# **CAPITAL IMPROVEMENTS ELEMENT**

# GOALS, OBJECTIVES AND POLICIES

#### **Definitions**

Certain terms are used in the capital improvements element that need to be identified as to their specific meaning. The following definitions are taken from rule 9j-5.003.

- a) "Capital improvement" means physical assets constructed or purchased to provide, improve or replace a public facility and which are large scale and high in cost. The cost of a capital improvement is generally nonrecurring and may require multi-year financing. For the purposes of this rule, physical assets which have been identified as existing or projected needs in the individual comprehensive plan elements shall be considered capital improvements.
- b) "Capital budget" means the portion of each local government's budget which reflects capital improvements scheduled for a fiscal year.
- c) "Level of service" means 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. Level of service shall indicate the capacity per unit of demand for each public facility.
- d) "Financially Feasible Plan" means that sufficient revenues are currently available or will be available from committed funding sources for the first 3 years, or will be available from committed or planned funding sources for years 4 and 5.
- e) "Public Facility" means arterial and collector roads, drainage systems, potable water and sanitary sewer, solid waste, parks and open space and public school facilities.

GOAL 1: TO PLAN FOR AND MANAGE THE PROVISION OF PUBLIC FACILITIES AND SERVICES IN A FISCALLY SOUND MANNER, AND ADEQUATELY SERVE THE NEEDS OF THE EXISTING AND FUTURE POPULATION OF BELLE ISLE. THE CITY SHALL UNDERTAKE ACTIONS NECESSARY TO PROVIDE ADEQUATE PUBLIC FACILITIES IN A MANNER THAT PROTECTS INVESTMENTS IN EXISTING FACILITIES, MAXIMIZES THE USE OF EXISTING FACILITIES, AND PROVIDES FOR NEEDED EXPANSIONS CONCURRENT WITH AN ORDERLY AND COMPACT GROWTH PATTERN.

**OBJECTIVE 1.1:** The City shall <u>guide the provision of public facilities</u> <u>annually identify</u> <del>capital improvements</del> to meet the needs of the existing and future population, and the improvements needed to replace <u>antiquated</u>, <u>worn out</u>, obsolete, <u>inefficient</u>, and economically unfeasible facilities.

**POLICY 1.1.1:** The City shall adopt a financially feasible Capital Improvements Program and capital budget with each annual budget. The City will adopt a by reference a financially feasible 5-year Capital Improvements Schedule to ensure that the necessary public facilities will be in place to meet Levels of Service established within the Comprehensive Plan. To Po

POLICY 1.1.2: The Capital Improvements Schedule shall be reviewed and

updated annually to reflect any applicable changes to goals, objectives and policies or capital improvement needs set forth in all elements of the Comprehensive Plan.

**POLICY 1.1.3:** The Capital Improvements Program shall define capital improvement as any public physical improvement or land acquisition over \$10,000. Capital projects for the following facilities and infrastructure will be included and funded as part of the City's Capital Improvements Schedule, at minimum:

(1) Potable Water

(2) Sanitary Sewer

(3) Stormwater Management (Drainage)

(4) Solid Waste

**POLICY 1.1.24**: The Capital Improvement Program shall prioritize the identified improvements according to the following criteria:

- a. Elimination of a public hazard;
- <u>b.</u> Consistency with identified existing capacity deficits in the Comprehensive Plan;
- c. Financial feasibility and impact on the City budget;
- d. Consistency with the location of projected growth based on the Future Land Use Map, and supporting data;
- e. Ability to serve the future population;
- f. Consistency with plans for improvements by other agencies within Belle Isle;
- g. Maintenance or improvement to Level of Service (LOS);
- h. Capacity deficiency;
- i. Right-of-way availability/reservation;
- i. Support the use of alternative modes of transportation;
- k. Address backlogged facilities to the extent possible; and
- <u>I.</u> Legislative mandates and requirements.

**POLICY 1.1.35:** The Capital Improvements Program shall define capital improvement as any public physical improvement or land acquisition over \$10,000. For the purposes of the Comprehensive Plan, capital improvements shall be limited to open spaces, recreation, transportation, solid waste, potable water, wastewater and drainage facilities.

**POLICY 1.1.45**: The Capital Improvements Program shall be financially feasible and consistent with the Comprehensive Plan.

