

IX. Capital Improvements Element

Identified Capital Improvement Needs

This Comprehensive Plan identifies facility improvement needs considered essential for maintaining adopted level of service standards and accommodating the continuing growth and development of the City. In addition to the comprehensive plan-related capital expenditures, the City will continue to program expenditures for improvements for various operations and responsibilities not included in the Comprehensive Plan. While all such improvements are included in the projected Five-Year Capital Improvements Schedule set forth in this element, the description of specific capital improvements required to support the future land use plan and maintain level of service standards are described as follows:

Transportation Facilities - No new transportation facilities are required within the City during the 2015-2020 period to maintain level of service standards or overcome existing deficiencies. Nevertheless, general improvements to existing roadways will be undertaken at locations throughout the City on a priority basis as determined by the City administration and City Commission. Such improvements will include sidewalk construction and street paving. The former represents an improvement at City expense while the latter is financed through property owner assessments.

Sanitary Sewer Facilities - The City of Clewiston provides vitally important sewage collection, transportation, and treatment service within the City as well as within unincorporated areas to the south and east of the City. This Comprehensive Plan identifies the need for expansion of the plant's capacity to 3.0 mgd, a 1.5 mgd AADF increase to the existing plant capacity to serve new development and existing development served by septic tanks; ongoing monitoring of system loading conditions; and, upgrading of pumping capacity at the master pumping station.

Drainage Facilities - Primary drainage facilities are provided by the Clewiston Drainage District, while secondary facilities are the responsibility of the City. Minor drainage problems within the City either may not be of such significance to require improvements or may not be of a nature where the costs involved is justified in terms of significant benefits derived. The Comprehensive Plan provides for a review of drainage conditions to determine the necessity and feasibility of drainage improvements by the City. Should such be indicated, funding can be provided throughout the Schedule of Capital Improvements following completion of the review.

Potable Water Facilities - The City obtained a 2025 Consumptive Use Permit for a new three million gallons per day (3 MGD) Reverse Osmosis Water Treatment Plant to supply potable water to the City, the South Shore Water Association and the unincorporated Harlem area.

Based upon projections approved in the Lower West Coast Regional Water Supply Plan, the current facility design capacity of the City's new water treatment plant facility appears

adequate to meet projected future demands in the service area to at least 2025. The source of the water supplies to meet the 2015-2025 demands will remain the Upper Floridan Aquifer.

Solid Waste Facilities - The Hendry County landfill facility which serviced the entire County was closed in 1992. The facility was located in Pioneer Plantation and had a life span of 40 years. Since closure of the Pioneer Plantation facility, Lee County has been transporting all non-construction debris solid waste from incorporated and unincorporated Hendry County to the Lee County incinerator and the resulting ash back to the 1,734 acre landfill off SR 82 in southwest Hendry County. An intergovernmental agreement was signed by both counties for disposal of Hendry County's solid waste and will expire in 40 years.

Recreation and Open Space facilities - The City does not have backlogged needs for recreational facilities. Furthermore, the projected population growth of the City does not require the acquisition of recreational facilities.

Nevertheless, in keeping with the City's high priority given the recreational facilities, the City will continue its ongoing program to improve its facilities through its annual Capital Outlay Program.

Public Education Facilities

The Hendry County School District provides public education facilities to serve the City of Clewiston.

These schools are indicated on the Existing Land Use Map and Future Land Use Map in the Future Land Use Element. Three elementary schools, one middle school, and one high school comprise the facilities within the City. The effective service area for all of the City's schools is the entire eastern one-half of Hendry County. This area extends eastward from the Pioneer Plantation area, located approximately twelve miles west of the City.

The high school opened in 1989. The addition of this school has enabled use of the former high school as a middle school.

Future programmed improvements to the school facilities during the period 2011 - 2021 within the City will consist of upgrading of physical plant only and as such, will not expand the capacities of those schools and therefore will not lead to impacts on infrastructure facilities. The high school has primary access from Francisco Street and Sonora Avenue.

