



# **Village of Estero Digital Budget Book**



**Adopted Version - 9/21/2022**



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# INTRODUCTION

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# Village of Estero, Florida

Annual Operating Budget  
Fiscal Year 2022-2023



## Village of **ESTERO**

### **Mayor**

Katy Errington, District 4

### **Vice Mayor**

Jon McLain, District 3

### **Village Council**

Joanne Ribble, District 1

Larry Fiesel, District 2

Jim Boesch, District 5

Jim Ward, District 6

Jim Wilson, District 7

### **Administrative Personnel**

Steven. R. Sarkozy, Village Manager

Robert Pritt, Interim Village Attorney

Britt Martin, CGFO, Interim Finance Director

Carla Faxel, Finance Clerk

Karen Gudella, Finance Clerk

The Village of Estero, Florida was incorporated December 31, 2014.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Village of Estero  
Florida**

For the Fiscal Year Beginning

**October 01, 2021**

*Christopher P. Morill*

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the Village of Estero, Florida for its annual budget for the fiscal year beginning October 1, 2021. To receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

\*Due to the impacts of Hurricane Ian and subsequent staff turnover, the Village requested and was granted an extension from GFOA for the budget award for the fiscal years beginning October 1, 2022 and October 1, 2023.

# Village Council



District 4:  
Katy Errington, Mayor  
(239) 292-1237  
errington@estero-fl.gov



District 1:  
Joanne Ribble  
(239) 326-1588  
jribble@estero-fl.gov



District 2:  
Larry Fiesel  
(239) 326-1590  
fiesel@estero-fl.gov



District 3:  
Jon McLain, Vice Mayor  
(239) 292-1119  
mclain@estero-fl.gov



District 5:  
Jim Boesch  
(239) 292-1715  
boesch@estero-fl.gov

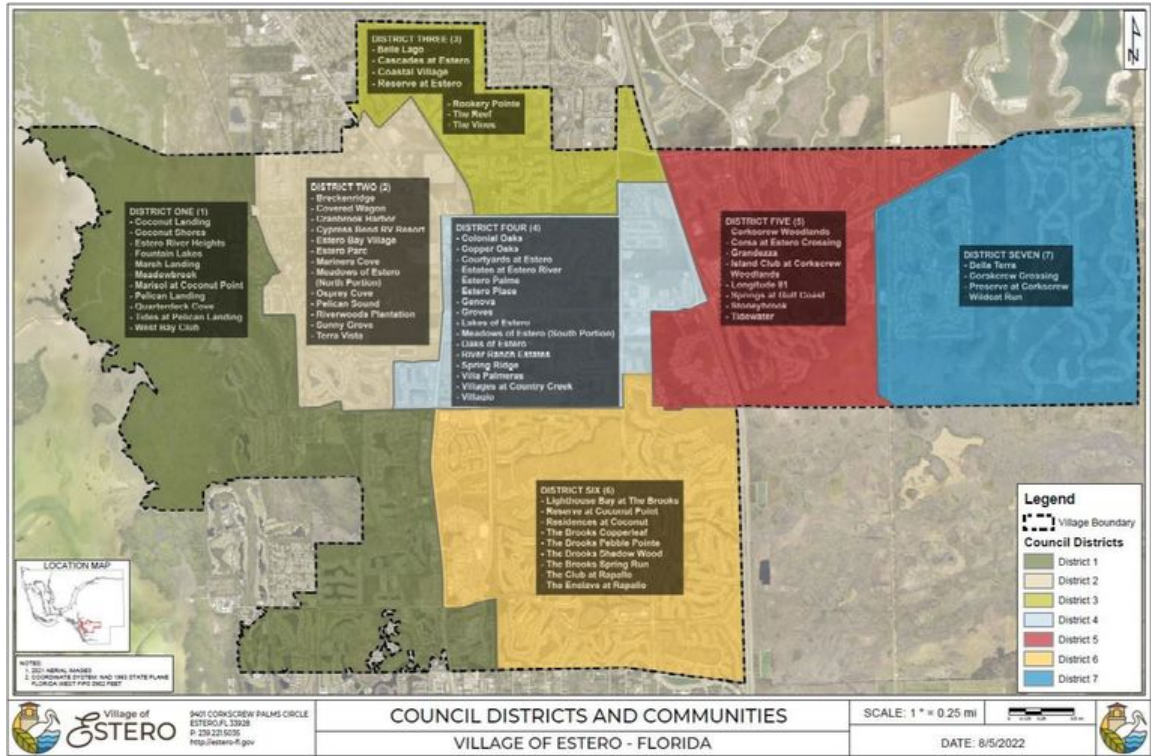


District 6:  
Jim Ward  
(239) 326-1591  
ward@estero-fl.gov



District 7:  
Jim Wilson  
(239) 292-2978  
wilson@estero-fl.gov

# Council District Map





# Guide to Readers

The Fiscal Year 2022-2023 Annual Budget for the Village of Estero serves four fundamental purposes:

## Policy Document

As a policy document, the budget serves to inform the reader about the Municipal Corporation and its policies. The Village Manager's Budget message provides a condensed analysis highlighting the principal issues of the Village as well as setting the theme for the Fiscal Year. The Council Adopted Budget includes organization-wide financial, as well as its short-term financial and operational policies that guide the development of the annual Adopted Budget. This budget document details the services that the Village will provide during the twelve-month period from October 1, 2022 through September 30, 2023.

## Financial Plan

As a financial plan, the budget details the costs associated with providing municipal services and how the services will be funded. The General Fund section includes a summary and detailed description of all revenues and expenditures. Specific Fund sections also describe revenue and expenditure sources and uses and significant trends affecting specific funds.

The budget document explains the underlying assumptions for the revenue estimates and discusses significant revenue trends. Beginning and ending fund balances are shown for the budget year as are projected changes for each fund. In addition, there is discussion of the Village's accounting structure and budgetary policies.

## Operations Guide

As an operations guide, the budget details how cost centers and funds are organized. The budget informs the reader of all the activities, services and functions carried out by each cost center. Each cost center budget section includes a description of the cost center's function, duties, authorized positions within the organizational structure, budget highlights, and the budgetary appropriation.

## Communications Device

As a communication device, the budget provides summary information to aid the reader in interpreting the document. Charts, graphs, tables and text are included to consolidate the information as much as possible. The budget also includes a detailed table of contents to make it easy to locate and understand its contents. The budget includes the Village Manager's Budget Message, which provides readers with a condensed analysis of the fiscal plans of the Village of Estero for the upcoming fiscal year.

# Population Overview



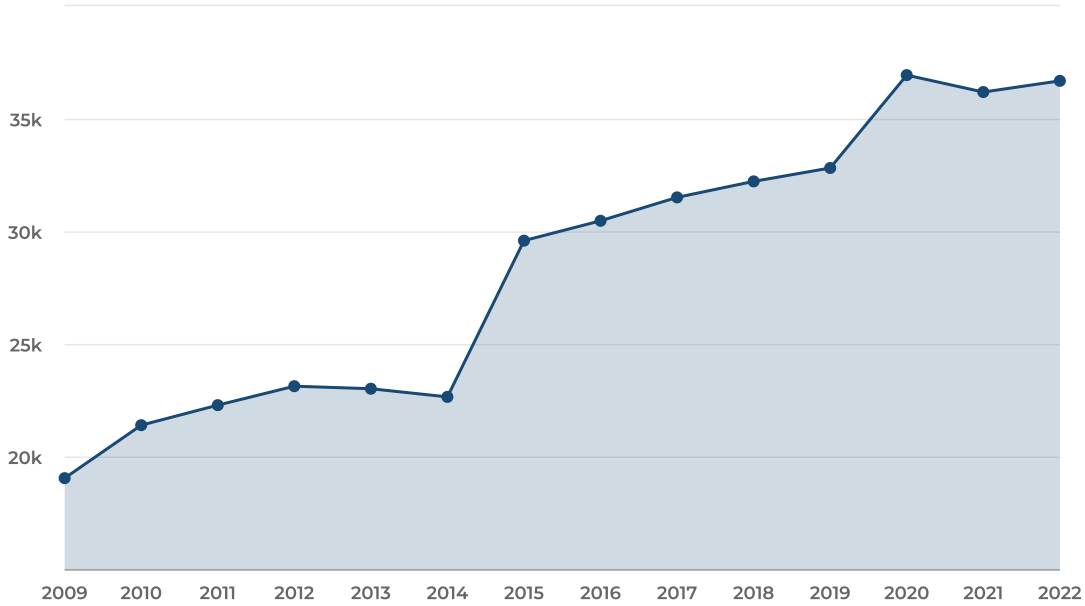
TOTAL POPULATION

**36,685**

▲ 1.4%  
vs. 2021

GROWTH RANK

**165** out of **414**  
Municipalities in Florida



\* Data Source: U.S. Census Bureau American Community Survey 5-year Data and the 2020, 2010, 2000, and 1990 Decennial Censuses



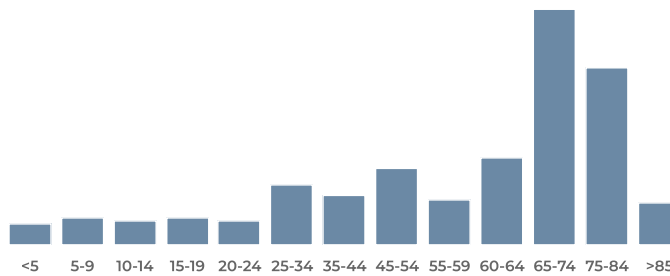
DAYTIME POPULATION

**38,765**

Daytime population represents the effect of persons coming into or leaving a community for work, entertainment, shopping, etc. during the typical workday. An increased daytime population puts greater demand on host community services which directly impacts operational costs.

