

# CITY OF CLEWISTON

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December 19, 2022

To: Mayor & Commissioners

From: Randy Martin, City Manager

Subject: **City Manager Report on the "State of the City"**

Continuing a long standing municipal government practice to provide an end-of-year assessment and New Year's prognosis, management offers an administrative perspective on 2022 progress made and a view of what is expected to lie ahead. This has proven a worthwhile endeavor in past experiences both professional and personal and a productive exercise thus far in Clewiston. Since 2019, a standard of regular weekly updates to the Commission has been maintained, but a collective assessment and reflection is believed to be a necessary complimentary effort. In 2019, that partial year report provided a limited update to the Commission and community shared in the City's FYI publication. Since my tenure with the City was limited to six months of that year, it focused less on achievements and more on an introduction to perceived priority goals and objectives at the time. In 2020 and 2021, the report was expanded accordingly to a full year assessment. This report builds on that effort.

Management will provide an executive summary of this assessment and prognosis for distribution to the public through a City FYI publication and by other means including a highlighted summary at the conclusion of the upcoming Commission meeting. The next suggested step will be to continue efforts to identify, review and refine Commission established priorities going forward into 2023. The Commission has considered and provided guidance to management on municipal priorities during Commission workshops. Management suggests this practice continue. Also enclosed is an annual grant project summary referenced in the State of the City document for information.

Enclosures

# CITY OF CLEWISTON

## STATE OF THE CITY REPORT

December, 2022

### INTRODUCTION

The City of Clewiston, Florida was founded in 1925 and incorporated as an independent Florida municipality in 1931. The Clewiston General Plan as it is referenced was initially designed by nationally prominent land planner John Nolen. As such, the city has consistently valued its rich heritage and desires to honor the basic principles of the Nolen plan in future development considerations while recognizing that the vision will likely require adjustment to adapt to modern development standards. The city is virtually surrounded by sugarcane fields and thus historically known as “America’s Sweetest Town”. This designation appropriately acknowledges the significant positive impacts on the city, Hendry County and surrounding areas as the corporate home for the U.S. Sugar Corporation (USSC) which is widely recognized as an agriculture industry leader in south central Florida’s heavily ag-dependent region.

Clewiston is located in south Florida approximately 60 miles east of Fort Myers on the Gulf of Mexico and 60 miles west of Palm Beach on the Atlantic Ocean. Through almost a century of growth, Clewiston has retained its charm and beauty as the gateway community to Lake Okeechobee which is Florida’s largest and the continental United States’ second largest freshwater lake. Clewiston is uniquely positioned among Florida municipalities in being centrally located by waterways and highways between the coastlines. Visitors are attracted to Clewiston in large part due to excellent freshwater fishing in Lake Okeechobee which is widely acclaimed as the “Bass Capital of the World” and offers the best in black bass and pan fishing including crappie and bream. The 109 mile Lake Okeechobee Scenic Trail (LOST) circles the lake’s perimeter and, as part of the Florida Trail system, passes through the Clewiston community along the ridge of the Herbert Hoover Dike (HHD) which connects the city with the body of the lake. This access provides a lakeside recreational area and excellent bicycling, running and walking opportunities. It is also a favorite location for the many visitors in the region to enjoy bird and wildlife observation. The primary transportation connector route “Sugarland Highway”, as it is affectionately known, is a combination of U.S. Highway 27 and State Road 80 which runs east to west through the community to form an axis point for the city.

Clewiston is a full-service city providing all major municipal services including: police, emergency dispatch, animal services; fire protection & first responder emergency medical;

public utility operations encompassing potable water treatment & distribution, wastewater collection & treatment and electric utility distribution; community development, planning, zoning, permitting & code enforcement; public works activities encompassing solid waste collection & disposal, street, sidewalk, & storm water system maintenance, park & public building maintenance, street lighting, mosquito control & public boat ramp facility maintenance; parks, recreation & leisure services programs & facilities; public facility rentals (e.g. playgrounds, picnic shelters, splash pad, pool, auditorium, youth center); public golf course operations; public library services & facilities; finance & administrative services, human resources, risk management & personnel administration.

### EXECUTIVE SUMMARY

From an administrative perspective, it is a worthwhile endeavor to document an end-of-year assessment of municipal progress, as well as, offer a brief prognosis for the coming New Year. This annual exercise is intended to be a reminder of achievements, with appropriate recognition of shortcomings, so that limited resources can be strategically targeted going forward to enhance outcomes recognizing that forces beyond the city's control often impact on scheduled plans necessitating modifications. This information is also beneficial for future reflection especially when updating and refining goals and objectives.

This synopsis is intended to document significant items, but is not a comprehensive listing of all activities of the prior year nor should it be interpreted as being presented necessarily in priority order. Details have been organized by service area or related functions to the maximum extent possible. This summary is further provided to capture and highlight many other documents, resources and activities which are available by reference for more in-depth critique. The following review is offered in this context to highlight 2022 with a view to 2023:

#### PART ONE: PROGRESS

**a) Emergency Management, State of Emergency Events & Funding Updates:** By any standard, one of the items most influential upon the city during most of 2020 and carrying forward throughout 2021 was the novel coronavirus pandemic (COVID-19). The implications significantly impacted practically every element of city operations as well as the community-at-large. This dynamic shifted dramatically in a positive direction in 2022. As was the case in the prior year, the 2022 report does not further comment on negative aspects during the pandemic period. Instead, focus in this report is upon actions which helped the city respond to state of emergencies in general.

As reported in 2020, a significant development was the adoption of a new Comprehensive Emergency Management Plan (CEMP) prior to the COVID-19 event. This

allowed the city's pandemic response to be better organized than would have been the case under the previous CEMP. In cooperation with county emergency management in 2021, management was also able to complete the important revision process for the Clewiston relevant provisions of the FEMA required Local Mitigation Strategy (LMS) document. The LMS is a necessary multi-jurisdiction planning tool for use in emergency management type activities that qualifies local jurisdictions to remain eligible for federal financial assistance programs including flood insurance. This mandated five-year cycle update reflected the provisions of the new city CEMP document and was Clewiston's first meaningful update to the LMS since it was originally adopted more than a decade earlier. The new LMS document was concurrently approved by the Clewiston, LaBelle and Hendry County Commissions and officially accepted by FEMA in 2021 and is compliant until 2026. Also in 2021, city, county and LaBelle representatives cooperatively sought Requests for Proposals (RFP) from qualified firms to provide FEMA compliant disaster debris removal & monitoring services following major storm events. The prior multi-year RFP effort expired in 2021, necessitating the pursuit of new contractual relationships. **The Commission timely authorized new disaster debris removal & monitoring contracts in January, 2022 consistent with county and LaBelle selections. The new CEMP, the LMS update and updated disaster debris contract actions completed over the last two years were essential to the ability of the city to adequately and efficiently respond to the recent hurricane season declared disaster events impacting our community to varying degrees in the form of Ian and Nicole. These actions preserved a path to full reimbursement of city costs associated with FEMA eligible expenses and open the door to potential post-disaster hazard mitigation type funding eligibility in the future.**