Public Health Systems

The Florida Department of Health maintains two clinics in Hendry County. One clinic is maintained in LaBelle and one is maintained in Clewiston. The latter serves residents of the City and the surrounding incorporated portion of eastern Hendry County. The clinic is operated from 8:00 a.m. to 5:00 p.m. and is located at 215 S. Francisco Street, between Ventura Avenue and Sagamore Avenue.

Approximately 1,000 persons receive services from the clinic in an average month. There is a slight increase during the winter months. The services of the DOH clinic are augmented by those offered at the Federally-funded clinic operated in Clewiston by Florida Community Health Centers.

The only hospital in Hendry County, Hendry General Hospital, is a 66-bed facility, located in the block bounded by Sagamore Avenue, Olympia Street, Gloria Street, and Trinidad Avenue, in the City of Clewiston. It provides a broad range of health care services. No pre-natal services are available at the hospital; however, the Hendry County DOH unit provides such services. There are no plans for expanding health care facilities within the City which would impact infrastructure facilities.

Factors in the Timing and Location of Public Improvements

The City reviews each year, in conjunction with preparation of its annual budget, the adequacy of public facilities to serve the City's needs in a cost-effective and functionally-sound manner. Timing priorities are determined by the City Commission after considering the benefits to be derived in terms of meeting legal regulatory requirements, ensuring public safety, reduction of maintenance costs, increased operational efficiency, financial feasibility, public support and other similar considerations.

The City Commission relies upon technical recommendations of City staff, advice of outside technical specialist, proposals and requirements of other Governmental and Special District organizations, as well as opinions of tax-paying citizens and business/industry interests within the City in making its decisions regarding expenditure of funds for public facilities.

Locational criteria, customarily considered for public facilities, include equitable distribution of services and facilities in relation to anticipated users, availability of suitable sites, safe and hazard-free environmental conditions, capability for efficient design, and impacts on the City's social and aesthetic character.

The emphasis given the many variables in determining the most appropriate location, timing and magnitude of a public investment in a facility varies with the type of facility and its potential impact on the City's physical, social and economic character. In some cases, long-term considerations such as operational/maintenance cost reductions may be more important than the amount of the initial investment represented by the cost differential of two or more alternative sites or designs. On the other hand, the City Commission may find it necessary for less-than-optimum projects to be undertaken based on short-term benefits to be derived with the full understanding that such investment will provide only a partial or temporary response to the need.

In other words, the City Commission must often weigh positive, as well as negative outcomes, before choosing a course of action in the development of the City's facilities.

Customarily, the City cooperates with State and Special District entities in locating or expanding public facilities. Of particular importance is the provision of utilities and other public services in a timely manner. The effective coordination between the City and the Hendry County School Administration in the construction and operation of schools is a noteworthy example. There are no proposed facility developments or expansions planned by such entities within the City of Clewiston at this time.

Schedule of Capital Improvements, City of Clewiston

Based on the recommendations, objectives, and policies of this Comprehensive Plan and other needs identified by the City, a schedule of capital improvements, estimated costs, and source of funding is presented in Table IX.1. By definition, a capital expenditure is a major one-time expenditure for facilities or equipment that have a minimum anticipated life expectancy of ten years or more.

Future Debt Capacity

The City has more than ample capacity for additional debt to finance the operating budget of the City government as well as the capital outlay programs outline herein. Furthermore, many of the projected capital projects are discretionary in that they are neither required in order to meet essential needs for public health and safety nor to meet the level of service standards set forth in this Comprehensive Plan.

Hendry County School District Summary of Revenue/Expenditures Available for New Construction and Remodeling Projects						
Fiscal Year	2014-15	2015-16	2016-17	2017-18	2018-19	5-yr Total
Total Revenues	\$1,664,562	\$605,555	\$695,380	\$868,830	\$1,014,738	\$4,849,065
Total Project Costs	\$0	\$0	\$0	\$0	\$0	\$0
Remaining Funds	\$1,664,562	\$605,555	\$695,380	\$868,830	\$1,014,738	\$4,849,065
Source: Hendry County School District 2014-15 Work Plan						