**POLICY 1.1.56**: The City shall maintain all City owned infrastructure at a level of service adequate to extend the use of the facility, and reduce the future repair or replacement costs.

**POLICY 1.1.67**: The repair or replacement of capital facilities shall be reviewed under the same criteria listed in Policy 1.1.2<u>4</u>. The City shall plan for the replacement of capital facilities and begin identifying funding sources <u>during its annual budget cycle</u>.

**POLICY 1.1.78:** The City shall seek the highest quality new and replacement capital improvements at the lowest cost in order to provide the greatest savings to the residents of Bell<u>e</u> Isle.

**POLICY 1.1.89:** The City shall review the Capital Improvements Element on an annual basis, including updating the Capital Improvement Program <u>,as</u> <u>necessary</u>, <u>based on the policies outlined in this Element</u>.

**POLICY 1.1.910:** The Capital Improvements Element shall be a five year fiveyear program that is updated annually and may be amended twice, if required through the Growth Management state defined plan amendment process. In the event an emergency of the Capital Improvements Element can be amended more than twice in a year.

**Policy 1.1.1011**: The Capital Improvements Element shall be integrated into the Capital Improvements Program process and the first year of the Capital Improvement Program will represent the Capital budget that is adopted by the City Council with each annual budget.

**Policy 1.1.112**: The City shall, whenever possible, allocate funds within the Capital Improvements Program for water conservation efforts to include public education materials.

**OBJECTIVE 1.2:** The City shall continue to provide a comprehensive and viable financial strategy, balancing the capital improvement needs of Belle Isle with the ability of the City to pay for them.

**POLICY 1.2.1:** The City shall adopt the following debt management policy:

- The maximum ratio of debt service to total revenue shall be .1;
- The use of revenue bonds shall be limited to a maximum of 25% of the total revenues; and
- The maximum ratio of outstanding capital debt to ad valorem taxes shall not exceed .1.

**POLICY 1.2.2:** The City shall not approve any capital improvement that the City cannot adequately fund the operation and maintenance of the improvement.

**OBJECTIVE 1.3:** The City shall maintain the adopted level of service standards for public facilities and services identified in the Comprehensive Plan, by requiring all proposed development to pay for the capital improvements necessary to serve the development at the adopted level of service.

**POLICY 1.3.1:** The City shall utilize the level of service standards (LOS) identified in this plan to evaluate and permit new development in order to maintain adopted level of service standards for existing and future needs.

**POLICY 1.3.2:** Belle Isle shall adopt a peak hour minimum level of service standard of <u>"C" E</u> on all <u>City local</u> roads. The level of service standard shall be based on the information provided in the Transportation Element.

**POLICY 1.3.53:** The City shall adopt a level of service for solid waste of 4.0 pounds per person per day for residential uses, and 2.0 pounds per person per day for commercial uses. The LOS shall be used for determining the availability of the Orange County Landfill.

**POLICY 1.3.4:** The City shall adopt level of service standards for potable water as follows:

User	Level of Service Standard
Residential	350 gallons/unit/day
Non-Residential	2,000 gallons/acre/day

**POLICY 1.3.5:** The City shall adopt level of service standards to determine whether there is sufficient wastewater service available to service proposed developments:

User		Level of Service Standard
Residential		
Single Family		300 gallons/unit/day
Multi-Family		225
gallons/unit/day Commercial		
Professional-Office	0.1	gallons/sq.ft./day
General Commercial	0.25	gallons/sq.ft./day
Hotel/Motel	265	gallons/room/day
Industrial	0.15	gallons/sq.ft./day

**POLICY 1.3.6:** The City shall adopt the following Level of Service standards for all new drainage systems:

Water Quality: All retention/detention facilities shall retain either the first 1/2" of runoff from the entire site or the runoff from 1" of rainfall, whichever is greater.

Facility	Design Storm
Bridges	50-year
Canals, ditches or culverts for drainage	<u>25-year</u>
external to development	
Cross drains and storm sewers	<u>10-year</u>
Roadside swales, drainage internal to	10-year
development or individual house	
Detention basins/retention basins with positive	<u>25-year</u>
outfall**	
Retention basins without positive outfall***	<u>100-year</u>
Note: All design storms are 24 hours in length.	