It is well documented that the pandemic adversely contributed to revenue losses for state and local governments. This had negative implications for Clewiston in both FY 2019-2020 and FY 2020-2021. Fortunately, the city was less impacted economically overall than municipalities that were more reliant upon tourism dollars. This translated to fewer private sector job losses and permanent business closures locally. In a positive vein, the state allocated federally approved Coronavirus Aid, Relief and Economic Security (CARES) Act funding to counties who in turn shared those revenues with municipal governments to offset eligible expenditures in response to the pandemic that in the case of Clewiston resulted in the receipt of \$890,000 in reimbursements for eligible public safety expenditures. This funding allowed the city to redirect available resources to address much needed expenditures particularly in the area of public safety upgrades to communications technology & other equipment essential to future declared state of emergency response. In 2021, the federal government also provided local government funding in the form of an **American Rescue Plan Act (ARPA) for revenue replacement and other eligible uses including certain infrastructure projects** under the Coronavirus



State and Local Fiscal Recovery Fund (CSLFRF). **As a non-entitlement city, Clewiston directly received \$4,016,846.00 in two equal installments with the first half received in 2021 and the balance received in 2022.** The city allocated a major portion of the first installment for the water utility elements of the automated Advanced Metering Infrastructure (AMI) project as further described later in this report. The city subsequently designated funds for other eligible expenditures as further referenced in this report including the Alverde/Commercio water line utility infrastructure project, technology upgrades, facility improvements and emergency equipment enhancements. In terms of specific equipment upgrades utilizing ARPA funding for CSLFRF eligible expenditures, post-pandemic the city and county replaced outdated technology including shared communications equipment consistent with the terms of an ILA for the Clewiston Commission Chambers, which the County Commission shares for meetings, that improved public access to live streamed meetings and had the additional benefit of enhanced cybersecurity safeguards while also addressing new legislative mandates and city liability insurance requirements.

**b) Public Safety Initiatives & Activities:** As reported in 2020, management and staff in collaboration with Hendry County completed a final draft of the outdated (circa 1980's) Inter-local agreement (ILA) between the parties for the East Hendry Fire Services provided by the Clewiston Fire Department. The updated East Hendry Fire Services ILA was approved by the county and city Commissions marking a major long term priority achievement in 2021. Due to the ability to redirect resources as a result of the flexibility provided by the CARES Act public safety reimbursements described earlier, a second major priority initiative was accomplished the same year when the city completed the E-911 communications system equipment upgrade. This had been identified as the highest priority need for a number of years by the police department but took on new urgency to achieve countywide emergency communications interoperability in compliance with a 2020 legislative mandate. In cooperation with the county, this digital platform communication equipment upgrade ensures that all city public safety delivery agencies can seamlessly and efficiently communicate, and it replaced aged, analog based, radio equipment that had served its useful life thus enhancing first responder efforts and the public's safety in the process.

As was also reported in 2020, the police department realized another long established priority capital project with completion and formal closeout of the state grant funded initiative begun in 2016 to acquire, renovate and relocate the police department to its new and improved facilities at 300 South Berner Road. In 2021 and throughout 2022, this process continued with **additional exterior and interior upgrades to the new facility location including: re-location of the city's primary Emergency Operations Center (EOC)**

to the 300 South Berner Road facility from its secondary location at the public utilities office located at 141 Central Avenue, building floor & wall finish replacements, soon to be completed bathroom upgrades, as well as, final relocation of all evidence storage to the new facility. The later item allowed the former police facility located at 205 West Ventura Avenue to be entirely vacated permitting consideration for other uses. To this end, a preliminary engineering structural evaluation on the 205 West Ventura Avenue location was undertaken and an administrative assessment of potential future use options for that site other than temporary storage remains in process. The other major priority police department equipment need began being addressed in 2021 with the utilization of CARES Act reimbursements to purchase 9 replacement vehicles in the aged police fleet. The department used local funding to replace 1 of the two aged animal services vehicles as well. **The equipment upgrade process continued in 2022 with 2 additional vehicle and emergency equipment replacement purchases utilizing ARPA funding reimbursements & other grant funds consistent with the adopted multi-year Capital Improvements Plan (CIP) for the department.** The department's grant funded **2022 technology advancements included Panasonic Toughbook laptop computers for patrol officers which are GPS enabled and are now location tracked live in dispatch which is a major enhancement of officer safety.**

As reviewed in 2021, the police department administration was reorganized with a new command staff structure implemented. **In other efforts which continued into 2022, the department: in cooperation with the Chamber of Commerce, started a new community outreach program ("Coffee with the Chief" events) to increase transparency and communication;** continued an intergovernmental Memorandum of Understanding (MOU) with the 20<sup>th</sup> Judicial Circuit of Florida Narcotics Task Force led by the State Attorney's office & involving other law enforcement agencies aimed at fighting drugs and related crimes on a regional basis (i.e. NETFORCE initiative); strengthened partnerships with local & regional law enforcement agencies including most importantly the Hendry County Sheriff's department, joined a Multi-Jurisdictional Traffic Task Force Voluntary Cooperation Law Enforcement Mutual Aid Agreement, continued participation in the South Florida Internet Crimes Against Children (ICAC) Task Force & with the area's Abuse, Counseling and Treatment (ACT) shelter organization for domestic violence services; entered into an updated mutual aid agreement with the Hendry County Sheriff's Department; **continued progress toward the department accreditation goal with extensive policy/form reviews/updates, related equipment upgrades, approval of the state accreditation agreement & budgeted funding for the necessary accreditation staffing;** as well as, enhanced officer training efforts to implement NARCAN use, **completed Taser hardware & comprehensive firearms equipment replacements** and improved certification efficiency. **Lastly, the major 2022 public safety achievement was**

**final adoption of the emergency communications ILA between the sheriff's department, county emergency services agencies and PSAP providers including the city to satisfy legislatively mandated interoperability requirements.**

Beginning in 2021 and continuing into 2022, the animal services division completed a staffing reorganization as well and has seen its shelter facilities significantly improved as noted through staff, city resources and enhanced volunteer support efforts. The division also: modified its philosophy and title to "animal services" from the historical "animal control" effective June 2, 2021; transitioned its shelter facilities to a "no-kill" status effective June 2, 2021; altered hours of operations for enhanced customer service; expanded relationships with animal rescue & humane society agencies; revised policies & forms based upon American Society for the Prevention of Cruelty to Animals (ASPCA) industry standards; implemented the Trap-Neuter-Vaccinate-Release (TNVR) program aimed at reducing feral cat populations; expanded the volunteer services program; improved accountability related to service call response & tracking via police dispatch (CAD), implemented a Shelter Manager software upgrade which provides statistical data analysis & enhanced reporting capabilities to improve compliance while providing breakdowns for types of service calls and county/city response area tracking purposes; modified financial processes for fine/fee collections; and, in cooperation with county agencies, initiated and participated in a review process to update the outdated (circa 1980's) ILA with the county for the provision of animal services outside the city limits. **The Animal Services facilities also saw several additional facility improvements completed in 2022 in like manner to the Police Department facility. Most of the labor provided for the improvements at both facilities was accomplished by department staff including notably the Chief and Command personnel.**