\* Data Source: American Community Survey 5-year estimates

## POPULATION BY AGE GROUP



Aging affects the needs and lifestyle choices of residents. Municipalities must adjust and plan services accordingly.

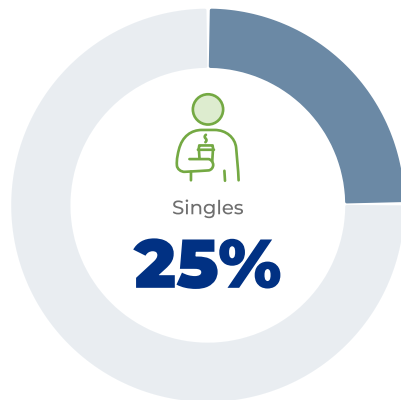
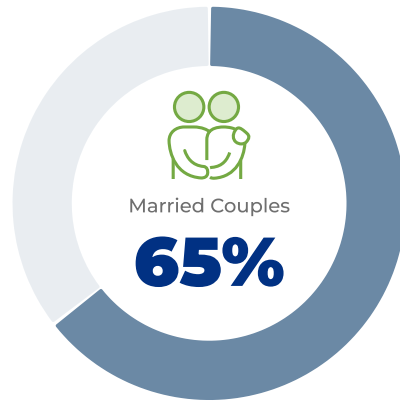
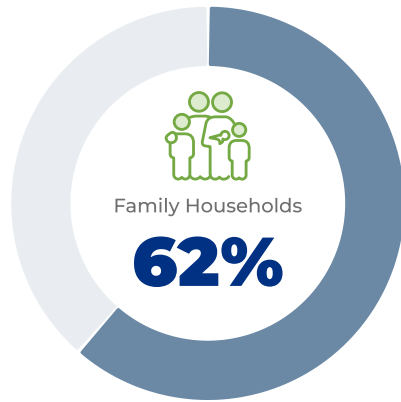
\* Data Source: American Community Survey 5-year estimates

# Household Analysis

TOTAL HOUSEHOLDS

# 17,751

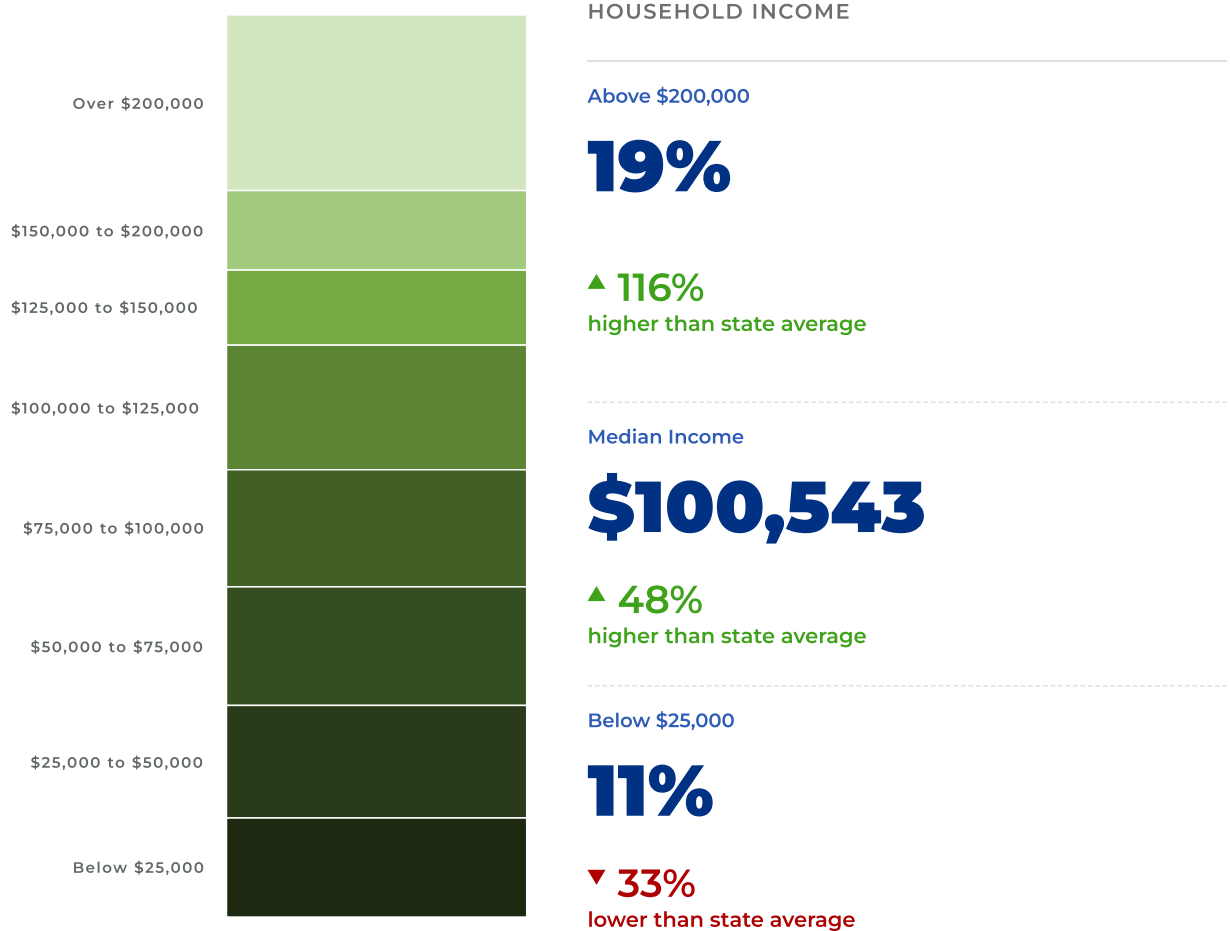
Municipalities must consider the dynamics of household types to plan for and provide services effectively. Household type also has a general correlation to income levels which affect the municipal tax base.



*\* Data Source: American Community Survey 5-year estimates*

# Economic Analysis

Household income is a key data point in evaluating a community's wealth and spending power. Pay levels and earnings typically vary by geographic regions and should be looked at in context of the overall cost of living.

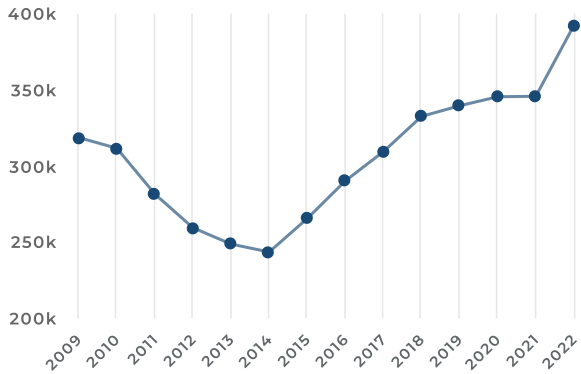


\* Data Source: American Community Survey 5-year estimates

# Housing Overview



2022 MEDIAN HOME VALUE  
**\$392,300**



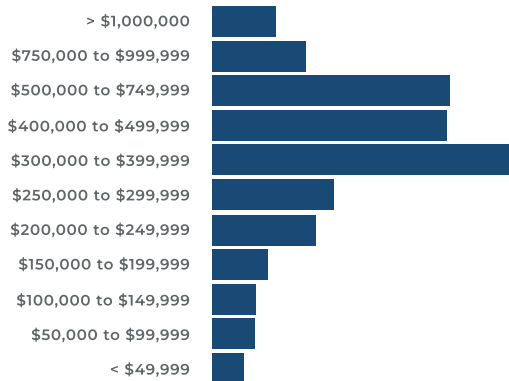
\* Data Source: 2022 US Census Bureau (<http://www.census.gov/data/developers/data-sets.html>), American Community Survey. Home value data includes all types of owner-occupied housing.

## HOME OWNERS VS RENTERS



\* Data Source: 2022 US Census Bureau (<http://www.census.gov/data/developers/data-sets.html>), American Community Survey. Home value data includes all types of owner-occupied housing.