Facility	Design Storm
Bridges	<del>50 year</del>
Canals, ditches or culverts for drainage external to development	<del>25 year</del>
Crossdrains and storm sewers	<del>10 year</del>
Roadside swales, drainage internal to development or individual house	<del>10 year</del>
Detention/Retention Basis**	<del>25 year</del>
Retention Basins	<del>100 year</del>

\* All Design storms are 24 hours in length.

\*\* With positive outfall.

\*\*\* Without positive outfall.

**POLICY 1.3.7:** The City shall adopt a LOS for activity and resource based resource-based parks of 1.0 acre/1,000 people.

**OBJECTIVE 1.4:** In December of 1992, the City adopted as part of the Land Development Code, a Concurrency Management System which provides the process and procedures for evaluating the impact of a new development on the adopted level of service standards. The City of Belle Isle shall continue to enforce the Concurrency Management System pursuant to the following policies.

**POLICY 1.4.1:** The City shall ensure that adequate water supplies and facilities shall be available to serve new development no later than the date on which the local government anticipates issuing a certificate of occupancy (CO) or its equivalent, or. t<u>The City shall</u> consult with the applicable water supplier prior to approving a building permit to determine whether adequate water supplies will be available to serve development by the anticipated issuance date of the CO or its equivalent.

**POLICY 1.4.2:** The Concurrency Management System mandates that all development order approvals issued after January 1, 1993 shall be conditioned upon the availability of adequate facilities. It shall be the responsibility of the applicant to provide proof that the proposed development will not reduce the level of service below the level of service adopted in the City's Comprehensive Plan for any public facility. The necessary facilities and services needed to serve the new development must be scheduled to be in place or

under actual construction not more than three years after issuance of a certificate of occupancy as provided in the City's adopted five-year schedule of capital improvements.

**Policy 1.4.3:** The City of Belle Isle shall plan for and provide needed capital facilities that are within the fiscal capability of the City through the adoption of a Capital Improvements Program (CIP). For those needed capital facilities that are under the fiscal responsibility of another public agency, the City of Belle Isle shall adopt by reference the applicable agency's 5-year capital improvement program or work plan. <u>The 5-year CIP can be found in the City's budget, which may be modified from time to time.</u>