As previously requested by fire department leadership on behalf of volunteer firefighters, the county and city continued the collaboration begun in 2020 to equitably increase the county's Municipal Service Benefit Unit (MSBU) funding support assessed to out-of-city beneficiaries of the East Fire Services district to meet operating and identified CIP needs going forward. This change provided necessary funding flexibility to revise the Clewiston Fire Department budget to enhance personnel benefits (i.e. cancer & expanded accident coverages) for the department's volunteer firefighters effective October, 2020. After completing an actuarial analysis, **benefit considerations were further expanded in 2022 to include the provision of a pension plan for the volunteer firefighters.** Utilizing the county ILA established cost sharing formula, the city formally initiated the process to establish the pension plan consistent with state guidelines that allow the city for the first time to access property insurance proceeds to offset a portion of the city's pension fund costs. The state has collected these funds from individual ratepayers' insurance premiums long term and distributed proceeds to participating departments that provided

eligible benefits. **The addition of these benefit enhancements are aimed at improving Clewiston's ability to retain and attract sufficient qualified individuals to continue providing an acceptable level of fire protection and first responder emergency medical services exclusively with volunteers.**

The county and city agreed in 2020 to pursue two initiatives related to fire and emergency medical services and the method of funding for each. The county initiated the procurement of **professional services to assist in completing the necessary study to evaluate the current fire services MSBU's utilized to fund county fire protection costs** and to consider the addition of a new emergency medical services (EMS) MSBU to fund that county service in lieu of the current ad valorem method of taxation as the funding source. The city benefited to some degree from the **fire assessment updated analysis**, because it **provided necessary information that allows the city in the future at much reduced cost to consider using the special assessment funding method for the city share of fire protection services in lieu of the city ad valorem method of taxation** historically used. **The fire assessment update from the county consultant was completed in 2022, but timing did not allow the city to consider the method of taxation change for the current fiscal year.** The county was able to utilize the study results in the FY 2022-2023 budget process. Regarding the EMS MSBU creation process, consent from the cities of Clewiston and LaBelle is required for an EMS county MSBU change to be effective within the city limits. With both cities' consent, the county Commission could have made the change effective October 1, 2022. Last year, the Clewiston Commission approved its consent to this change on first reading and was scheduled to consider final action at the December 20, 2021 regular meeting. In an unexpected move, the county Commissioners elected to not further proceed with the EMS MSBU at their December 14, 2021 meeting thus eliminating the need for further city action. In other fire services matters, the Clewiston Volunteer Fire Department was able in 2022 with funding support of the city and county to complete additional priority equipment updates including the **phased acquisition of replacement firefighter Self-Contained Breathing Apparatus (SCBA) system equipment** also utilizing funds made available due to the flexibility provided by the CARES Act reimbursement funding for eligible expenditures.

- c) Infrastructure Needs, Accomplishments & Economic Development Progress:** During preparation and development of each fiscal year budget, considerable energy is exerted by the Commission, management and staff to update and refine the city's earlier referenced CIP process. Every impacted department is engaged in this endeavor requiring annual review and updating of the longer term ten-year planning document initially developed in 2019 & subsequently refined annually including 2022 with focus upon the first five-year period in terms of more immediate needs for capital funding. As one of the



primary means of addressing immediate and shorter term identified capital outlay needs, management and staff continued aggressively pursuing available state and federal grant opportunities to address accumulated demand. This has resulted in the pursuit of a record number of grant seeking efforts for the city and thus far an impressive amount of approved grant funding resources with several major project applications still pending. As reviewed during the budget development process, **the city and its partners have applied for \$51.9 million in grant type funding from all sources and been approved for \$34.7 million to date.**

To further capital needs planning and expedite project design and completion, an important goal was achieved a couple of years ago with Commission approval of multiple firm contracts for the provision of professional engineering services. From the dozen qualified responses, a staff review committee had narrowed the list to four recommended firms. The city is now positioned with sufficient firms under contract to simultaneously pursue multiple capital projects going forward in compliance with state regulations requiring separation of design and inspection type services on certain major projects specifically including FDOT administered efforts. In 2021 and 2022, the city utilized the services of all the approved firms to varying degrees for specific stages of planned capital projects. The city's lead consulting engineer, with 3<sup>rd</sup> party assistance, completed design and permitting requirements for the Florida Department of Transportation (FDOT) approved C-21 bridge canal crossing project after the city was awarded additional legislative funding in 2021. **Upon receiving a formal release for the Herbert Hoover Dike (HHD) rehabilitation project recreation area (which includes the bridge site) from the United States Army Corps of Engineers (USACE) in 2022, the city awarded a contract with construction commencing for the C-21 bridge project late in the year.** The long awaited partially FDOT funded East Ventura Avenue pavement repair and resurfacing project, as well as, the associated grant funded East Ventura Avenue & vicinity storm water infrastructure improvements were completed in 2022 utilizing the same contractor. Thanks in large measure to the efforts of the design engineer, the project contractor successfully completed these much needed priority projects within budget and on time despite unanticipated third-party communication utility conflicts.

The city was awarded FDEP State Revolving Fund (SRF) grant and a combination of low and zero interest loan funds in prior years to complete critical aspects (phases 1 & 2) of inflow & infiltration (i & i) improvements to the wastewater collection system throughout the service area which satisfied major elements of the Florida Department of Environmental Protection (FDEP) consent order decree requirements the terms of which the city originally agreed to in 2018. These completed project phases resulted in reduced Wastewater Treatment Plant (WWTP) flows which positively impact operating costs and free up permitted plant treatment capacity for future development and redevelopment