## HOME VALUE DISTRIBUTION

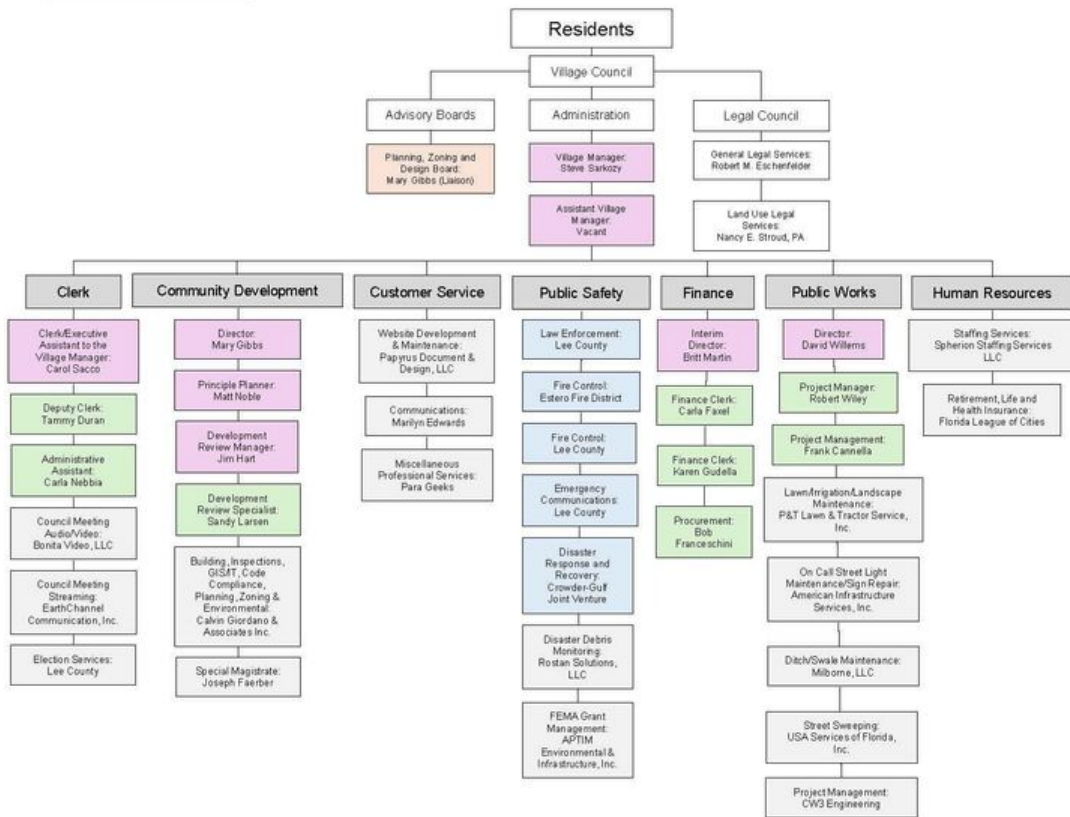


\* Data Source: 2022 US Census Bureau (<http://www.census.gov/data/developers/data-sets.html>), American Community Survey. Home value data includes all types of owner-occupied housing.

**Organizational Chart**  
**Fiscal Year 2022 – 2023**



Village Functional Area
Village Council Appointed
Village Full-Time Employee
Village Part-Time Employee
Village Partner Provider
Village Contracted Provider



# Fund Structure

The financial structure is reflected in the reporting of revenues and expenditures by fund. A fund is a self-balancing set of accounts designed to track specific revenues and the uses of those revenues. Each fund is independent of all other funds. Major funds are funds whose revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) are at least 10 percent of corresponding totals for all governmental or enterprise funds and at least 5 percent of the aggregate amount for all governmental and enterprise funds.

The fiscal year 2022-2023 budget for each fund is balanced with the amount available from taxation and other sources, including balances brought forward from prior fiscal years, equaling the total appropriations for expenditures and reserves. Budgetary reports for governmental funds are prepared to maintain control and are presented to the Village Council on a monthly basis.

The Village's annual budget is legally adopted for the following funds:

## Major Governmental Funds:

The General Fund is the operating fund of the Village. It accounts for all financial resources, except those required to be accounted for in another fund. Revenues are derived primarily from property taxes and other governmental revenue. The general operating expenditures, fixed charges and capital outlay costs that are not paid through other funds are paid from the General Fund.

The Capital Projects Fund accounts for the resources accumulated to provide for capital projects. The capital projects fund accounts for gas tax, road and park impact fees levied within the Village which are restricted for use on road and park capital improvements.

## Non-Major Governmental Funds:

The Building Permit Fees Fund is a Special Revenue Fund and accounts for the resources collected for building permit fees levied within the Village. The revenue is restricted for the use of enforcing the Florida Building Code.

The Debt Service Fund accounts for the accumulation of resources that are committed or assigned for the payment of principal and interest on long-term obligations of governmental funds.

## Enterprise Fund:

The Driving Range Fund accounts for all driving range revenues and related expenses. The intent is for the amount of revenue generated from these activities to exceed the related expenses, therefore generating a profit.

## Department Relationship to Funds

The council may establish or terminate departments by ordinance. One department has been established for the Community Development function including development services, planning, zoning and development review services, code compliance and building permit services. Cost centers have been established by staff to provide financial reporting in a manner consistent with Florida State Chart of Accounts and the operational structure of the Village.

The budget message on page 11 lists the operational areas of the Village in the manner of an Organization Chart. The prior page lists the personnel summary per cost center and fund. The chart below identifies the accounting function (or fund) for which they are responsible. This information may assist in understanding the overall structure of the Village.

	Building General Fund	Debt Permit Fee Fund	Capital Service Fund	Driving Projects Fund	Range Fund
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Community Development Department:

Development Services	X				
Planning, Zoning & Development	X				
Code Compliance	X				
Building Permit Fees		X			

Non-Departmental Cost Centers:

Village Council	X				
Village Manager	X	X	X	X	X
Village Attorney	X				
Village Clerk	X				
Finance	X		X		
Animal Control	X				
Public Works:					
Physical Environment/Natural Resources	X				
Transportation	X			X	
Information Technology	X				
Law Enforcement	X				
Parks & Recreation	X				X
General Government	X				

## Basis of Budgeting

The budgets of the Village's governmental funds are prepared on a modified accrual basis. Briefly, this means that revenues are recognized when they become measurable and available and expenditures are recorded when the services or goods are received and the related liabilities are incurred.

The Village's audited financial statements show the status of the Village's finances in accordance with "Generally Accepted Accounting Principles" (GAAP). This conforms to the way the Village prepares the budgets.

The full purchase price of equipment and capital improvements are shown as expenses in the Village's governmental funds, while in the Village's financial statements at the entity wide level, these outlays are treated as capital assets and depreciated in the governmental funds. At the fund financial statement level, the governmental funds record these purchases as expenditures and do not record depreciation expense.



# Budget Process and Timeline

## Budget Preparation Process

A budget is a financial plan for an entity. It includes both estimates of resources available, including revenues, fund balances/reserves and appropriations, which are the authority to spend money for specific purposes. For the Village of Estero, the budget is prepared by the Village Manager and the Finance staff and adopted by the Village Council after receiving public input. The steps in the Village's formal budget process are established by state law, commonly known as the Truth in Millage Act, or "TRIM", and are detailed later in this section of the document.

The budget document is prepared to provide information about the Village, both financial and operational, from a variety of perspectives and degrees of detail. In order to accomplish this, the document begins with an introduction section including the budget message from the Village Manager, followed by:

1. Budget highlights and summary, including review of current year and prior year budget data;
2. Detailed financial data, summaries, and budgets, segregated by fund and cost centers, used to account for the costs associated with specific activities and for the use of funds received from specific revenue sources; and
3. History, trends, and assumptions for the Village's major revenue sources. The reader of the annual budget

The reader of the annual budget report will be able to understand the budget document by reviewing the Table of Contents, the budget message from the Village Manager, and the Budget Summary section to obtain an overall view of the budget.

## Public Engagement in Budget Process

The Village encourages and emphasizes participation from the public during the budget process. This includes several public work sessions, public hearings, and input from Village residents and committees. During the year, monthly financial statements are presented to Council for approval at public hearings. Additionally, in an effort to value and promote financial transparency, these statements are posted to the Village's website after Council approval. Residents take an active interest in the government's finances and transparency.

## General Budget Timeline

Key dates in the annual budget calendar are as follows:

- o March/April: Village Manager and staff begin to develop a capital improvement program.
- o May/June: Village Manager and staff begin to develop revenue and expenditure estimates.
- o June/July: State issues revenue estimates with updates to budget draft as needed.
- o July: Village Manager presents proposed budget to Village Council on or before July 15<sup>th</sup>.
- o July/August: Village Council conducts two public hearings to adopt the capital improvement budget on or before August 15<sup>th</sup>.
- o September: Village Council conducts two public hearings to set the tax millage rate and adopt the budget.
- o October 1: New fiscal year commences.

## Budget Amendment Process

The operating budget authorizing expenditures of Village funds will be adopted annually at the fund level. The level of budgetary control is at the department level and the annual budgets serve as the legal authorization for expenditures. The Village Council may, by resolution, provide for the transfer of all or part of any unencumbered appropriations balance from one department, fund, service, strategy or organizational unit to the appropriation for other departments or organizational units or a new appropriation. The Village Manager may transfer funds between programs within a department, fund, service, strategy, or organizational unit and shall report such transfers to the council, in writing, in a timely manner.

Florida Statutes, Chapter 166.241 provides for budget amendments up to sixty days subsequent to fiscal year end.

## Capital Budget Preparation Process

The Village's annual budget preparation process includes the preparation of a capital improvement program. The Village Charter requires two public hearings and adoption of the capital improvement program by resolution on or before August 15<sup>th</sup> of each fiscal year which includes five years of future capital.

