited Access Facilities: LOS Standard D at peak hour.
- C. Sanitary Sewer: 270 gallons per day per equivalent residential unit (ERU).
- D. Solid Waste: 6.0 pounds per capita per day.
- E. Drainage: 100-year/24-hour duration storm event (with recovery within 14 days) that is consistent with Chapter 62-25, 62-302, and 40C-42 FAC, without exemptions.
- F. Potable Water: 300 gallons per day per ERU.

Policy 1.2

The following criteria shall be used in evaluating proposed capital improvements:

- A. Does the improvement eliminate public hazards?
- B. Does the improvement eliminate existing infrastructure capacity deficiencies?
- C. Does the improvement accommodate need for facility capacity required by new development and redevelopment?

- D. Is the improvement located so as to support projected growth patterns?
- E. Is the improvement consistent with the plans of other agencies which provide facilities within the City?
- F. Will the facility be available concurrent with the demands generated by existing permitted development and projected new development?
- G. Will the financial impacts of the improvement (including both capital costs and recurring operating costs) be consistent with the City's ability to support the improvements?
- H. Will the improvement meet the standards of Policy 1.1?

Policy 1.3

The following criteria shall be used in evaluating the necessity for different projects (ranging from those which are most critical to those which are least critical) as part of the process of establishing priorities for use of limited resources:

- A. Projects which eliminate an imminent threat to the health or safety of the public.
- B. Projects which are necessary to comply with a mandate of law or of a court of competent jurisdiction.
- C. Projects which are necessary to preserve or protect the City's investment in existing infrastructure through the maintenance, replacement, or renewal of existing facilities.
- D. Projects that remove existing infrastructure deficiencies.
- E. Projects which are part of a comprehensive expansion of all necessary services, including those by the state and the water management districts, to provide for new growth consistent with this plan.
- F. Individual projects which have the effect of accommodating growth in one area, but which area is not adequately served by all other necessary facilities.

Policy 1.4

The City shall continue programs for necessary maintenance of facilities and for replacement and/or renewal of capital facilities to ensure that level of service standards do not deteriorate or that operating costs do not increase due to deterioration.

Policy 1.5

The City shall continue, in the conjunction with the annual process for preparation of the operating budget, prepare/update and adopt a five-year Capital Improvement Program (CIP), the first year of which shall be the annual capital portion of the adopted budget. The following criteria shall be followed in developing and updating the CIP:

- A. The timetable for preparation shall be similar to that used for the preparation of the annual budget so that financial resources available for capital projects can be identified, implications of planned capital projects on the operating budget can be reflected.
- B. The CIP (and the process for its update) shall conform to this plan, including specifically, but not limited to, the level of service standards, the implementation of projects identified in the various elements, the criteria for evaluating projects, and the criteria for establishing project priorities.
- C. This Element shall be reviewed at least annually in conjunction with the update of the CIP and shall be updated as needed to remain consistent with new information.
- D. The limitation on the use of revenue bonds as a percentage of total debt.
- E. The maximum ratio of total debt service and outstanding capital indebtedness to total revenue and property tax base. The City of Ocoee will manage its outstanding debt by limiting outstanding capital debt to a 1:10 ratio of total annual debt service to total annual City revenues.

Policy 1.6

Amendments to the Capital Improvements Budget shall require Comprehensive Plan Amendments pursuant to Chapter 163.3187 FS which limits amendments to two times each year with few exceptions.

Policy 1.7

The City shall provide public facilities to development for which development orders were issued prior to the adoption of this comprehensive plan.

Policy 1.8

The following tables, Summary of Capital Improvements and General Fund Five-Year Revenue Projection, shall be used to direct the adoption of the CIP and annual budget.

Summary of Capital Improvements, FY 2001-2006

Capital Projects	Total Cost \$	FY 01/02 \$	FY 02/03 \$	FY 03/04 \$	FY 04/05 \$	FY 05/06 \$
Total General Projects	28,220,770	3,402,480	1,361,935	7,712,255	11,985,650	3,758,450
Total Stormwater Projects	4,150,000	250,000	0	750,000	2,650,000	500,000
Total Water / Wastewater Projects	10,919,000	3,985,000	1,770,000	994,000	3,658,000	512,000
Total Road Projects	19,535,500	9,733,000	4,855,000	1,697,500	3,250,000	0
Total Capital Projects	62,825,270	17,370,480	7,986,935	11,153,755	21,543,650	4,770,450