Hendry County School District Capacity Project Schedules									
Project Description	Location		2014-15	2015-16	2016-17	2017-18	2018-19	Total	Funded
Project Description	Location Not Specified	Planned Cost:	\$0	\$0	\$0	\$0	\$0	\$0	No
		Student Stations:	0	0	0	0	0	0	
		Total Classrooms:	0	0	0	0	0	0	
		Gross Sq Ft:	0	0	0	0	0	0	
Total		Planned Cost:	\$0	\$0	\$0	\$0	\$0	\$0	
		Student Stations:	0	0	0	0	0	0	
		Total Classrooms:	0	0	0	0	0	0	
		Gross Sq Ft:	0	0	0	0	0	0	
Source: Hendry County School District 2014-15 Work Plan									

Table IX.1
Schedule of Capital Improvements, 2015-16 through 2019-20
City of Clewiston, Florida

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	5 YR. TOTAL	Funding Source	* Note
Public Works								
Paving Project	\$200,000.00	\$200,000.00	\$200,000.00	\$200,000.00		\$800,000.00	Not Known	
Ventura Ave. Drainage Engineering & Plans	\$50,000.00					\$50,000.00	Not Known	SFWM, CRA
Arcade Drainage, Royal Palm to Osceola	\$50,000.00					\$50,000.00	Not Known	
Olympia St. Road Resurfacing & Widening	\$200,000.00					\$200,000.00	Current FY Revenue	SFWM, CRA
Pasadena Drainage Project	\$295,000.00					\$295,000.00	Grant	
New Roads Phase II	\$695,592.00					\$695,592.00	Grant	SFWMD/Impact Fees
Curb Gutter 4 Lane	\$750,000.00	\$750,000.00				\$ 1,500,000.00	Grant	SFWMD/Impact Fees
Resurface US27; Industrial Canal - Merchant St.	\$3,116,665.00					\$3,116,665.00	Grant	FDOT
Ventura Down Town Redevelopment		\$200,000.00				\$200,000.00	Current FY Revenue	CRA, General Fund
Ventura Ave. Drainage Project Phase I Plans		\$300,000.00				\$300,000.00	Current FY Revenue	CRA
New Roads Phase III		\$1,377,500.00				\$1,377,500.00	Grant	SFWMD/Impact Fees
Ventura Ave. Drainage Project Phase II			\$300,000.00			\$300,000.00	Current FY Revenue	SFWM, CRA
Resurface Sonora; WC Owen - Davidson Rd.			\$731,242.00			\$731,242.00	Grant	FDOT
New lighting in Civic Park (see Utilities)		\$30,000.00				\$30,000.00	Not Known	
Totals	\$5,357,257.00	\$2,857,500.00	\$1,231,242.00	\$200,000.00		\$9,645,999.00		
Electric Transmission and Distribution								
Substation Relays-Misc Equip Replacement	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00		\$40,000.00	Current FY Revenue	
Transformers	\$30,000.00	\$30,000.00	\$30,000.00	\$30,000.00		\$120,000.00	Current FY Revenue	
Breaker Replacement	\$25,000.00	\$25,000.00	\$50,000.00	\$50,000.00		\$150,000.00	Current FY Revenue	
Poles/Fixtures/Underground Equipment	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00		\$200,000.00	Current FY Revenue	
Lightning Arrestors	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00		\$200,000.00	Current FY Revenue	
Rebuild 138kv sinking fund	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00		\$400,000.00	Current FY Revenue	
Automated Metering Infrastructure project	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00		\$400,000.00	Current FY Revenue	
Feeder Rebuilds	\$200,000.00			\$200,000.00		\$400,000.00	Loan	
Replace mini backhoe		\$50,000.00				\$50,000.00	Not Known	
Pole Truck			\$200,000.00			\$200,000.00	Current FY Revenue	
Line Truck				\$200,000.00		\$200,000.00	Current FY Revenue	
Expand Substation 3rd Trnsfmr				\$500,000.00		\$500,000.00	Loan	
Totals	\$565,000.00	\$415,000.00	\$590,000.00	\$1,290,000.00		\$2,860,000.00		