use. An additional element of the broader i & i utility project using FDEP funding was completed which satisfies a consent order requirement by providing two stationary generators strategically located on the wastewater collection system to operate major lift station bypass pumps and four portable generators available for deployment throughout the collection system for use during power outage events to avoid wastewater backups, overflows or bypasses. **Contract awards were finalized in 2022 reflecting project scope modifications to match available funding for the 3rd phase of another SRF grant and no interest loan funded effort to address additional identified i & i related needs.** Phase 3 funding was approved by FDEP in 2021. This project will replace electrical panels & pumps at lift stations and address other equipment needs. In spring, 2022, the city **completed installation of adequately sized permanent WWTP generator equipment utilizing additional state grant funding also secured in 2021.** This project **addressed key elements of the FDEP consent order and one important aspect of the more comprehensive planned renovation of the WWTP facility.** Subsequently, in late 2022, **the city was notified that the requirements of the 2018 consent order were satisfied.** This achievement allows full focus on the WWTP upgrade project going forward to hopefully avoid future FDEP consent order consideration for WWTP flows. As required, the city made timely application and was **successful in the state approved renewal of its multi-year required WWTP operating permit from FDEP this year.** In collaboration with the county, the city has submitted grant applications to multiple sources for funding to complete the planned comprehensive renovation and expansion of the aged WWTP to meet modern reuse quality standards and provide additional capacity to serve new development and redevelopment of unserved areas including the funded extension of a wastewater force main from the plant to serve areas west of the city along the U.S. 27 highway corridor to the Airglades International Airport (AIA). Regarding the need to provide essential wastewater services to the 27 highway corridor and AIA, **the county completed the first phase of the AIA wastewater force main project in 2022 utilizing a previously received state legislative appropriation.** In 2022, **the county also secured sufficient additional legislative funding to complete the remaining scope of the AIA wastewater force main project.** The city applied in the prior year for legislative funding to upgrade the water line infrastructure along the 27 highway corridor west to the AIA. **In 2022, the city received full legislative funding for the water line project** and is in the process of finalizing the grant agreement. Concerning the needed WWTP improvements, **the city applied for funding from congress for the WWTP rehabilitation and expansion project in 2022.** Thanks to the support of Congressman Mario Diaz-Balart, **the federal congressional budget appropriation process includes a \$3.0 million allocation for the WWTP project and is expected to be finalized before the end of the current session.** The city made a December, 2022 funding request to the Hendry state legislative delegation

**for the estimated \$11.0 million balance of funding needed for the project. Utilizing \$1.4 million in ARPA funding in 2022, the city contracted the priority comprehensive upgrade of water service lines in the Alverdez & Comercio area of downtown to enhance fire suppression capabilities and improve customer service. The first two phases have been completed, as well as, substantial progress on elements of the third and final phase of the project.**

In cooperation with the Florida Municipal Power Agency (FMPA), of which Clewiston is a member, the city obtained the services of an independent consultant to evaluate the feasibility of the earlier referenced AMI system conversion, assist in a procurement process to select a qualified firm to complete the project and advise the city during the project itself. The initial two phases of this process were completed in 2021 when the city awarded a contract to modernize the electric and water utility system operations by converting to an AMI system. **Despite adverse supply chain impacts on material delivery schedules, the AMI utility metering project preparation phases progressed in 2022.** The AMI project is being financed with an FMPA low interest loan for the electric portion and with the water portion being financed with the earlier referenced federal ARPA funds with no appreciable impact on rates resulting. **In 2022, the city with FMPA assistance initiated the planned public education effort for the AMI project, as well as, unrelated, but important, customer education efforts to explain increased power cost adjustments experienced during the year as a result of escalating natural gas prices worldwide.**

In 2020, the public utilities department completed an electric system analysis and initiated electric distribution resiliency maintenance including transfer station and transmission line improvements. Staff continues to pursue state grant opportunities to reduce the potential and duration of power outage events particularly related to extreme weather, but the effort has not as yet been funded. Concurrently, **the city has continued to emphasize maintenance efforts the results of which contributed to reduced outage times and a lesser extent of damages during 2022 hurricane disaster declaration events.**

In cooperation with the USACE, the city was involved throughout the year in coordination activities to address impacts on the adjacent city managed lakefront recreation area as their HHD project contractor completed the major rehabilitation contract. Although the HHD project was predominantly completed within Clewiston in 2021, **the USACE contractor continued to address punch list details in 2022 culminating with the recent removal of the temporary canal construction crossing utilized during the lengthy project.** In addition to the very important dike safety enhancements the project provided Clewiston, it also resulted in complete USACE funded resurfacing of the street sections in the HHD recreation area. **The important Lake Okeechobee Scenic Trail (LOST) is scheduled to reopen in total for the first time in over two years in December, 2022.** In another cooperative effort, the USACE and city agreed in 2020 to

design and construct a septic-to-sewer project to connect USACE owned facilities to the city wastewater system with the USACE responsible for funding the project. Project design and the procurement process were completed in 2021 after the USACE secured all the necessary funding. **The city awarded a contract in 2022 for the USACE septic-to-sewer conversion improvements and project construction has been substantially completed.**

With community and agency support, the city has received a FDOT funded Safe Routes to Schools sidewalk construction project grant which will provide pedestrian facilities on designated street sections along Clewiston school access routes. FDOT has funded & completed steps necessary to construct sidewalk sections along additional portions of the U.S. 27 highway corridor on the west end of the city including portions of San Luiz, adjacent to the McDonald's restaurant site and other connector streets in the vicinity. **In 2022, the Commission approved a modified scope contract with FDOT for sidewalk improvements along portions of Royal Palm & Ponce de Leon in the vicinity of Civic Park.** Construction of this modified scope is being planned in conjunction with the San Luiz area project.

In cooperation with the USSC, the city renamed the public golf course facility to the J. Nelson Fairbanks Clewiston Golf Course and installed new directional signage & landscaping areas along San Luiz Avenue at the intersection of Sugarland Highway and near the entrance to the golf course property. The city continued improvements at the golf course by replacing remaining signage on the pro shop and country club buildings with the new logo design and by repairing & repainting the entire exterior of the pro shop and country club buildings utilizing USSC donations. The city also received additional in-kind support from USSC at the golf course that assisted with resolving some irrigation system deficiencies and reducing chemical costs. In terms of other major facility enhancements, an initiative begun in 2021 and **completed in 2022 was a much needed renovation of the youth center facility made possible through yet another USSC and city partnership. The range and frequency of uses, as well as, recreational programming (e.g. the recent very successful 1<sup>st</sup> Annual Christmas Tree Lighting event) of this and other city facilities under the leadership of the 2022 hired Director of Recreation & Leisure Services have increased dramatically.** Public feedback has been quite positive. **The City Commission and Hendry County School Board also approved renewal of the expiring multi-year school recreation facility use ILA in 2022.**

The city continues its successful marketing collaboration with the county Economic Development Council (EDC) with progress aimed at encouraging private investment and job creation opportunities in the vicinity of Clewiston. This effort contributed to increased activity which helped accomplish the city's completed sale of all remaining city-owned properties within the Commerce Park Industrial District (CPID) in 2021. This was a



milestone achievement for the city as the development of the properties is already impactful with the potential creation of an estimated 300 new jobs, private investment projected in the \$30-40 million range and the city garnering \$1.7 million in gross receipts on the land sales which bolstered reserve funds. In 2021, a portion of the proceeds were utilized to repay the water & wastewater fund for the initial business development in Commerce Park. **The construction of the first planned commercial structure in Commerce Park was completed in 2022 marking the first such construction activity in well over a decade.**

**d) Community Development, Redevelopment Areas, Regulatory Reform & Code Enforcement efforts:** During workshop discussions in recent years, the Commission determined development and redevelopment of the 27 highway corridor a priority particularly regarding the downtown and older sections of the city. Several years prior, the Planning & Zoning Board and Community Redevelopment Agency (CRA) Advisory Committees initiated a review of development and regulatory tools with a draft ordinance recommended for consideration. With the primary exception of the FDOT visioning effort further described later in this report, initial 27 highway corridor planning efforts stalled due to concerns about various elements of the previously proposed comprehensive draft ordinance rewrite. Fast forward, more recent efforts to revisit the scope and specific provisions were not finalized in 2020 or 2021 due to COVID-19 impact delays. The restrictions imposed in response to the pandemic also adversely affected code enforcement efforts throughout the City particularly the Special Magistrate process.