The Village is required by Chapter 163.3177 Florida Statutes to prepare the capital improvement program as part of the comprehensive planning process.

Here are the important dates for the FY 2022-2023 Budget Cycle:



## Truth in Millage (TRIM) & Property Taxes

Florida Statutes, Chapter 200, and Truth in Millage, known as TRIM, govern the budget and property tax rate adoption process. In Florida, properties are assessed by the County Property Appraiser and property taxes are collected by the County Tax Collector. Various exemptions are available to property owners, including, but not limited to, two homestead exemptions of \$50,000 each on the principal place of residence, \$500 widow/widower exemption, \$500 disability exemption, agriculture exemptions, exemption for the permanently disabled, exemptions for churches and governmental property, and up to \$25,000 senior exemption for persons 65 and over based on annual household income. In addition, there is a "Save Our Homes" assessment differential that limits the increase in assessed value of a property with a homestead exemption to the lesser of the Consumer Price Index or 3% (with some exceptions). All property is assessed at one hundred percent of real value, which approximates eighty-five percent of market value.

The Village Council is required to hold two public hearings for adoption of a property tax rate and budget. The first public hearing is advertised via the TRIM Notice, mailed by the Property Appraiser to each property owner. In addition to notification of this first public hearing, the TRIM notice contains the following information:

1. The new assessed value, exemptions and taxable value for the new year and the prior year.
2. The tax rates and amounts paid for the prior year.
3. The tax bill if no budget change is adopted. These amounts assume the rolled-back rate is levied for the new year. The rolled-back rate is that tax rate which would derive the same amount of revenue based on the new taxable values as was raised in the prior year at the old taxable values, excluding net new taxable value. Net new taxable value consists primarily of new construction and additions.
4. The property tax rates and amounts due if the proposed budget millage rates are adopted.

The second public hearing is advertised by means of a newspaper advertisement. Accompanying this advertisement is a summary of the revenues and expenditures contained within the budget tentatively approved at the first public hearing.

Property taxes are levied on November 1 of each year. Lee County Tax Collector's office bills and collects property taxes on behalf of the Village. The tax rate to finance general governmental services for the fiscal year is assessed per \$1,000 of assessed taxable property value. Property tax revenues are recognized currently in the fiscal year for which they are levied. On April 1 of each year, unpaid taxes become delinquent and a lien is placed on the property May 1. Past due tax certificates are sold at public auction prior to June 1, and the proceeds collected are remitted to the Village.

Key dates in the property tax cycle (latest date, where appropriate) are as follows:

- o June 1 - Estimated taxable value provided to village.
- o July 1 - Assessment roll validated and preliminary taxable values provided to the Village.
- o August 24 - TRIM notices are mailed to property owners.
- o September 30 - Millage resolution approves and taxes levied following certificate of assessment roll.
- o October 1 - Beginning of fiscal year for which tax is being levied.
- o November 1 - Property taxes due and payable (levy date) with various discount provisions through March 1.
- o April 1 - Unpaid taxes become delinquent.
- o Prior to June 1 - Tax certificates are sold by Lee County Tax Collector.

# Financial Policies

## General Budget Policy

The Village Charter requires the Village Manager to present a proposed budget to Village Council for the ensuing fiscal year and an accompanying message on or before July 15th of each year. Coordination of the budget process and preparation of the budget document has been delegated by the Village Manager to the Finance staff. The Finance department is responsible for projecting revenues and beginning available fund balances for each fund.

The operating budget authorizing expenditures of Village funds will be adopted annually at the fund level. The level of budgetary control is at the department level and the annual budgets serve as the legal authorization for expenditures.

The council may establish or terminate departments by ordinance. One department has been established for the Community Development function including building permit services, code compliance, planning, zoning, and development review services.

## Procurement Policy<sup>1</sup>

The Village adopted a procurement policy that provides guidelines for purchasing materials, supplies and equipment and for contracting of services.

This policy provides levels of authority for the Village Manager as well as Village Council.

<sup>1</sup> Adopted June 3, 2015.

## Accounting, Auditing and Financial Reporting Policies

An independent financial statement audit will be performed annually and the Village will produce annual financial reports in accordance with Generally Accepted Accounting Principles (GAAP) as outlined by the Government Accounting Standards Board (GASB) and in full compliance with all statutory requirements.

## Fund Balance Policy<sup>2</sup>

The Village has adopted a fund balance policy which includes a minimum level of fund balance of three months of general fund operating expenditures. If the unassigned fund balance falls below the minimum level, the Village Manager will prepare and submit a plan for committed and/or assigned fund balance reduction, expenditure reductions and/or revenue increases to the Council. The Council shall take action necessary to restore the unassigned fund balance to acceptable levels within no more than two years.

Compliance with the provisions of this policy shall be reviewed as a part of the annual budget adoption process, and the amounts of restricted, committed, assigned, non-spendable and the minimum level of unassigned fund balance shall be determined during this process.

<sup>2</sup> Adopted October 19, 2016, Amended May 18, 2022

## Fund Balance Classifications

Nonspendable– consists of assets that are inherently nonspendable in the current period either because of their form or because they must be maintained intact, including prepaid items, inventories, long-term portions of loans receivable, financial assets held for resale, and principal of endowments.

Restricted– consists of amounts that are subject to externally enforceable legal purpose restrictions imposed by creditors, grantors, contributors, or laws and regulations of other governments; or through constitutional provisions or enabling legislation.

Committed– consists of amounts that are subject to a purpose constraint imposed by a formal action of the government's highest level of decision-making authority before the end of the fiscal year, and that require the same level of formal action to remove the constraint.

Assigned– consists of amounts that are subject to a purpose constraint that represents an intended use established by the government’s highest level of decision-making authority, or by their designated body or official. The purpose of the assignment must be narrower than the purpose of the general fund, and in funds other than the general fund, assigned fund balance represents the residual amount of fund balance.

Unassigned– represents the residual classification for the government’s general fund, and could report a surplus or deficit. In funds other than the general fund, the unassigned classification should be used only to report a deficit balance resulting from overspending for specific purposes for which amounts had been restricted, committed, or assigned.

**Building Code Enforcement Fund Balance**

Per Florida Statute 553.80(7)(a) a local government may not carry forward an amount exceeding the average of its operating budget for enforcing the fiscal years and the Village is in compliance.

**Reserve Policy<sup>3</sup>**

Ordinance 2022-03 was adopted providing a reserve policy which established an Operating Reserve, Litigation Reserve and Major Road Maintenance Reserve.

Requirements are included for accumulation, use and replacement of funds when applicable.

Intended reserve levels are as follows:

- (a) Operating Reserve at 3 months of budgeted operating expenses;
- (b) Litigation Defense Reserve at \$670,000; and
- (c) Major Road Maintenance Reserve with an annual contribution in FY 20 of \$300,000 with a 3% annual growth adjustment

<sup>3</sup> Adopted May 18, 2022

**Investment Policy<sup>4</sup>**

The Village investment policy was adopted in accordance with Section 218.415(17), Florida Statutes which provides for investment of any surplus public funds in:

- (a) The Local Government Surplus Funds Trust Fund, or any intergovernmental investment pool authorized pursuant to the Florida Interlocal Cooperation Act of 1969, as provided in s. 163.01;
- (b) Securities and Exchange Commission registered money market funds with the highest credit quality rating from a nationally recognized rating agency;
- (c) Interest-bearing time deposits or savings accounts in qualified public depositories, as defined in s. 280.02; and
- (d) Direct obligations of the U.S. Treasury. The securities shall be invested to provide sufficient liquidity to pay obligations as they come due.

<sup>4</sup> Adopted October 19, 2016

**Capitalization Policy<sup>5</sup>**

Capital assets include property, buildings, furniture, equipment, vehicles, software, and infrastructure assets. Capital assets used in governmental fund types of the Village are recorded at cost if purchased or constructed. The following capitalization thresholds were adopted for the Village:

Asset Class	Capitalization Threshold
Furnishings & Equipment	\$5,000
Intangible	\$25,000
Capital Improvement Projects	\$50,000
Infrastructure	\$50,000

<sup>5</sup> Adopted October 21, 2015

### **Capital Expenditures/Capital Outlay**

Capital outlay accounts include nonrecurring expenditures for capital assets in excess of \$5,000 with a useful life in excess of one year and are budgeted by cost centers or fund.

### **Capital Improvement Program Policy<sup>6</sup>**

The Village shall adopt an annual Capital Improvement Program (CIP) which includes five years of future capital.

The Village will determine the most prudent financial method for acquisition of new capital. When possible the Village shall use accumulated funds to purchase or construct capital projects.

A capital improvement project is defined as a major construction, expansion, renovation, purchase, or major repair/replacement of buildings, streets or other physical structure which has an estimated cost of \$50,000 or more and a life of at least three years.

<sup>6</sup> Adopted December 31, 2014

### **Pension Liability Policy<sup>7</sup>**

As provided in the Village Charter, House Bill 1373, the Council may not adopt any compensation plan for municipal employees or officers that incurs unfunded liabilities or adopt a defined benefit plan. The Council may only adopt a defined contribution plan.