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	5 YR. TOTAL	Funding Source	* Note
Water & Sewer								
Hydrant Replacements	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00		\$20,000.00	Not Known	
Hydraulic Pump & Tools	\$8,000.00	\$3,000.00	\$5,000.00	\$5,000.00		\$21,000.00	Not Known	
Replace Service Truck		\$25,000.00	\$25,000.00			\$50,000.00	Not Known	
Meter Replacement	\$30,000.00	\$10,000.00	\$50,000.00	\$25,000.00		\$115,000.00	Not Known	
Replace large backhoe	\$95,000.00					\$95,000.00	Not Known	
Replace Water Mains	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00		\$400,000.00	Current FY Revenue	& SFWMD Funds
Replace Meters	\$50,000.00					\$50,000.00	Current FY Revenue	& SFWMD Funds
Rotor Covers	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00		\$60,000.00	Not Known	
Swing Arm Tractor	\$72,000.00					\$72,000.00	Grant	USDA Funds
Back-Hoe		\$95,000.00				\$95,000.00	Not Known	
Main Lift Pump		\$10,000.00		\$15,000.00		\$25,000.00	Not Known	
Pumps -102 in system	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00		\$60,000.00	Not Known	
Upgrade Electric Panels -2 of 44	\$20,000.00	\$20,000.00	\$20,000.00	\$20,000.00		\$80,000.00	Not Known	
Service Truck w/Boom		\$35,000.00		\$35,000.00		\$70,000.00	Not Known	
Rebuild Lift Stations 2 per year	\$45,000.00	\$45,000.00	\$45,000.00	\$45,000.00		\$180,000.00	Reserves	Sewer Impact Fees
SCADA System	\$400,000.00					\$400,000.00	Not Known	
Totals	\$855,000.00	\$378,000.00	\$280,000.00	\$280,000.00		\$1,793,000.00		
Recreation								
Park Fencing	\$5,000.00	\$5,000.00	\$5,000.00			\$15,000.00	Not Known	
Triangle Park - Structures	\$20,000.00					\$20,000.00	Not Known	
Tennis / Basketball Court Remodel	\$45,000.00					\$45,000.00	Not Known	
Sweetest Town Playground Park Bathroom	\$50,000.00					\$50,000.00	Not Known	
Ridgewood Park - Structures		\$20,000.00				\$20,000.00	Not Known	
Sagamore Park - Structures			\$20,000.00			\$20,000.00	Not Known	
Trinidad Park Bathroom			\$50,000.00			\$50,000.00	Not Known	
Boating Infrastructure	\$500,000.00					\$500,000.00	Grant	FWC/BIG
Phase II	\$350,000.00	\$350,000.00				\$700,000.00	Grant	FDOT
Lake Okeechobee Enhancements (Phase I Design)	\$450,000.00	\$450,000.00				\$900,000.00	Grant	FDOT
Phase II	\$250,000.00					\$250,000.00	Grant	FDOT
Boating/Historical Museum	\$100,000.00	\$250,000.00				\$350,000.00	Grant	FDOT
CPAC Roof	\$14,250.00			\$27,000.00		\$41,250.00	Not Known	
Paint exterior Youth Center	\$10,000.00					\$10,000.00	Not Known	
Paint exterior Pool	\$10,000.00					\$10,000.00	Not Known	
Sikes Park Roof					\$10,000.00	\$10,000.00	Not Known	
Senior Center Roof					\$30,000.00	\$30,000.00	Not Known	

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	5 YR. TOTAL	Funding Source	* Note
Bathroom / Concession stand	\$50,000.00					\$50,000.00	Not Known	
Bleachers	\$15,000.00	\$15,000.00	\$15,000.00			\$45,000.00	Current FY Revenue	
Replace Sewer Lines (West)	\$30,000.00					\$30,000.00	Not Known	
Golf Building Renovations	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000.00	Not Known	
Greens Renovation (Front 9)	\$30,000					\$30,000.00	Not Known	
Greens Renovation (Back 9)		\$30,000				\$30,000.00	Not Known	
Fairway Unit (Replaced 2008-2009)			\$42,500			\$42,500.00	Not Known	
County Club Roof				\$36,250		\$36,250.00	Not Known	
Pro Shop Roof				\$70,000		\$70,000.00	Not Known	
Totals	\$1,934,250.00	\$1,125,000.00	\$137,500.00	\$138,250.00	\$45,000.00	\$3,380,000.00		