Beginning in 2021, code enforcement efforts returned to pre-pandemic levels, and management reemphasized a commitment to pursuing the 27 highway corridor initiatives. To this end, the previously **recommended 27 highway corridor zoning ordinance provisions were finalized and adopted by the Commission in 2022. This is a major achievement for the city that is expected to immediately further redevelopment goals for the corridor.** CRA funding has significantly increased in the last three budget cycles for the first time in a decade prior. These funds have thus far been held in reserve to address priorities. At the Commission's direction, the city applied in 2021 and was **approved in 2022 for legislative funding to improve the highway corridor access via North Francisco Street to the lakefront area.** Since 2019, the city completed the first four phases of a 27 Corridor FDOT grant funded beautification project to install palm trees along the highway. The city was approved for additional funding during 2021 from FDOT to complete another phase of the planned installation of palm trees along the remainder of the 27 Corridor within the city limits. **In 2022, the staff and engineer substantially completed the planning with FDOT representatives to finalize the grant agreement and modified plans to allow the fifth phase to proceed to construction. Staff and engineer**

**furthered planning, design and bidding efforts with FDOT in 2022 to complete sidewalk sections to fill voids along portions of the corridor as detailed earlier in this report. City staff also made significant progress on the west end 27 Corridor median flagpole project in cooperation with the county and fair board with third party funding secured and the code compliant flagpole and equipment scheduled for delivery in December, 2022.** In 2021, engineering design was completed, the long awaited FDOT permit was secured and pole specification & pricing was determined. Parties are now focused upon finalizing contractor elements. As reported in 2020 and referenced earlier herein, the city was approved for timely FDOT funded professional highway corridor planning assistance. FDOT's Planning Studio division utilized the services of a consultant to complete a 27 Corridor Vision Plan (CVP) for the city and portions of the highway outside the east and west city limits into the county. The scope of work included a robust public participation component and was completed during 2020 & early 2021 despite the limitations imposed by COVID-19. The completed 27 CVP was approved by the city & county Commissions in 2021. **In 2022, staff continued the FDOT collaboration for inclusion of recommended 27 CVP elements in future state funded corridor improvement projects.** The City applied in 2021 and was **approved in 2022 for a congressional appropriation and for separate funding from FDOT to complete the remaining section of Ventura Avenue from Deane Duff to W.C. Owen with a comprehensive multi-modal "super street" type upgrade consistent with the CVP document recommendations for the downtown area.** With the leadership and assistance of the Southwest Florida Regional Planning Council (SWFRPC), the city was also **selected for a Florida Boating Improvement Program grant project to develop a Lakefront Master Plan within and near the expanded CRA area with access through the CVP corridor.** The project progressed in 2021 utilizing SWFRPC resources, a stakeholder group for input and staff with the services of a consultant to do the necessary study to develop a master plan for the waterfront recreational area. **Due to the need for scope review and consideration of modifications following receipt of public input, storm season impacts and other administrative demands, the master plan development process was not completed in 2022.**

In the latter half of 2020, the city approved a revised Planned Unit Development (PUD) master plan amendment for Gateway South, on USSC property on the south side of the 27 Corridor at the western end of the existing city limits, to address housing needs focused on creating workforce residency opportunities for professionals such as teachers and first responders. In 2021, developer progress continued on the Gateway South PUD project with survey, site tree removal, environmental clearance & engineering design activities undertaken. The city continued preliminary discussions with USSC representatives on plans for other undeveloped properties located within and outside the city limits for commercial, residential & warehousing type uses. **Progress was made in**

**2022 as USSC filed a PUD approval request for their property referenced as the Clewiston North & Marina project to expand commercial retail opportunities along the 27 highway corridor, further address housing needs and include development of a hotel/marina site with canal access to the lake. To address commercial and warehousing type uses, the city received and initiated review in 2022 of an annexation request from USSC and others for property referenced as the Clewiston 440 project located along the 27 highway corridor adjacent to the western city limit boundary with rail access available.**

To protect the community's interests, the city and other regional partners including Hendry County, Glades County and the City of Moore Haven, continued their relationship a third year with a consultant to monitor USACE regulatory reform efforts specifically including the agency's Lake Okeechobee System Operating Manual (LOSOM) development. In the name of water quality protection, the city implemented a 2020 adopted ordinance regulating fertilizer use to address nutrient level considerations in surface waters. In response to state actions which expanded the scope and applicability of Basin Management Action Plan (BMAP) regulations and to address the city's resulting long term obligations to FDEP, citywide storm water processes were reviewed and ordinances modified to meet the requirements of the National Pollutant Discharge Elimination System (NPDES) standards. These changes and other steps taken this year satisfied FDEP's NPDES permit renewal requirements with additional responsibilities for updated mapping to be completed on an approved schedule in future years. **In 2022, the Commission held its first dedicated workshop in several years to begin discussions with staff and engineer on storm water initiatives and review of required maintenance assessments and municipal responsibilities for existing infrastructure (e.g. culvert crossings engineering analysis & cost estimates, BMAP requirements & compliance progress, storm water storage potential opportunities & funding sources).** After several years of delays, it was a major achievement late in 2021 when the state agreed to issue the NPDES MS-4 permit which meets the city's obligations until the next renewal cycle in 2026. In 2021, significant progress was made toward environmental regulatory compliance with the city in the final stages of state approval of the required 10 year water supply plan. **In 2022, the city received state approval of the water supply plan which satisfies requirements for the next decade unless of course the state modifies requirements or the need for local amendments becomes necessary. This achievement is important particularly at this time as the review process for new development approval timing locally can be adversely impacted by an outdated water supply plan document.** This effort was slated for completion several years prior based upon an agreement with the state, but it was not accomplished until this past year. With technical expertise assistance from USSC staff resources and the city consulting engineer, success

was realized as well with completion of the steps necessary to achieve timely WWTP permit renewal as noted earlier.