<sup>7</sup> Adopted December 31, 2014

### **Debt Policy**

It is the Village policy when issuing debt to engage the services of underwriters and financial advisors using the Request for Proposal (RFP) process outlined in the Village's procurement policy and the relative Consultants' Competitive Negotiation Act (CCNA) contained in Section 287.055, Florida Statutes.

The term of the debt is matched with the life of the asset being financed. The Village is not subject to state debt limits, nor is there a limit set by the charter. No legal debt limits have been adopted.

The Village has no outstanding debt. The Village paid off its only debt instrument, the 2019 Revenue Bond, during FY 2021-2022 which was seven (7) years prior to the maturity date.

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# **BUDGET MESSAGE**

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# Memorandum

**TO:** Village Council  
**FROM:** Steve Sarkozy, Village Manager  
**DATE:** September 1, 2022  
**SUBJECT:** Budget Message – Proposed 2022-2023 Operating and Capital Budget

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Honorable Mayor and Village Council:

I am pleased to provide you with my recommended Fiscal Year 2022-2023 Annual Budget in compliance with Section 8(2) of the Village Charter. In summary, the proposed budget is balanced and provides sufficient funds to meet the operating needs for the coming year, without raising taxes.

The primary purpose of the budget is to explain our priorities and finances in accessible terms for the Estero community. The Village finances work similarly to any household, business or nonprofit budget, with several exceptions. Each year, our government collects taxes, which can be spent on any expense of our choosing (unrestricted funds). We also collect fees that are often restricted, by State law, to certain expenditures (restricted funds). Unused funds carry over in these accounts from year-to-year as “fund balance.” Outlined below is a breakdown of the projected flow of funds in and out of the Village for FY 22-23, for operating costs.

Revenue	\$16,697,250
Operating Expenditures	\$9,056,190
<u>Net Operating Impact (prior to capital expenditures)</u>	<u>+\$7,641,060</u>

In addition to the spending amounts shown above, the Village accumulated significant amounts in our General Fund Balance over the past several years which enabled the early repayment of our debt obligation. Outlined below is a breakdown of the projected flow of funds in and out of the Village for FY 22-23, now including existing fund balance and requested capital expenditures.

Projected Beginning Fund Balance (including reserves)	\$43,607,225
Revenue (property taxes, impact fees, etc.)	\$16,697,250
Transfers from other funds (capital)	\$24,817,030
<u>Total Available Funds</u>	<u>\$85,121,505</u>
Operating Costs	\$9,056,190
Capital Costs	\$33,452,430
Transfers to other funds (capital)	\$24,817,030
Restricted & Nonspendable Fund Balance	\$8,806,566
Reserves (operating, litigation, road maintenance)	\$2,912,800
Unallocated & Restricted Fund Balance	\$6,076,489
<u>Projected Use of Funds</u>	<u>\$85,121,505</u>

Due to spending restrictions on certain revenue streams, such as impact fees and gas taxes, fund balance is to be expected. Planned, future capital expenditures will make use of these funds and draw down these accounts. Improvements to Corkscrew Road and Estero Parkway are examples of one-time capital expenditures that make use of restricted funds to deliver lasting value to our community.

Having weathered the COVID-19 pandemic with limited interruptions to customer service or capital improvements, the Village is excited for what is to come in FY 22-23. The budget to follow represents the Village's values, history, and future, and we look forward to discussing its merits with you and the community.

Sincerely,



Steve Sarkozy  
Village Manager  
Village of Estero



# Budget Outline

The budget is a policy document.

The budget serves as the culmination for the Village's annual planning, implementation, and evaluation process. The steps in this annual process are as follows:

- strategic planning (individual function or Village-wide review)
- capital improvement plan
- budget
- performance metrics

Each section of this budget focuses on a particular revenue stream or expenditure function, with accompanying explanatory narrative. This budget should be accessible to all readers, sufficient background for context, clear designation of reserves and fund balance, and assistive visuals.

Each revenue section will outline the source of the funds, and any restrictions on the use of said funds. The expenditure sections will provide explanation via the following sections (where available):

- function
- history
- strategic planning
- proposed budget
- performance metrics

This introductory budget message provides a summary of the following Village functions:

- strategic
- administrative
- public works
- community development
- parks and recreation
- education
- public safety
- economic development

## Strategic Direction

The Village Council and Staff pride ourselves on providing forward-thinking, efficient, transparent municipal operations. The principles of our management approach are outlined below:

### Strategic Principles:

- Practice **OUTSTANDING ETHICS**, by guarding against Council, Staff, and Board member conflict of interest issues.
- Provide **EXCEPTIONAL TRANSPARENCY**, by actively soliciting resident input and proactively distributing meaningful, comprehensible information to the public.
- Cultivate a **SENSE OF COMMUNITY**, by helping residents engage with one another and create a distinct Estero community.
- Preserve **OPERATIONAL FLEXIBILITY**, by maintaining zero ongoing pension liabilities and a commitment to limited staffing.
- Protect **ENVIRONMENTAL ASSETS**, by engaging in water quality management and open space preservation.

### Operating Standards:

- Adhere to **PERFORMANCE MANAGEMENT**, by implementing and tracking annual service delivery goals based on quantifiable performance metrics.
- Coordinate **UNIVERSALLY STRONG CUSTOMER SERVICE**, by working with service delivery partners to ensure all resident interactions are helpful.
- Mandate **EXCELLENT CONSTRUCTION PRACTICES**, by creating high standards for public and private projects and inspecting them with prudence and diligence.
- Maintain **SUPERB MAINTENANCE**, by prioritizing upkeep of current Village assets and by requiring such upkeep by private communities and businesses.
- Manage **DEBT ACCUMULATION**, by identifying a specific source of funding in the budget sufficient to pay all debt service and related costs.

Our implementation of “government-lite” has yielded benefits to our residents across a spectrum of functions. Further details about the past year, and the years to come, are provided below.

### Reflection:

Our governance model reflects the dual priorities of providing daily governance and the nimbleness to act on unique opportunities. This has required us to develop a unique approach to “government lite”. Our purchase of Estero River frontage has provided the Village with substantial recreational and development opportunities, that will further improve the quality of life that we enjoy today. The process of acquiring this land, and the subsequent and ongoing planning process, are quite unique in a “government lite” environment. We obtained subject-matter expertise via contract, carefully reviewed the project merits and costs with the community, aligned stakeholder interests around a common set of goals, and executed the acquisition. Our model allowed us to “ramp up” operations, build sound policy based on subject matter expertise, and then “ramp down” operations, in a short time span.

The Village has no debt obligation and holds three (3) months of operating reserves per the Fund Balance policy which demonstrates our financial sustainability. By repaying the 2019 Revenue Note seven (7) years prior to maturity, this frees up funds previously assigned for debt repayment to be used for further community development.

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# **BUDGET OVERVIEW**

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## Executive Overview

The 2022-2023 revenue is projected to total \$16,708,650, a decrease of \$8,055,020, 32.53%, from the amended FY 2021-2022 budget. The 2021-2022 amended budget includes budget amendment #1 which was approved by Council on May 18, 2022. The following material changes are noted:

- Intergovernmental Revenue : The amended FY 2021-2022 budget includes an amendment for the first payment of ARPA funding received from the Federal government in the amount of \$8,482,206. There are no ARPA funds anticipated to be received in the future. Also, there was \$1,100,000 in grant funding included in the Capital Projects Fund that is not budgeted in FY 2022-2023.
- Impact Fees: Impact fees are difficult to predict as they are based upon new construction permits. As a result of continued demand and rising costs, it is difficult to predict housing market growth or decline.

The 2022-2023 budgeted expenditures total \$42,508,620 which is a \$13,950,796 decrease, 24.71%, from the amended FY 2021-2022 budget.

- General Fund Total Operating Expenditures increased \$772,904. The following material changes are noted:
  - Finance: The salary range for the new Finance Director was increased to attract a top-notch candidate and the consulting services needed to cover the interim professional services.
  - Public Works: An increase of \$531,018 is mainly caused by the increased cost of maintenance for our infrastructure based on inflation and current year projections.
  - Information Technology: An increase of \$100,200 due to the significant increase in Audio Visual Services based on current year projections.
  - Parks & Recreation: The FY 2022-2023 budget includes a new Director of Parks Development & Landscape Maintenance full-time position to take on the responsibility for the maintenance of all Village facilities and parks.
- The Debt Service fund was closed as the Village paid off the outstanding debt in FY 2021-2022, therefore the budgeted expenditures are now \$0, which is \$18,595,000 less the FY 2021-2022 amended budget.
- Capital Projects Fund expenditures increased by \$3,797,630 as some projects included in FY 2021-2022 Capital Improvement Plan have been shifted to FY 2022-2023.

The following Personal Services items are related to all cost centers containing employees:

- v. Full Time Equivalent (FTE) positions: A net increase of 1.5 FTE is anticipated.
- v. Compensation levels: A salary increase of 6% for Village staff and 4.0% for CGA staff is budgeted for the 2022-2023 fiscal year.
- v. Retirement contributions: The 2022-2023 budget includes Village funding at 12.5% of salaries with a requirement for an employee match of 2.5%. This is a 2.5% increase from FY 2021-2022.