**General Fund
Five-Year Revenue Projection, FY 2001-2006**

Revenue Type	% of Total	FY 01/02 \$	FY 02/03 \$	FY 03/04 \$	FY 04/05 \$	FY 05/06 \$
Property Tax	25	4,808,494.41	5,148,476.26	5,488,458.12	5,828,439.97	6,168,421.83
Franchise Tax	8	1,594,312.83	1,695,413.14	1,796,513.45	1,897,613.76	1,998,714.06
Utility Tax	12	2,222,173.17	2,363,739.59	2,505,306.01	2,646,872.44	2,788,438.86
Licenses & Permits	6	1,108,261.61	1,161,920.42	1,215,579.23	1,269,238.04	1,322,896.85
Intergov't Revenue	30	5,730,737.24	6,102,753.23	6,474,769.21	6,846,785.20	7,218,801.19
Charges for Services	1	172,591.52	184,339.97	196,088.42	207,836.87	1219,585.32
Fines & Forfeitures	1	199,582.64	210,871.97	222,161.29	233,450.62	244,739.95
Misc. U.S. Revenues	3	480,980.18	521,786.17	562,592.16	603,398.15	644,204.14
Transfers	14	2,603,545.48	2,761,667.80	2,919,790.12	3,077,912.44	3,236,034.76
Totals	100	18,920,679.08	20,150,968.55	21,381,258.01	22,611,547.49	23,841,836.96

Policy 1.9

The City shall cooperate with the Orange County School Board by providing information on new developments and shall aid in the siting of school facilities.

Policy 1.10

The City shall, based on relevant data and analysis, notify the St. Johns River Water Management District and other state agencies of the need for capital improvements with the City's jurisdiction. Notification shall occur annually as part of the City budget process.

Objective 2

The City shall coordinate land use decisions with its financial capability to meet level of service standards, manage the land development process so that facility needs created by permitted development do not exceed the financial ability of the City, and identify the extent to which future development will be required to contribute to its proportional cost of facilities necessary to meet LOS standards through the accomplishment of the following policies.

Policy 2.1

The City shall maintain a Concurrency Management System (CMS) as part of the land development regulations. The CMS shall provide that no final permit for development

be issued unless the facilities necessary to serve the development exist and meet the level of service standards set out in this plan, or that the permit is conditioned on the necessary facilities meeting level of service standards by the time demand for services results from the development. The CMS shall be implemented as follows:

- A. The facilities for which infrastructure capacity shall be evaluated shall include: roadways, potable water facilities, sanitary sewer facilities, schools, drainage facilities, solid waste facilities, and parks.
- B. A proposed map shall be prepared by July each year showing all areas within the City in which the infrastructure is inadequate to meet the adopted level of service standards.
- C. The map shall be reviewed annually (in conjunction with the annual update of the CIP) to determine if additional areas shall be added or to determine if areas on the map shall be deleted because they are no longer deficient with respect to level of service standards.
- D. In addition to annual review, the City shall maintain an ongoing summary of capacity and demand changes within the area served by each facility and shall review the map when it appears that a facility has reached 90 percent of capacity; and shall undertake periodic reviews on a quarterly basis rather than annually.

- E. The map may be reviewed more frequently upon a finding by the Board of City Commissioners that there is reason to suspect that areas shown as having adequate levels of service do not and/or that areas shown as having inadequate levels of service in fact are not deficient.
- F. The map shall be adopted prior to October 1 each year, and shall be effective for the subsequent fiscal year or until amended.
- G. The map shall be based on an evaluation of the total capacity of each relevant facility component and the total actual demand placed on that facility (total capacity of the facility shall include existing capacity as well as additional capacity from planned projects, subject to the limitations of Rule 9J-5.0055(2)(a) through (c), Florida Administrative Code; total demand shall include actual current use as well as the potential use of properties which have not been developed but which are considered as "vested" under the terms of the plan adoption ordinance.
- H. The following standards shall apply to the use of the infrastructure deficiency map in reviewing development:

1. All applications for change in zoning, preliminary subdivision approval, preliminary approval of any development shall be reviewed to determine if the facilities serving the area in which the development is located meet the level of service standards herein. The results of this review shall be presented to the applicant and, when applicable, to the Planning Commission and to the City Commission at the time of their consideration of the application for preliminary approval or rezoning.

Where review by the Planning Commission and/or City Commission is not required, the results of the concurrency review shall be presented to the applicant and to the reviewing/approving authority at the time of review. The purpose of the concurrency review and report at the preliminary review stage shall be to explicitly place the applicant and (when applicable) the reviewing/approving authority on notice (1) as to the status of the proposed development vis-a-vis concurrency, and (2) as the restriction against final approval where the concurrency requirement is not met.

2. All applications for final approval (including any applications for final subdivision approval, final site plan approval which involves approval of density and intensity, any change of zoning where a specific enforceable plan of development is included, and/or a final development order for a development of regional impact) shall be reviewed to determine if the facilities serving the area in which the development is located meet the level of service standards herein. No such application may be approved unless the infrastructure is found to be adequate.

3. Where no change of zoning, subdivision approval, site plan approval, or other approval is required, the concurrency determination shall be made at the time of building permit review. No building permit shall be issued unless the facilities serving the area in which the development is located meet the level of service standards herein.
- I. In the event that the property in question is within an area in which the infrastructure is inadequate to meet the established level of service standards, approval may be issued conditioned on the provision of adequate infrastructure prior to any occupancy of the development (such conditional approval shall identify the specific facilities which are deficient and the specific actions which must be taken before the development may be occupied).

Policy 2.2

The City shall use impact fees and other methods to assess new development its pro rata share of costs in order to maintain level of service standards.