Capital Improvement Element Goals, Objectives, and Policies

Goal 1: To ensure that public facilities are provided, on a fair-share costs basis, in a manner which maximizes the use of existing facilities and promotes orderly growth.

Objective 1.1: The City will utilize orderly capital improvement planning, funding, and implementation practices in providing public improvements for which it has responsibility and shall be guided by appropriate criteria in identifying and prioritizing capital outlay needs.

Policy 1.1.1: The City will prepare and adopt each year a capital budget setting forth capital improvements it proposes to undertake during that year and such budget will be reviewed as part of an annual review by the City of the Capital Improvements Element to determine revisions required to fully meet with City's needs.

Policy 1.1.2: Capital improvements determined to be necessary to implement the goals, objectives, and policies of this comprehensive plan shall be given priority and shall be included in the schedule set forth in this element at the time of each annual review if such improvements have a cost of \$5,000.00 or more. All capital improvements having a cost of \$500.00 or more shall be included in the City's annual capital outlay program along with an identified funding source.

Policy 1.1.3: The City Manager will have responsibility for preparing the annual capital outlay program and Capital Improvements Element (including an updated five-year schedule) after evaluating the population growth within the City, the condition of City facilities, and the provisions of the Comprehensive Plan.

Policy 1.1.4: The City will provide funding for capital improvements in a manner which accommodates new development, is financially feasible given funding sources available to the City and is consistent with plans of State agencies and Special Districts.

Policy 1.1.5: The City will be guided by the following criteria in identifying and prioritizing capital improvements with the order of importance being the same as the order listed (i.e., (a) having greater importance):

- a. Funding feasibility
- b. Protection of public health and safety
- c. Overcome existing level of service deficiencies

- d. Increased utilization of existing City facilities, multiple use of facilities, or improved efficiency of facility operation
- e. Aid in implementation of plans of State agencies and Special Districts
- f. Meet requirements of future development
- g. Positive contribution to the City's physical character, economic stability, or environmental quality

Policy 1.1.6: The City supports coordination of capital improvement planning by all levels of government as a means of providing services in an orderly, economical, and efficient manner.

Objective 1.2: The City will issue development orders and permits only to the extent that the level of service standards set forth in this element are fully met and service provided concurrent with the impacts of development.

Policy 1.2.1: The level of service standards set forth herein are adopted as the basis for the City's issuance of development orders and permits for new construction:

Traffic Circulation	LOS C for U.S. 27 and C.R. 832 (W.C. Owen Avenue and Sonora Avenue)
Sanitary Sewer	107 gallons/capita/day
Solid Waste	Total solid waste generation of 5.3lbs/capita/day.
Drainage Primary System	Removal of 4.0" of runoff per day in developed areas and 2.5" of runoff per day in agricultural areas.
Secondary System	3-year, 1-hour (Interim Standard pending study)
Potable Water	115 gallons/capita/day

Policy 1.2.2: The City shall continue to enforce the appropriate land development regulations to ensure that improvements will be made to public facilities to conform with level of service standards for all projects permitted after that date or that phasing or other provisions are made concurrent with impacts so as to enable the implementation of the Concurrency Management System.