The 2021-2022 budget projects a decrease of \$25,799,970 in fund balance. Significant changes are outlined below:

- General Fund fund balance is projected to decrease by \$17,952,120 due to the large transfer to the Capital Projects Fund in the amount of \$24,817,030. Operating revenues less expenditures offsets this transfer by \$6,864,910.
- Building Permit Fees fund balance is projected to decrease by \$240,000 mainly due to the Capital Outlay of \$305,000 for new building software.
- Capital Projects fund balance is projected to decrease by \$7,643,550 as prior year restricted revenues which were accumulated for project funding are spent on capital projects in 2022-2023.
- Driving Range Fund fund balance is projected to increase \$35,700 from the result of operations.

There were no changes from the proposed to adopted budget.

# Budget Summary

## BUDGET SUMMARY Village of Estero - Fiscal Year 2022-2023

	General Fund	Special Revenue	Capital Projects	Driving Range Fund	All Funds
Prior Year Surplus/Beginning Fund Balance	\$ 26,952,809	\$ 679,735	\$ 11,580,381	\$ 4,394,300	\$ 43,607,225
<b>Revenues</b>					
Ad Valorem Taxes	5,674,800	-	-	-	5,674,800
Gas Tax	582,600	-	423,350	-	1,005,950
Franchise Fees	2,313,300	-	-	-	2,313,300
Communication Services Tax	958,500	-	-	-	958,500
Other Taxes	8,400	-	-	-	8,400
Licenses and Permits	1,500	1,065,600	-	-	1,067,100
Intergovernmental Revenues	4,617,900	-	-	-	4,617,900
Charges for Services	249,600	36,300	-	90,000	375,900
Fines and Forfeitures	200	-	-	-	200
Impact Fees	-	-	566,600	-	566,600
Investment Earnings	5,600	-	1,900	-	7,500
Other Miscellaneous Revenues	101,000	100	-	-	101,100
<b>Total Revenues</b>	<b>14,513,400</b>	<b>1,102,000</b>	<b>991,850</b>	<b>90,000</b>	<b>16,697,250</b>
<b>Other Financing Sources</b>					
Transfers from Other Funds	-	-	24,817,030	-	24,817,030
<b>Total Sources of Funds</b>	<b>\$ 41,466,209</b>	<b>\$ 1,781,735</b>	<b>\$ 37,389,261</b>	<b>\$ 4,484,300</b>	<b>\$ 85,121,505</b>
<b>Expenditures</b>					
General Government	\$ 4,392,500	\$ -	\$ -	\$ -	\$ 4,392,500
Public Safety	231,220	1,342,000	-	-	1,573,220
Physical Environment	600,000	-	21,008,580	-	21,608,580
Transportation	2,136,170	-	12,443,850	-	14,580,020
Human Services	38,000	-	-	-	38,000
Culture and Recreation	262,000	-	-	54,300	316,300
<b>Total Expenditures</b>	<b>7,659,890</b>	<b>1,342,000</b>	<b>33,452,430</b>	<b>54,300</b>	<b>42,508,620</b>
Surplus/(Deficit)	6,853,510	(240,000)	(32,460,580)	35,700	(25,811,370)
<b>Other Financing Uses</b>					
Transfers to Other Funds	24,817,030	-	-	-	24,817,030
<b>Change in Fund Balance</b>	<b>(17,963,520)</b>	<b>(240,000)</b>	<b>(32,460,580)</b>	<b>35,700</b>	<b>(50,628,400)</b>
<b>Fund Balances</b>					
Nonspendable				4,262,598	4,262,598
Restricted		439,735	3,936,831	167,402	4,543,968
Committed	2,912,800				2,912,800
Unassigned	6,076,489				6,076,489
<b>Total Ending Fund Balance</b>	<b>8,989,289</b>	<b>439,735</b>	<b>3,936,831</b>	<b>4,430,000</b>	<b>17,795,855</b>
<b>Total Uses of Funds</b>	<b>\$ 41,466,209</b>	<b>\$ 1,781,735</b>	<b>\$ 37,389,261</b>	<b>\$ 4,484,300</b>	<b>\$ 85,121,505</b>

# Strategic Goals and Strategies

## Process for Creating Strategic Goals and Outcomes

On an annual basis as part of the budget process, Village Council reviews and amends their strategic issues, goals and outcomes.

## Mission Statement

The Village of Estero, in partnership with the community, provides a cost-effective system of Village services, encourages economic growth, facilitates a safe environment for a diverse community, enhances quality of life within a positive and sustaining physical environment, while emphasizing the Village's unique character and leading by example through the implementation of best practices.

## Strategic Goals and Outcomes

### Goal 1: Update Financial and Management Policies

#### Actions to implement this goal:

1. Perform a comprehensive review of financial and management policies
2. Identify relevant best practices to incorporate
3. Work with Village Attorney to ensure legal compliance
4. Hold public work sessions to encourage public and elected official input
5. Legislatively adopt the policies

#### Primary outcome from work on this goal:

Updated financial policies that adhere to state law, best practices, and the mission of the government.

### Goal 2: Maintain a "government-lite" approach:

#### Actions to implement this goal:

1. Maintain a highly educated and credentialed workforce to meet unique demands
2. Leverage outside consultants to provide quality services
3. Reduce long-term financial obligations
4. Continuously explore unique opportunities with the nimbleness to act

#### Primary outcome from work on this goal:

Maintain on and improve the "government-lite" approach to management that has yielded benefits to residents across a spectrum of functions.

### Goal 3: Increase town revenue while maintaining the lowest tax rate in Florida:

#### Actions to implement this goal:

1. Explore public-private partnerships to generate sustainable operating budgets
2. Identify and remove obstacles to commercial development
3. Identify incentives for new commercial development
4. Continue to explore cost savings and operational efficiencies

#### Primary outcome from work on this goal:

Progress of increasing Village revenue without increasing taxes.

### Goal 4: Cultivate a strong sense of community by educating residents and business owners and increasing engagement

#### Actions to implement this goal:

1. Make useful resources about government service easily accessible to all residents
2. Educate residents on important issues by holding community engagement events
3. Use social media to attract attention and connect residents to their government
4. Community engagement through the communications consultant

**Primary outcome from work on this goal:**

Better informed residents contributing to a stronger sense of community.

**Goal 5: Prepare the Village for future natural disasters**

**Actions to implement this goal:**

1. Ensure adequate levels of reserves are in place for continuity of operations
2. Explore grant opportunities for storm and flood resiliency
3. Develop a disaster response plan

**Primary outcome from work on this goal:**

A prepared and resilient community in preparation for future disasters.

# Priorities & Issues

## Priorities & Issues

The Village, incorporated on December 31, 2014, is located in the southwest part of the State in Lee County. The Village currently occupies a land area of 30 square miles and serves a population of 42,943. The Village is empowered to levy a property tax on both real and personal properties located within its boundaries. It also is empowered by State Statute to extend its corporate limits by annexation, which may occur periodically when deemed appropriate by the governing council.

The Village operates under the Village Council-Manager form of government. Policy-making and legislative authority are vested in a governing Council consisting of the mayor, vice-mayor and five Council members, all elected on a non-partisan basis. For the initial elections, the four Council members that received the highest number of votes served four-year terms and the other three Council members served a two-year term. Thereafter, Council members serve four-year staggered terms, with three or four Council members elected every two years. The mayor, vice-mayor and five Council members are elected-at-large from seven districts. The mayor and vice-mayor are elected by a majority vote of the Council members and serve for a two-year term. The governing Council is responsible, among other things, for passing ordinances, adopting the budget, appointing committees, and hiring both the Village Manager and Attorney. The Village Manager is responsible for carrying out the policies and ordinances of the governing Council, for overseeing the day-to-day operations of the Village, and for appointing the heads of the various departments.

The Village provides the following services: streets and roads, parks and recreation, community development, code enforcement, and general and administrative services. The Village uses the "government lite" concept of outsourcing Village services to minimize expenditures and provide exemplary services to the community.

The continued construction of residential, multi-family and commercial property resulted in a 9.1% increase in taxable property values over the prior year. The median home value is projected to increase 10% over the next five years (Lee County Economic Development-Community Profile). The Village has benefitted by the construction of a new 150,000 square foot medical clinic developed by the Lee Health Medical System. In addition, Estero is the epicenter of new residential development with over 15,000 single family homes recently permitted and in various stages of construction on our outskirts. The entirety of this new construction views Estero as their home community. These new facilities are anticipated to provide significant employment opportunities as well as economic support for existing residential, commercial and retail properties. As a result, the Village's taxable property values are predicted to increase for the next few fiscal years; however, growth may slow as the Village nears build-out of vacant land.

The Village received approximately \$16.9 million from the Coronavirus State and Local Fiscal Recovery Funds, a part of the American Rescue Plan Act (ARPA) during fiscal year 2022. These funds are to be utilized for infrastructure, water quality and capital improvement initiatives within the Village. Funds must be obligated by December 31, 2024, and spent by December 31, 2026.

The national and state economics are key factors in assessing the Village's financial future. Changes in the national, state and local economies can affect both revenues and expenditures due to the impact of tax receipts and the costs of providing Village services. While economic changes at the state and national level can often translate into comparable changes locally, it is important to note that the Village of Estero and the Southwest Florida region often behave differently, showing economic trends and reflecting experience that may lag or precede noticed changes elsewhere.