# City of Belle Isle

# Five Year Capital Improvement Plan

# 2009/2010 - 2013/2014

Project	Project Name/	Total							
			F¥	F¥	F¥	F¥	F¥		
Year	Description	Project Cost	<del>2009/10</del>	<del>2010/11</del>	<del>2011/12</del>	<del>2012/13</del>	<del>2013/14</del>	Dept	Revenue Source
<del>2008/2013</del>	Canopy Removal	<del>\$90,000</del>	<del>\$10,000</del>	<del>\$20,000</del>	<del>\$20,000</del>	<del>\$20,000</del>	<del>\$20,000</del>	<del>519</del>	General Fund
2008/2009	Phase II Drainage Improvements	<del>\$95,65</del> 4	<del>\$95,654</del>	<del>\$0</del>	<del>\$0</del>	<del>\$0</del>	<del>\$0</del>	<del>519</del>	SWU & General
<del>2008/2013</del>	Emergency Project Funding	<del>\$500,000</del>	<del>\$100,000</del>	<del>\$100,000</del>	<del>\$100,000</del>	<del>\$100,000</del>	<del>\$100,000</del>	<del>513</del>	General Fund
2008/2013	Lake Conway East & Windsor Place street resurfacing	<del>\$376,100</del>	<del>\$333,100</del>	<del>\$43,000</del>	<del>\$0</del>	<del>\$0</del>	<del>\$0</del>	<del>541</del>	General Fund
2008/2013	Tree Replacement	<del>\$85,000</del>	<del>\$5,000</del>	<del>\$20,000</del>	<del>\$20,000</del>	<del>\$20,000</del>	<del>\$20,000</del>	<del>5</del> 41	General Fund
2008/2013	Sidewalk & Curb Repair	<del>\$250,000</del>	<del>\$50,000</del>	<del>\$50,000</del>	<del>\$50,000</del>	<del>\$50,000</del>	<del>\$50,000</del>	<del>519</del>	General Fund
2008/2013	Phase III Drainage Improvements	<del>\$2,040,594</del>	<del>\$390,124</del>	<del>\$1,117,740</del>	<del>\$532,730</del>	<del>\$0</del>	<del>\$0</del>	<del>519</del>	SWU & General
2008/2009	Traffic Calming	<del>\$85,000</del>	<del>\$5,000</del>	<del>\$20,000</del>	<del>\$20,000</del>	<del>\$20,000</del>	<del>\$20,000</del>	<del>541</del>	General Fund
2007/2011	Community Beautification	<del>\$450,000</del>	<del>\$50,000</del>	<del>\$100,000</del>	<del>\$100,000</del>	<del>\$100,000</del>	<del>\$100,000</del>	<del>519</del>	General Fund
2007/2011	Community Improvement Grants	<del>\$110,000</del>	<del>\$10,000</del>	<del>\$25,000</del>	<del>\$25,000</del>	<del>\$25,000</del>	<del>\$25,000</del>	<del>519</del>	General Fund
2009/2010	Council Chambers & Audio Visual	<del>\$75,000</del>	<del>\$0</del>	<del>\$75,000</del>	<del>\$0</del>	<del>\$0</del>	<del>\$0</del>	<del>519</del>	General Fund
<del>2008-</del> <del>2009</del>	Building - 1521 Nela Police Dept.	<del>\$29,500</del>	<del>\$29,500</del>	<del>\$0</del>	<del>\$0</del>	<del>\$0</del>	<del>\$0</del>	<del>519</del>	General Fund
2009	Phase I Street Resealing and Resurfacing	<del>\$90,92</del> 4	<del>\$0</del>	<del>\$90,92</del> 4	<del>\$0</del>	<del>\$0</del>	<del>\$0</del>	<del>5</del> 41	General Fund
<del>2010</del>	Phase II Street Resealing and Resurfacing	<del>\$171,120</del>	<del>\$0</del>	<del>\$171,120</del>	<del>\$0</del>	<del>\$0</del>	<del>\$0</del>	<del>519</del>	General Fund
<del>2011</del>	Phase III Street Resealining and Resurfacing	<del>\$205,440</del>	<del>\$0</del>	<del>\$0</del>	<del>\$205,440</del>	<del>\$0</del>	<del>\$0</del>	<del>519</del>	General Fund
<del>2010</del>	Phase IV Drainage Improvements	<del>\$50,704</del>	<del>\$0</del>	<del>\$50,70</del> 4	<del>\$0</del>	<del>\$0</del>	<del>\$0</del>	<del>519</del>	SWU & General

Five Year sub total

Yearly Total

<u>\$4,705,036 \$1,078,378 \$1,883,488 \$1,073,170 \$335,000</u> <u>\$335,000</u>

**Adjusted Total** 

<u>\_\_\_\$4,705,036 \$1,078,378 \$1,883,488 \$1,073,170 \$335,000</u> \_\_\_<u>\$335,000</u>

Footnote:

Phase II Drainage Improvements

#### 3013 Cullen Lake Shore Drive HOA/Road Repair 95,564

<u>95,564</u>

Phase III Drainage Improvements

3013 Trentwood Outfall @ Lincoln res 50,000 staff estimate - staff project

# Phase III Drainage Improvements

Belle Vista Drive Outfall Repair	<del>31,313</del>
Horizon Court Outfall Repair	<del>101,377</del>
Lagoon/Trimble Park Outfall Repair	<del>31,691</del>
Lake Drive Outfall Repair at Sullivan Residence	<del>101,427</del>
Nela Homewood Drainage	<del>985,000</del>
Willoughby Lane Outfall Repair	<del>74,317</del>

<u>1,325,125</u>

Phase III Drainage Improvements

Wind Drivet Road Outfall/Swale Improvement 50,704

<del>50,704</del>

# Resurfacing & Curbing

Lake Conway East & Windsor Place street resurfacing

333,1

00 Quando Drive, Playa Court, Jandra Court, and Arajo

#### **Court Resurfacing**

Cove Drive, Sol Avenue, and Quando Circle Resealing

	376,100
Rothbury Drive Resealing	
Circle and	
Court, Batttersea Court, Deerhurst Drive, Hawford	
Wandsworth Avenue, Chiswick Circle, Edlingham	
Road Resurfacing (Windsor Place)	43,000