**e) Fiscal Management, Oversight, Compliance & Reporting:** The past decade, in terms of adverse economic conditions, took a toll on city financials which became an essential priority for the city to address in late 2019. Reserves were largely depleted and fiscal compliance type conditions resulted in the need to take corrective actions. In each of the city's enterprise funds and operations, priority steps were identified to recommend actions to the Commission. Utility rate structures were a focus with independent analysis of the electric, water & wastewater funds and interdepartmental analysis of the solid waste fund undertaken and completed. Based upon the results, the Commission adopted and implemented corrective measures beginning in 2020. It was expected to take multiple years to accomplish established financial goals and restore full financial policy compliance in all funds. The effort utilized a very deliberate and transparent process which in large part was adequately justified to the public based upon the minimal negative feedback received. Specifically, the user fee based rate structures were modified for the first time in most cases in over a decade. To prevent this condition from being repeated, the Commission agreed to implement steps for regular cost-of-living type analysis to occur with rates adjusted as necessary. **In 2022, this rate review process was followed with necessary adjustments implemented in affected funds including the first bulk water rate change in 14 years.** Another important step was accomplished when the Commission established a well-qualified private sector advisory committee to make recommendations on the auditor selection process. The Commission subsequently accepted the committee and management's recommendation to procure the services of a highly experienced municipal accounting and financial management firm to conduct the city's annual required financial audits going forward. Due to the concerted efforts of the city's capable and dedicated finance department, the two subsequent audits for FY 2018-2019 & FY 2019-2020 were completed with the important goal accomplished of eliminating past audit findings that plagued city financials for years while addressing additional audit identified improvements in financial management going forward. **Financial management progress continued in 2022 with additional achievements including timely audit reporting for the prior year & completion of recommended pooled cash financial management modifications cited previously as a deficiency.** The Finance Department has during the period implemented enhanced internal financial reporting processes providing monthly reports to the Commission and the public on current fiscal activities reconciling revenue and expenditures with budget projections. Finance staff continued an expanded role in internal auditing, reporting & analysis functions by taking the lead to evaluate solid waste fund fee structure recommendations



during the annual budget process. The department also completed a detailed financial analysis of golf course operations and budget review. The city budget process has been refined to improve review efficiency and policy oversight efforts including the updated CIP development process. Fiscal policy compliance levels have improved with reserve fund policy procedures a priority. All these efforts have been accomplished while the Finance Department has experienced a major increase in its workload resulting from the city's success in the receipt of additional grant resources. While a blessing to the community in terms of meeting needs, grant programs inherently increase the degree of financial management efforts necessary to comply with grant agency requirements. In terms of administrative actions to improve efficiency of operations & service delivery while achieving regulatory compliance, steps included a **review and update of the 2022 organizational structure, personnel pay & classification plans in compliance with new minimum hourly wage legislation schedules**. In 2021, the Commission approved a number of organizational & personnel related changes including the first in an anticipated series of cost-of-living adjustments to the pay plan & benefit modifications with additional actions to follow.

**f) Intergovernmental Cooperation:** Local governments achieve their optimum potential when developing cooperative working relationships with peers and other influential organizations and agencies. Clewiston has made historical progress during the last few years in terms of intergovernmental cooperation. Representatives from the cities of Clewiston and LaBelle during the period have joined Hendry and Glades counties to collaboratively communicate with legislative leadership, local delegation members and select federal and state regulatory agencies in a unified advocacy effort for designated priorities, projects and funding assistance for topics of mutual interest and benefit. Based upon the reaction of outside agency officials, this unprecedented cooperation has been productive. Results have been outstanding in terms of increased funding and other positive outcomes specifically in the highly competitive state budgetary allocation process. As for interagency cooperation on a local level, as referenced throughout this report and evidenced by a number of less notable examples, **positive city interactions with county agencies have steadily improved interagency relations in the last three years** with high expectations for continued success in the New Year and beyond. Management believes past and future progress is reliant upon improved communication efforts. Continued progress with expanded programming and facility enhancements is expected in the city administered county, city & state grant funded three-branch library system.

As reported earlier, most notable in 2021 and since has been enhanced cooperation between the city police department and the sheriff's department thanks to the concerted

efforts of agency leadership. Outreach to federal and state agencies in all departments to foster improved relationships is a priority. Prominent examples where the city has enhanced its relationships and standing are the USACE, FDOT, South Florida Water Management District (SFWMD), SWFRPC, Heartland Regional Transportation Planning Organization (HRTPO), FMPA, as well as, improved communication with other important federal and state agencies including the FDEP, the 20<sup>th</sup> District State Attorney offices, U.S. Department of Agriculture (USDA), federal Small Business Administration (SBA), Federal Emergency Management Agency (FEMA), Florida Department of Emergency Management (FDEM) and the federal Economic Development Administration (EDA) among others. In a new initiative in 2021, the city, county & LaBelle agreed to partner with the Florida Attorney General's office in a MOU implementing a unified plan regarding opioid litigation. The City has also continued use of its facilities for monthly office hours for staff of U.S. Congressman Mario Diaz-Balart and to allow weekly office hours for Florida House of Representatives member Lauren Melo. **Positive initial discussions were held in 2022 to foster a similarly productive relationship with the city's new U.S. Congressman C. Scott Franklin and his staff when the new congressional districts take effect in January, 2023.**

#### PART TWO: PROGNOSIS

Looking ahead, attention will continue to focus upon enhancing the city's improving track record of achieving predominantly positive outcomes. **Based upon prevailing economic indicators and despite national inflationary concerns, management remains optimistic on local economic prospects as 2023 unfolds.**

Completion of a number of major activities and projects was achieved this past year with **expectations high for additional success in 2023 as follows: substantial progress aimed at completing the multi-year effort to achieve police department accreditation; in cooperation with the county, continue collection of service data and pursue updates of the outdated (circa 1980's) city & county animal services ILA; during the next budget process, pursue additional study elements, evaluate the data and consider the city fire assessment method of funding in lieu of ad valorem funding effective not earlier than FY 2023-2024; continue first full year of League of Cities assisted administration of the Clewiston Firefighter Pension Board fund operations; in cooperation with Hendry County, evaluate proposals and pursue negotiated contracts for future year disaster debris removal & monitoring firms; complete third and final phase of the Alverde & Comercio water main improvement project to further enhance fire suppression capabilities & customer service in the affected area utilizing ARPA funding for the city share of project costs; complete construction of the C-21 bridge project utilizing legislative grant funding with FDOT**

**oversight; complete federal and state agreements, project design, permitting & contract awards for grant funded streetscape improvements to upgrade the remaining unimproved section of W. Ventura Avenue from Deane Duff to W.C. Owen; apply for FDOT SCOP funding for the North Francisco Street resurfacing & related improvements including drainage; finalize state grant agreement with FDOT, design, permit and bid the approved \$500,000 legislative improvement project to enhance access in the vicinity of North Francisco Street into the lakefront area from the 27 highway corridor; utilizing Clewiston's share of county boating fees allocation, complete boating facilities maintenance improvements; in cooperation with FDOT, pursue funding for other priority 27 highway corridor improvement projects identified in the FDOT Planning Studio CVP documents; recommend approved 27 CVP elements to the extent CRA funding, potential legislative funding, grants and other sources are available; complete next steps associated with mapping designations and related actions to implement the recently adopted 27 Corridor Comprehensive Plan & regulatory ordinance provisions consistent with relevant CVP recommendations; in collaboration with the SWFRPC, complete remaining elements of the grant funded lakefront district master plan then pursue grant/donation type funding sources to implement recommendations; work cooperatively with property purchasers to facilitate Commerce Park private investment and job creation efforts; complete construction activities of the AMI utility metering project utilizing ARPA funding for the water portion & FMPA loan proceeds for the electric portion; complete installation of the west end 27 Corridor median flagpole project in cooperation with the county & fair board as a funding partner; complete FDEP funded phase 3 i & i wastewater system improvements; finalize the nearly complete USACE funded septic-to-sewer project which connects all of the site's federally owned facilities to the city wastewater system; as discussed in the late 2022 workshop, finalize scope and contract for an updated comprehensive water & wastewater master plan for the city; as an element of the master planning effort, review in-city & out-of-city water & wastewater rate structure including an analysis of impact fees and other available alternative options for infrastructure funding with consideration of Hendry County's concurrent impact fee study efforts; comply with approved schedule for city to address FDEP enforced BMAP standards & NPDES permit requirements for storm water system mapping submittals; evaluate adoption of SFWMD requested water conservation model ordinance; continue study and pursuit of compliance with unfunded legislature mandated storm water requirements which began taking effect in mid-2022 including additional analysis of infrastructure needs while pursuing identified priority grant funding sources; facilitate commencement of private construction on the approved Clewiston Gateway South PUD project on USSC owned property to address housing demand needs; in cooperation with Hendry County, facilitate completion of the remaining phases of the grant funded & county administered wastewater force main project from the WWTP to AIA; upon approval of the**