- Objective 1.3:** The City will manage its fiscal resources in a manner which ensures its capability to meet future capital improvements needs associated with continued development and redevelopment of the City.
- Policy 1.3.1:** The City’s annual budgeting process will reflect immediate as well as long-term implications of capital project expenditures in terms of trends and projections in the City’s economic character expressed public attitudes, comprehensive plan provisions, and consistency with plans of regional service agencies, water management districts, and other entities with whom coordination of facility planning is appropriate.
- Policy 1.3.2:** The City will ascertain that public facility capacity demand required to serve development for which development orders were issued prior to adoption of this Comprehensive Plan shall be included in committed development computations with appropriate capacity allocation prior to determining remaining capacity for new development.
- Objective 1.4:** In order to maintain adopted level of service standards, future development shall bear a proportionate cost of necessary public facility improvements equivalent to the benefits it receives from the improvements.
- Policy 1.4.1:** The City of Clewiston shall continue to evaluate potential revenue available for public facility expenditures through alternative sources such as user fees, special benefit units, or special assessments.
- Policy 1.4.2:** The City of Clewiston shall continue to apply for and secure grants or appropriate funds when available to finance the provision of capital improvements.
- Objective 1.5:** Public facility needs currently existing in the City and those which may be determined at a future time (i.e., secondary storm drainage facilities) will be met through the combination of land development/permitting, management, allocation of costs in an equitable manner in relation to the circumstances giving rise to the facility need and institution of a systematic funding program which will enable achieving and maintaining level of service standards.
- Policy 1.5.1:** The City will utilize prioritized capital improvement programming, funding from all tax sources, user fees, grant programs, development moratoria and other means to ensure that each identified facility need is satisfied at the time impacts occur or in the case of existing capacity deficiencies, such deficiencies shall be corrected within the 5-year period covered by the Schedule of Capital Improvements.

Goal 2: The City shall ensure that future needs are addressed consistent with the adopted level of service standards for public schools.

Objective 2.1: **Implement School Concurrency.** Manage the timing of residential subdivision approvals, site plans or their functional equivalent to ensure adequate school capacity is available consistent with adopted level of service standards for public school concurrency.

Policy 2.1.1: Consistent with the Interlocal Agreement, the City and the School Board agree to the following standards for school concurrency:

Policy 2.2.2: The City shall ensure that future development pays a proportionate share of the costs of capital facility capacity needed to accommodate new development and to assist in maintaining adopted level of service standards, via impact fees and other legally available and appropriate methods in development conditions.

Policy 2.2.3: The City hereby incorporate by reference the School Board's current financially feasible Facilities Work Program, which includes school capacity sufficient to meet anticipated student demands projected by the County and the City, in consultation with the School Board's projections of student enrollment, based on the adopted level of service standards for public schools. The City, in coordination with the School Board, shall annually update the Capital Improvements Element by adopting by reference the School Board's financially feasible Work Program, to ensure maintenance of a financially feasible capital improvements program and to ensure level of service standards will continue to be achieved and maintained during the five-year planning period.

TYPE SCHOOL	LEVEL OF SERVICE
Elementary	100% of permanent FISH Capacity
Middle/Junior High	100% of permanent FISH Capacity
K-8	100% of permanent FISH Capacity
High School	100% of permanent FISH Capacity
Special Purpose	100% of permanent FISH Capacity

Policy 2.2.4: The 5-year schedule of improvements ensures the level of service standards for public schools are achieved and maintained within the period covered by the 5-year schedule. After the first 5-year schedule of capital improvements, subsequent annual updates to the schedule shall ensure levels of service standards are achieved and maintained within each year of subsequent 5-year schedule of capital improvements.

Policy 2.2.5: The City will update the Capital Improvements schedule on an annual basis by December 1st, to incorporate the upcoming five years of the School Board's Five Year Facilities Work Program (Capital Improvement Program). The City and the School Board will coordinate during updates or amendments to the Comprehensive Plan and updates or amendments for long range plans for School Board facilities.

Policy 2.2.6: The City shall ensure maintenance of the financially feasible capital improvements program and to ensure level of service standards will continue to be achieved and maintained within each year of the subsequent 5-year schedule of capital improvements.

Policy 2.2.7: The City will coordinate with the School Board, to correct existing deficiencies and addressing future needs including:

1. Implementation of a financially feasible 5-year schedule of capital improvements to ensure level of service standards are achieved and maintained;
2. Identification of adequate sites for funded and planned schools; and
3. The establishment of an impact fee ordinance in order to generate additional revenue to help fund school improvements.