### Phase I Street Resealing and Resurfacing

Indian Drive, Barby Lane, Seminole Drive, Warren Park,

	<del>90,92</del>
4 and Willoughby Lane Resurfacing and Resealing	
Court Resurfacing	
	90,924

Phase II Street Resealing and Resurfacing

Barby Lane and Flowertree Road Resurfacing

61,08 O Idian Drive, Willoughby Lane, Trentwood Boulevard Burbank Avenue, Flowertree Road, Via Flora, Wilks Avenue Woodbine Drive, Waltham Street, Belle Vista Drove, 110,0 40 La Belle Street, Penninsular Drive, Pasadena Road,

Parkway Drive, Venetian Avenue, McClawley Court and Kissam Court Resealing

Phase III Street Resealing and Resurfacing

Nela Avenue Spur, Idaho Avenue and Gondola Drive Resurfacing

	<del>— 152,6</del>
40 Lake Drive, Conway Circle, Nevada Avenue, Swann	50.000
Avenue and Swann Avenue Spur and Perkins Road -Resealing	52,800
- Koodaning	

<u>205,440</u>

# POLICY 1.4.34:

The City shall issue no development order or development permit for new development, unless one of the concurrency management requirements cited below are satisfied for the following types of infrastructure: sanitary sewer, solid waste, transportation, public schools, drainage, and potable water.

- The necessary facilities and services shall be in place when a development permit is issued; or
- A development permit is issued subject to the condition that the necessary facilities and services shall be in place when the impacts of the development occur; or
- The necessary facilities and services are guaranteed in an enforceable development agreement. An enforceable development agreement may include, but is not limited to development agreements pursuant to Section 163.3220 Florida Statutes or an agreement or development order issued pursuant to Chapter 380 Florida Statutes.

**POLICY 1.4.45**: If a development order would reduce the level of service for a public facility below the adopted level of service for that facility, then the City Council may approve another reasonable use of the property, which meets concurrency, as permitted by the Land Development Code. A reasonable use is defined as any use that is allowed under the zoning classification for that property.

**POLICY 1.4.56**: When an existing public facility has a level of service below the adopted level of service, the proposed development impacting that facility cannot be held accountable for the existing deficiency. The proposed development may <u>must</u> be approved by the City, provided that the applicant is able to demonstrate that the impact from the development on that facility will not lower the level of service below the level of service prior to the development. As part of this policy, the <del>applicant</del> <u>developer must</u> may make improvements that <del>exclusively</del> <u>address</u> the development's impact without addressing the existing deficiency and still meet the concurrency requirements, and maintain the adopted level of service, as set forth in the Land Development Code and this Element.

**POLICY** <u>OBJECTIVE</u> 1.5: All future development shall be required to fund a pro-rata proportionate share of all improvements the need for which is generated by the proposed development, through implementation of the following policies.

**POLICY 1.5.1:** A concurrency management system has been adopted as part of the Land Development Code which mandates that applicants for development or redevelopment be required to provide a <u>pro-rata</u> <u>proportionate</u> share of all capital improvements the need for which shall be generated by the respective proposed developments or provide funds in lieu thereof. The concurrency management system shall ensure that such improvements be in place concurrent with the impacts of development and meet adopted minimum level of service standards.

**POLICY 1.5.2:** The Concurrency Management System mandates that future applications for development shall pay a pro-rata proportionate cost for public facility needs which shall be identified during the concurrency management assessment.

**POLICY** <u>OBJECTIVE</u> 1.6: The Capital Improvements Element shall be reviewed on an annual basis in order to ensure that the required fiscal resources are available to provide adequate public facilities needed to support future land use consistent with adopted level of service standards. The annual review of the Capital Improvements Element shall be the responsibility of the Local Planning Agency (LPA). Findings and recommendations of the LPA shall be considered by the City Council at a public <u>meeting hearing</u>. At such time the City Council shall take action, as it deems necessary in order to refine/update the Capital Improvements Element.

**OBJECTIVE 1.7:** Prior to June 1<sup>st</sup> of each year, OCPS the Orange County Public Schools <u>District (OCPS)</u> shall coordinate with the City to develop a financially feasible ten (10) year District Capital Outlay Plan (DCOP) for review and approval by the OCPS Board and adoption into the Capital Improvements Element for the City.