FDEP grant agreement for 2022 legislatively appropriated funding of the project, **design, permit & construct a water main line to enhance service particularly fire flow capabilities along the 27 highway corridor west of the city** to connect with the county owned water tank located at AIA; **complete review of plans & next step permitting actions for the planned phase of PUD development referenced as the Clewiston North and Marina project on USSC property located on the north side of the 27 highway corridor in the vicinity of the Walmart area & west of the city** including both commercial and residential development with lake access available to portions of the property via the canal system; **consider voluntary annexation requests, review plans and next step permitting actions related to USSC and other adjacent properties seeking access to city utilities to effect commercial and warehousing type use development referenced as the Clewiston 440 project** on properties adjacent to the western boundary of the city limits also along the 27 highway corridor with available rail access; **coordinate construction of FDOT funded sidewalk improvements project for San Luiz & street sections in the vicinity of the McDonald's restaurant** along both sides of the 27 highway corridor to fill voids; **coordinate construction of additional FDOT funded modified scope sidewalk improvements along portions of Royal Palm and Ponce de Leon** in the vicinity of Civic Park; **complete contractual requirements, design & construction of the FDOT Safe Routes to Schools grant funded sidewalk sections** to fill voids in the vicinity of school locations in the city; **complete the next phase of the FDOT grant funded 27 Corridor landscaping project further west toward the city limits** in compliance with current FDOT modified right-of-way location standards; **complete the Florida Recreation Development Assistance Program (FRDAP) grant & USSC donation funded Trinidad Park playground replacement project; complete other USSC donation funded upgrades to smaller designated neighborhood playground facilities; complete city and USSC donation funded improvements necessary to reopen the swimming pool and connect the splash pad facility equipment; complete budgeted library facility improvements including roof replacement & exterior painting;** continue progress in code enforcement activities and results utilizing the Special Magistrate hearing process particularly focused in the downtown & older sections of the City and in close proximity to the 27 Corridor; analyze feasibility and value of re-establishing county/city/schools East Recreation Board relations to include funding formula considerations going forward; **consider recommended storm shutter ordinance amendments;** continue review & monitoring of outstanding property liens particularly for non-homestead properties; **consider identified surplus property disposal & public building use options;** continue participation in lakeside communities combined efforts to monitor USACE regulatory reform LOSOM process aimed at protecting regional and local interests in Lake Okeechobee; and, evaluate marketing strategy & infrastructure improvement feedback, as well as, retail recruitment recommendations from the EDC



**administered and grant funded downtown strategy and retail assessment efforts initiated in 2022.**

### CONCLUSION

Beginning with an abbreviated partial year state of the city report prepared in December, 2019, management observed that considerable pessimism existed within the community regarding elements of the general state of affairs in the city. Whatever the triggers, community confidence levels were lower than desired. Fast forward to the present, it is apparent a more optimistic view has emerged in the community. **There is increased private investment and development interest in the Clewiston area as evidenced by Commerce Park activity over the past year and other commercial and residential redevelopment and development initiatives described in this report.** The EDC reports interest in the entire county and particularly in the vicinity of the AIA corridor has incrementally increased especially considering recent progress toward realization of essential infrastructure improvements to support development. In terms of the development of housing stock, new opportunities are inching closer to becoming reality and will support a boost in commercial investment along both the highway corridor and the city's central business district. Management is determined to build on the momentum begun in prior years and sustained through 2022. With the success of late, management is optimistic that 2023 and beyond will see continued progress on priority goals and objectives and advance efforts to further build the foundation for a sustainable quality of life into the future for "America's Sweetest Town".

Respectfully Submitted,

Randy Martin, City Manager

CITY OF CLEWISTON  
 2021-2022 GRANT PROJECT SUMMARY (by Fund)  
 (Updated: December 5, 2022)

FUND	SOURCE	APPLICANT/STATUS	PROJECT DESCRIPTION	GRANT AMOUNT	OTHER FUNDS	TOTAL
<b>ELECTRIC</b>	State/Mitigation General Infrastructure Program (GIP)	City/application stage SWFRPC assistance (placeholder)	Power Line Storm Hardening Project	\$2,000,000	(No Match)	\$2,000,000
<b>WATER &amp; WASTEWATER</b>	State/Legislature	City/application stage	WWTP Upgrade & Expansion; reuse effluent for irrigation - Phase 2	\$11,000,000	(No Match)	\$11,000,000
	Federal/Congressional Appropriation	Federal Budget Adoption Pending	WWTP Upgrade & Expansion - Phase 1	\$3,000,000	(No Match)	\$3,000,000
	State/LP FY2019-2020; SRF admin by FDEP	City/administration (project complete)	spill prevention/emergency power backup	\$381,032	(No Match)	\$381,032
	State/SRF admin by FDEP; FY2020-2021, FY 2021-2022 & FY2022-2023	1. phase 1/funded (50% grant) (project complete)	Inflow & Infiltration (I&I) - manhole seal, plugs (phase 1)	\$267,500	\$267,500	\$535,000
		2. phase 2/funded (80% grant 20% no interest loan) (project complete)	Inflow and Infiltration (I&I) - collection pipe lining (phase 2)	\$1,704,000	\$526,000	\$2,230,000
		3. phase 3/(80% grant - 20% no interest loan) funding approved (contracts executed)	Inflow & Infiltration (I&I) - pumps, panel replacements, lift stations upgrades/modifications (phase 3)	\$2,364,000	\$591,000	\$2,955,000