In response to Hurricane Ian, the President of the United States declared a major disaster for the State of Florida on September 29, 2022. This declaration authorized the U.S. Department of Homeland Security's Federal Emergency Management Agency (FEMA) to provide, through its Public Assistance Program, reimbursement or direct Federal assistance to eligible state, local, and tribal governments. Hurricane Ian caused 150 fatalities in Florida with losses estimated to be around \$113 billion, making it the costliest hurricane in Florida's history, surpassing Irma of 2017, as well as the third-costliest in US history, behind only Katrina and Harvey. The adopted budget provides strategic direction and appropriated funds to continue recovery from Ian. Additionally, the strategic plan provides guidance and the budget provides funding to make the Village more resilient, solvent, and responsive to future incidents.

### Long-Range Financial Plans Overview:

As a new community, we have had the luxury of establishing a standard protocol for how major spending initiatives are to proceed. In doing so, our protocols or procedures to identify needed community projects are standardized to avoid wide fluctuations in spending and chaotic decision-making.



Specifically, the Village has established a structured approach to identify capital projects. In each of the areas where the Village has functional responsibility for local services a community-wide master planning effort has been conducted to evaluate the current condition of the service being provided, the need for additional public investment and the relative priority of the need. Master Plans have been completed in the following areas:

- Storm Water Master Plan,
- Transportation Master Plan,
- Bike and Pedestrian Master Plan, and
- Parks and Open Space Master Plan.

While each Plan has its own framework and methodology, each was developed with the same general parameters. Each was conducted by an outside consulting firm specializing in the functional area of review. Each included a significant public outreach and specific stakeholder involvement. Each process was entirely transparent with routine postings to our webpage, emails of project updates with current information distributed to various interested parties with postings of all public meetings regarding the project.

Each of the above Master Plans has been completed. As a package, they provide the basis for public policy decision-making. The process is standardized and is embedded as part of the annual budget process.

Based on these studies, the Village has adopted a 5-year Capital Improvement Plan (CIP). The entire plan was first adopted in 2019 and has been reviewed and updated each year as part of the budget process. This five-year capital budget will provide data as to when major cash infusions will be necessary. These infusions may come from the issuance of debt, grants, new revenue sources, impact fees and/or a build-up of fund balance.

In addition, each capital expenditure is accompanied by an appropriate allocation for the annual maintenance of the project being built. The policy direction is to maintain all of our capital investments at the highest level to reflect the quality of our community.

#### **Assumptions:**

As mentioned previously, the national and state economics are key factors in assessing the Village's financial future. Changes in the national, state and local economies can affect both revenues and expenditures due to the impact of tax receipts and the costs of providing Village services. While economic changes at the state and national level can often translate into comparable changes locally, it is important to note that the Village of Estero and the Southwest Florida region often behave differently, showing economic trends and reflecting experience that may lag or precede noticed changes elsewhere.

The Village maintains a diversified and stable revenue structure to protect it from short-run fluctuations in any single revenue source. As part of this maintenance, the Village shall estimate revenue using a conservative, objective, and analytical process based off historical data and expected future trends. This approach should reduce the likelihood of actual revenues falling short of budget estimates and should avoid mid-year service changes.

The Village's strategic/business planning and budgeting decisions are based on a number of advanced statistical, economic, and financial models. The specific tools used include but are not limited to:

- Citizen Surveys — Based on sound statistical sampling methods, a survey of residents and business owners will be conducted to gather widespread customer satisfaction, quality perceptions, and other attitudinal information.
- Citizen Focus Groups and Advisory Boards — Focus groups and advisory boards are teams made up of citizens and Village staff to address specific concerns and strategic priorities.
- Master Planning — Specific functions and processes are included in written plans, such as the Comprehensive Master Plan or the Storm Water Master Plan.
- SWOC Analysis - Strengths, Weaknesses, Opportunities, and Challenges are gathered from staff, Advisory Committee members, and other members of the community.
- Revenue Forecasting Model — Statistical time series analysis and tracking model of major revenue sources.
- Performance Management System — Established data and tracking methods
- Capital Budgeting Tools — Present value payback, net present value analysis, and own/lease analysis.
- Long-Range Financial Plan — Multiyear forecasting of revenues and expenditures.

The Village's long-range financial plans are for all funds and currently extend out for a period of three years. The assumptions above are used in the long-range operating financial plans. These long-range operating financial plans are used in conjunction with achieving strategic goals. They allow management to determine if a strategic goal is unattainable due to costs or not cost-efficient compared to the operating budget or available funding position.

Long-Range Forecasts:

LONG-RANGE FORECASTS						
Village of Estero - Fiscal Year 2023-2024						
ESTIMATED REVENUES	GENERAL FUND	BUILDING FUND	CAPITAL PROJECTS	DRIVING RANGE	TOTAL ALL FUNDS	
Taxes:						
<b>Ad Valorem Taxes</b>						
General Fund Millage per \$1,000	0.7500	\$ 6,072,035	\$ -	\$ -	\$ -	\$ 6,072,035
Gas Tax		605,000	-	435,000	-	1,040,000
Franchise Fees		2,520,350	-	-	-	2,520,350
Communication Services Tax		989,000	-	-	-	989,000
Other Taxes		21,500	-	-	-	21,500
Licenses and Permits		1,500	1,175,250	-	-	1,176,750
Intergovernmental Revenues		5,053,500	-	-	-	5,053,500
Charges for Services		265,000	35,000	-	150,000	450,000
Fines and Forfeitures		200	-	-	-	200
Impact Fees		-	-	762,000	-	762,000
Investment Earnings		200,000	11,500	38,650	2,000	252,150
Other Miscellaneous Revenues		105,000	-	-	-	105,000
<b>TOTAL SOURCES</b>		<b>15,833,085</b>	<b>1,221,750</b>	<b>1,235,650</b>	<b>152,000</b>	<b>18,442,485</b>
Transfers In		-	-	10,000,000	-	10,000,000
Fund Balances/Reserves/Net Assets		8,989,289	439,735	3,936,831	4,430,000	17,795,855
<b>TOTAL REVENUES, TRANSFERS &amp; BALANCES</b>		<b>\$ 24,822,374</b>	<b>\$ 1,661,485</b>	<b>\$ 15,172,481</b>	<b>\$ 4,582,000</b>	<b>\$ 46,238,340</b>
<b>EXPENDITURES</b>						
General Government		\$ 4,700,000	\$ -	\$ -	\$ -	\$ 4,700,000
Public Safety		235,600	1,342,000	-	-	1,577,600
Physical Environment		630,200	-	7,250,000	-	7,880,200
Transportation		2,479,000	-	2,750,000	-	5,229,000
Human Services		40,000	-	-	-	40,000
Culture and Recreation		275,000	-	-	137,000	412,000
<b>TOTAL EXPENDITURES</b>		<b>8,359,800</b>	<b>1,342,000</b>	<b>10,000,000</b>	<b>137,000</b>	<b>19,838,800</b>
Transfers Out		10,000,000	-	-	-	10,000,000
Fund Balances/Reserves/Net Assets		6,462,574	319,485	5,172,481	4,445,000	16,399,540
<b>TOTAL APPROPRIATED EXPENDITURES, TRANSFERS, RESERVES &amp; BALANCES</b>		<b>\$ 24,822,374</b>	<b>\$ 1,661,485</b>	<b>\$ 15,172,481</b>	<b>\$ 4,582,000</b>	<b>\$ 46,238,340</b>

**LONG-RANGE FORECASTS**  
**Village of Estero - Fiscal Year 2024-2025**

ESTIMATED REVENUES	GENERAL FUND	BUILDING FUND	CAPITAL PROJECTS	DRIVING RANGE	TOTAL ALL FUNDS
Taxes:					
<b>Ad Valorem Taxes</b>					
General Fund Millage per \$1,000	0.7500	\$ 6,350,000	\$ -	\$ -	\$ 6,350,000
Gas Tax		665,000	-	472,500	1,137,500
Franchise Fees		2,792,500	-	-	2,792,500
Communication Services Tax		1,001,500	-	-	1,001,500
Other Taxes		25,000	-	-	25,000
Licenses and Permits		2,000	1,280,500	-	1,282,500
Intergovernmental Revenues		5,620,000	-	-	5,620,000
Charges for Services		295,000	45,700	200,000	540,700
Fines and Forfeitures		500	-	-	500
Impact Fees		-	-	787,000	787,000
Investment Earnings		250,000	14,750	4,000	310,445
Other Miscellaneous Revenues		115,000	-	-	115,000
<b>TOTAL SOURCES</b>	<b>17,116,500</b>	<b>1,340,950</b>	<b>1,301,195</b>	<b>204,000</b>	<b>19,962,645</b>
Transfers In		-	-	5,000,000	5,000,000
Fund Balances/Reserves/Net Assets		6,462,574	319,485	5,172,481	16,399,540
<b>TOTAL REVENUES, TRANSFERS &amp; BALANCES</b>	<b>\$ 23,579,074</b>	<b>\$ 1,660,435</b>	<b>\$ 11,473,676</b>	<b>\$ 4,649,000</b>	<b>\$ 41,362,185</b>
<b>EXPENDITURES</b>					
General Government		\$ 4,980,000	\$ -	\$ -	\$ 4,980,000
Public Safety		275,000	1,479,020	-	1,754,020
Physical Environment		680,500	-	5,000,000	5,680,500
Transportation		2,742,500	-	2,000,000	4,742,500
Human Services		45,000	-	-	45,000
Culture and Recreation		300,000	-	184,000	484,000
<b>TOTAL EXPENDITURES</b>	<b>9,023,000</b>	<b>1,479,020</b>	<b>7,000,000</b>	<b>184,000</b>	<b>17,686,020</b>
Transfers Out		-	-	-	-
Fund Balances/Reserves/Net Assets		14,556,074	181,415	4,473,676	23,676,165
<b>TOTAL APPROPRIATED EXPENDITURES, TRANSFERS, RESERVES &amp; BALANCES</b>	<b>\$ 23,579,074</b>	<b>\$ 1,660,435</b>	<b>\$ 11,473,676</b>	<b>\$ 4,649,000</b>	<b>\$ 41,362,185</b>