**Policy 1.7.1:** The City shall review the updated annual ten (10) year DCOP to determine if the projected capacity, projected enrollment, and LOS for each school and <u>Concurrency Service Area (CSA)</u> within the City's jurisdiction or for each school serving the City's residents is consistent with its growth projections.

**Policy 1.7.2:** The City shall review and update the OCPS adopted Concurrency Service Areas (CSAs), adopted Level of Service and enrollment projections in the annual update of the Capital Improvement Element (CIE) to ensure that the CIE continues to be financially feasible and that the Level of Service (LOS) will be achieved.

**Policy 1.7.3:** The ten (10) year DCOP shall include all planned capital projects which increase the capacity of public schools within the City or increase the capacity of public schools serving the City's residents.

**Policy 1.7.4:** The City shall include the ten (10) year DCOP in the annual update of the CIE.

**Policy 1.7.5:** OCPS will review the need with the City to adopt the OCPS ten (10) year financially feasible DCOP in order to achieve the adopted LOS in all CSAs within the County. When necessary, the City shall include the ten (10) year DCOP in the annual update of the CIE.

**Policy 1.7.6:** The City hereby incorporates by reference the Orange County Public Schools <u>OCPS</u> 10- Year Capital Outlay Plan for 2007-08 2009-2010 that is updated and adopted each year by OCPS that includes school capacity sufficient to meet anticipated student demands projected by OCPS. **Policy 1.7.7:** The City adopts Tables 1, 2 and 3 as the 10-year long term schedule of capital improvements for the purposes of correcting existing deficiencies and setting priorities for addressing backlogged facilities within the designated CSAs.

**OBJECTIVE 1.8:** The City shall ensure that future needs are addressed consistent with the adopted level of service standards for public schools.

**Policy 1.8.1:** Consistent with <u>Section 13 of the Amended Interlocal Agreement</u> for Public School Facility Planning and Implementation of Concurrency (Interlocal Agreement), the LOS standards shall be applied consistently by all the local governments within Orange County and by the School Board to all schools of the same type. All CSAs must achieve the adopted LOS standards identified in CIE Policy 1.8.1 and <u>CFE CIE</u> Policy 3.2.1 by 2014, with the exception of the backlogged CSAs which have been placed in a <del>long term</del> long-term concurrency management system. Each backlogged CSA must meet the adopted LOS as determined by OCPS by the year 2017. The backlogged CSAs are identified below and the existing and projected LOS standards are identified accordingly.

Backlogged CSA	Adopted LOS Standard	2009-10 (Existing)	2013-14 (5 Year)	2016-17 (LTCMS 10 Year)
CSA DD	110%	109.4%	114.6%	100.6%
Gotha	100%	110.1%	104.0%	81.9%
Meadow Woods	100%	106.6%	108.1%	99.3%
66-M-W-4 (2012)	100%	n/a	100.8%	100.0%

**Policy 1.8.2:** The concurrency service areas for each school type are adopted and incorporated by the following figures 1 through 6.

**Policy 1.8.3:** The LOS standards, except for backlogged facilities as provided in Capital Improvements Element (CIE) Policy 1.8.1, to implement school concurrency shall be calculated as a percentage of the Adjusted FISH Capacity as follows:

- <u>a.</u> Elementary: 110% of Adjusted FISH using Modified Middle School Attendance Zones as CSAs.
- <u>b.</u> Middle: 110% of Adjusted FISH using Middle School Attendance Zone as CSAs
- c. High, including ninth grade centers: 100% of Adjusted FISH using High School Attendance Zones as CSAs (Note: Adjusted permanent FISH for High Schools does not include in-slots)

The LOS for OCPS' K-8 schools shall be incorporated in the adopted LOS for elementary and middle schools in the following manner: All grades of Arbor Ridge K-8 and Windy Ridge K-8 shall be incorporated in the adopted LOS for elementary schools. For Blanker K-8, grades kindergarten through five shall be included in the adopted LOS for elementary schools and grades six through eight shall be included in the adopted LOS for middle schools.

Table 1 - OCPS Financial Resources, Projected Revenue FY 2008 through FY 2017 (attached, in Excel spreadsheet)

Table 2 - OCPS Financial Resources, Projected Expenditures FY 2008 through FY 2017 (attached, in Excel spreadsheet)

Table 3 - 10-Year Capital Outlay Plan for Additional Schools, 2007 (attached, in Excel spreadsheet)