FUND	SOURCE	APPLICANT/STATUS	PROJECT DESCRIPTION	GRANT AMOUNT	OTHER FUNDS	TOTAL
	State/Legislature	County & City/Approved Phase 1 complete; Design, Bid & Construction of remaining phases underway	US 27 Corridor to Airglades Utility Improvements (Wastewater Forcemain)	\$1,800,000 (2022) \$3,000,000 (prev. year appropriations)	(No Match)	\$4,800,000
	State/Legislature	City/Request Submitted & Approved (2022) (Grant Agreement Pending)	US 27 Corridor to Airglades Utility Improvements (Water line improvements)	4,000,000 (2022)	(No Match)	\$4,000,000
<b>GENERAL</b> (Police)	State/General Assembly (State FDLE administer)	City/Funded (Project Complete)	Acquired Building & Renovated for Police Department Ops. & E-911 Communications	\$1,500,000	\$22,431	\$1,522,431
	State/County EM Donations (multiple sources)	City/Funded & complete/implemented upgrades	Police Department grants for equipment, service & facility upgrades	\$186,663	(No Match)	\$186,663
	County EM/Donations (multiple sources)	City/Funded & complete	Animal services donations for equipment, service & facility upgrades, supplies	\$9,775	(No Match)	\$9,775
(Public Works)	State/General Assembly (State DOT administer)	City/Funded (Design & Permit Complete; Project under construction) FDOT admin oversight	C-21 Bridge Construction Project	\$2,000,000 (2020 grant) \$3,652,000 (2021 supplemental grant)	(No Match)	\$5,652,000
	State/SFWMD	City/Funded (Closeout Complete)	C-21 Bridge Project Planning & Partial Design Services	\$350,000	(No Match)	\$350,000
	State/FDOT-SCOP	City/Application approved; agreement draft pending	Ventura Avenue Project (Phase 2 - West)	\$812,857	(No Match)	\$812,857
	State/FDOT-SCOP	City/Funded (Design & Permit Complete/Project Construction Complete)	Ventura Avenue Project (Phase 1 - East)	\$460,000	\$388,665 (additional local funding)	\$848,665

FUND	SOURCE	APPLICANT/STATUS	PROJECT DESCRIPTION	GRANT AMOUNT	OTHER FUNDS	TOTAL
	State/FDOT	City/Funded (Partial Design complete)	Ventura Avenue Project Planning & Partial Design Services (Phase 1 - East)	\$21,300	(No Match)	\$21,300
	State/FDOT	City/Application Stage	Final Phases of 27 Corridor Beautification (Palm Trees)	\$250,000	\$4,000	\$254,000
	State/FDOT	City/Funded; /Design underway, Agreement Approved	Phase 5 of 27 corridor Beautification (Palm Trees)	\$100,000	(No Match)	\$100,000
	State/FDOT	City/Funded (Project Complete)	Phases 1-4 of 27 Corridor Beautification (Palm Trees)	\$381,916	\$35,000	\$416,916
	State/FDOT	City/Funded (Project Complete)	Sidewalk section West Ventura Avenue (between Berner & Lopez)	\$221,385	(No Match)	\$221,385
	State/FDOT	City/Funded (Project design complete)	Sidewalk sections along U.S. 27 Commercial District & San Luiz (2021 construction)	\$819,004	(No Match)	\$819,004
	State/FDOT	City/FDOT Funded (Project design underway; scope modified)	Royal Palm & Ponce de Leon (portions) sidewalk project	\$350,000	(No Match)	\$350,000
	State/FDOT-SRTS	City/Funding Approved/Design & Agreement phase	SRTS Project Package of Street Sections (Located near Schools)	\$911,624	(No Match)	\$911,624
	Fed/Congress	City/Approved Appropriation; Contract Pending	Ventura Avenue Project (Phase 2 - West)	\$999,858	(No Match)	\$999,858
	State/DEP Grant #LPQ0027	City/Funded (Design & Permit Complete/Project Construction Complete)	East Ventura Avenue Water Quality Stormwater Project	\$461,000	(No Match)	\$461,000
	State/Legislature	City/Funded, Grant Agreement Phase; FDOT admin oversight	N. Francisco/27 Corridor Gateway Enhancement Project	\$500,000	(No Match)	\$500,000



FUND	SOURCE	APPLICANT/STATUS	PROJECT DESCRIPTION	GRANT AMOUNT	OTHER FUNDS	TOTAL
(Planning)	State/FDOT	City/Application stage (applied 2022 & 2023 funding cycles)	N. Francisco Resurfacing & Improvement Project	\$950,000	(No Match)	\$950,000
	State/Fish & Wildlife (Boating Improvement Fund)	City/Consultant Assistance phase (SWFRPC assistance)	Lakefront District Master Plan Development	\$175,000	(No Match)	\$175,000
(Recreation)	State/County/Boating fees	County/City Application Funding approved; pending	Boating Facility Improvements	\$40,000	(No Match)	\$40,000
	State/County/Boating fees	City/Application (project complete)	Boat Basin East T-Dock Improvements/Repairs	\$10,000	\$2,000	\$12,000
(Golf Course)	State/FRDAP Donation/USSC	City/Funded (Matching Grant) Project Construction Pending	Playground Improvements @ Trinidad Park (Replacement)	\$50,000	\$50,000	\$100,000
	Donation/USSC	City/Donation Funded	Playground Improvements @ smaller neighborhood parks (sites determined)	\$25,000	(In-Kind)	\$25,000
	Donation/USSC	City/Funded (Project Complete)	Youth Center Interior Renovation Project; Exterior Upgrades	\$155,621	In-Kind & \$47,239	\$202,860
	City/Donation/USSC	City/Project Bidding underway	Swimming Pool rehabilitation & Splash Pad connectivity for water supply	\$75,000	\$75,000	\$150,000
	Donation/USSC	City/Funded (Project complete)	Clubhouse/Country Club Upgrade & Signage	\$25,000	(In-Kind)	\$25,000
	Donation/Multiple Patron Donors	City/Completed Project	Greens turf repairs & replacement	\$25,000	(In-Kind)	\$25,000
	<b>Summary Fund Totals:</b>					
Electric Fund Projects				\$2,000,000	\$0	\$2,000,000
Water & Wastewater Fund Projects				\$27,516,532	\$1,384,500	\$28,901,032

FUND	SOURCE	APPLICANT/STATUS	PROJECT DESCRIPTION	GRANT AMOUNT	OTHER FUNDS	TOTAL
General Fund Projects				\$15,518,003	\$624,335	\$16,142,338
<b>ALL FUNDS</b>						
CARES Act	Fed/State DEM (County administer)	City/Application Approved for Funding (Expenditures complete)	Reimbursement for COVID-19 Spending & Eligible Response Projects	\$890,000	(No Match)	\$890,000
ARPA	Fed/State DEM (Direct pass through)	City/Congress Appropriated (Projects/expenditures ongoing)	COVID-19 Direct Assistance to Cities (for eligible project expenditures)	\$2,008,423 (2022) \$2,008,423 (2021)	(No Match)	\$4,016,846
<b>*GRAND TOTALS:</b>				\$49,941,381	\$2,008,835	\$51,950,216
*[Note 1: Of the Grand Total of grant and donation amounts being sought, to date \$34,746,216 has been awarded or approved.]						