# Personnel Summary

	Full Time Employees			Part Time Employees <sup>1</sup>			Contract Full Time Equivalent		
	Approved 2020-2021	Approved 2021-2022	Budgeted 2022-2023	Approved 2020-2021	Approved 2021-2022	Budgeted 2022-2023	Approved 2020-2021	Approved 2021-2022	Budgeted 2022-2023
<i>General Fund Cost Centers:</i>									
Village Council	-	-	-	-	-	-	-	-	-
Village Manager <sup>2</sup>	3.0	4.0	2.25	-	-	-	-	-	-
Village Attorney	-	-	-	-	-	-	-	-	-
Village Clerk <sup>2</sup>	1.0	-	1.75	1.0	2.0	2.0	-	-	-
Finance	1.0	1.0	1.0	3.0	3.0	3.0	-	-	-
Community Development									
Development Services	2.0	2.0	2.0	-	-	-	1.0	1.0	1.0
Planning, Zoning & Development	-	1.0	1.0	1.0	1.0	1.0	3.0	3.0	3.0
Code Compliance	-	-	-	-	-	-	1.0	1.0	1.0
Animal Control	-	-	-	-	-	-	-	-	-
Public Works									
Physical Environment	-	-	-	-	-	-	-	-	-
Transportation <sup>3</sup>	1.0	1.0	1.0	1.0	1.0	2.0	-	-	-
Information Technologies	-	-	-	-	-	-	1.0	1.0	1.0
Law Enforcement	-	-	-	-	-	-	-	-	-
Parks & Recreation <sup>3</sup>	-	-	1.0	-	-	-	-	-	-
General Government Operations	-	-	-	-	-	-	-	-	-
Disaster Services	-	-	-	-	-	-	-	-	-
Total General Fund	<u>8.0</u>	<u>9.0</u>	<u>10.0</u>	<u>6.0</u>	<u>7.0</u>	<u>8.0</u>	<u>6.0</u>	<u>6.0</u>	<u>6.0</u>
Building Permit Fees Fund	-	-	-	-	-	-	6.0	6.0	6.0
Total Special Revenue Fund	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>6.0</u>	<u>6.0</u>	<u>6.0</u>
Total Governmental Funds	<u>8.0</u>	<u>9.0</u>	<u>10.0</u>	<u>6.0</u>	<u>7.0</u>	<u>8.0</u>	<u>12.0</u>	<u>12.0</u>	<u>12.0</u>
Total Full Time Equivalent Positions	<u>8.0</u>	<u>9.0</u>	<u>10.0</u>	<u>3.0</u>	<u>3.5</u>	<u>4.0</u>			
Total Full Time Equivalent Positions in Governmental Funds							<u>14.0</u>		

<sup>1</sup> Part time employees represent 1/2 of a Full Time Equivalent position.

<sup>2</sup> The Village Clerk/Executive Assistant to the Village Manager is budgeted 25% in Village Manager and 75% in Clerk.

<sup>3</sup> A full-time Parks Development & Maintenance Director position is proposed. A part-time Project Manager is included in the FY 22/23 budget.

# Fund Balance

## Overview of Fund Balance

Fund balance measures the net financial resources available to finance expenditures of future periods. The definition of fund balance is assets and deferred inflows of resources over its liabilities and deferred outflows of resources. Unassigned fund balance is the residual spendable fund available after subtracting nonexpendable, restricted, and assigned fund balance. The projected fund balance for the Village is below:

### FY 22/23 Budget Fund Balance Projections

	General Fund	Building Fee Fund	Debt Service Fund	Capital Projects Fund	Driving Range Fund	Total
9/30/2021 Fund Balance (audited)	\$ 24,323,877	\$ 690,642	\$ 5,304,466	\$ 11,063,071	\$ -	\$ 41,382,056
FY 21/22 Projected Revenues	30,242,258	1,050,246	826	1,125,278	10,000	32,428,608
FY 21/22 Projected Transfers In	-	-	12,359,424	6,186,489	4,400,000	22,945,913
FY 21/22 Proj Revenues & Other Sources	30,242,258	1,050,246	12,360,250	7,311,767	4,410,000	55,374,521
FY 21/22 Projected Expenditures	4,667,413	1,061,153	17,664,716	6,794,457	15,700	30,203,439
FY 21/22 Projected Transfers Out	22,945,913	-	-	-	-	22,945,913
FY 21/22 Proj Expenditures & Other Uses	27,613,326	1,061,153	17,664,716	6,794,457	15,700	53,149,352
FY 21/22 Projected Change in Fund Balance	2,628,932	(10,907)	(5,304,466)	517,310	4,394,300	2,225,169
9/30/22 Projected Fund Balance	26,952,809	679,735	-	11,580,381	4,394,300	43,607,225
FY 22/23 Budgeted Revenues	14,524,800	1,102,000	-	991,850	90,000	16,708,650
FY 22/23 Budgeted Transfers In	-	-	-	24,817,030	-	24,817,030
FY 22/23 Budgeted Revenues & Other Sources	14,524,800	1,102,000	-	25,808,880	90,000	41,525,680
FY 22/23 Budgeted Expenditures	7,659,890	1,342,000	-	33,452,430	54,300	42,508,620
FY 22/23 Budgeted Transfers Out	24,817,030	-	-	-	-	24,817,030
FY 22/23 Budgeted Expenditures & Other Uses	32,476,920	1,342,000	-	33,452,430	54,300	67,325,650
FY 22/23 Budgeted Change in Fund Balance	(17,952,120)	(240,000)	-	(7,643,550)	35,700	(25,799,970)
9/30/23 Budgeted Fund Balance	\$ 9,000,689	\$ 439,735	\$ -	\$ 3,936,831	\$ 4,430,000	\$ 17,807,255
Percent Change in Fund Balance	-66.61%	-35.31%	0.00%	-66.00%	0.81%	

The fund balances of the General Fund, Building Fee Fund, and Capital Projects Fund are anticipated to decline by more than ten percent. The Village is anticipating several planned capital projects beginning in the fiscal year. These projects will be funded by transfers from the General Fund and fund balance in the capital projects fund. The consequences of this decline have been anticipated and planned by the Village. The Building Fee Fund has experienced increased costs. Village staff are closely monitoring this fund and is implementing a long-term plan to combat any more downward pressure on this fund.

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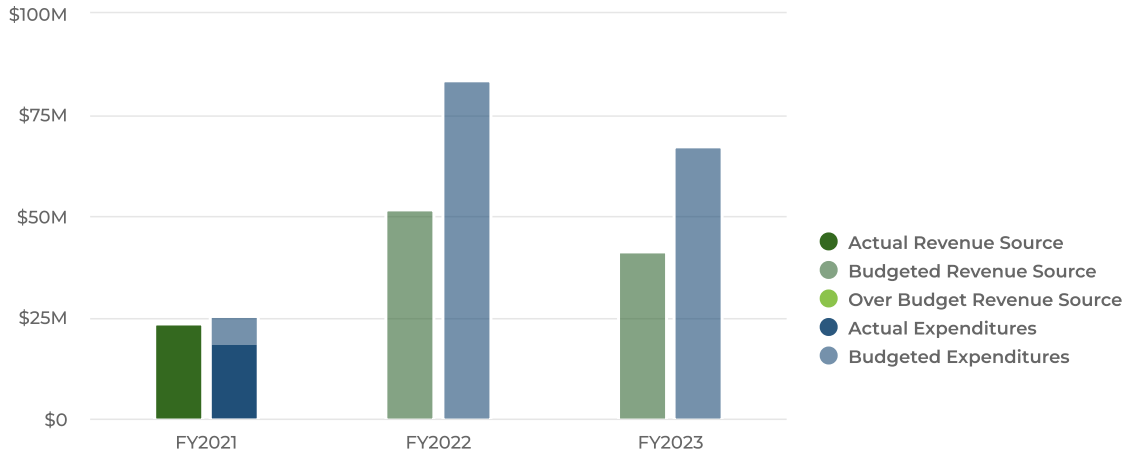
# FUND SUMMARIES

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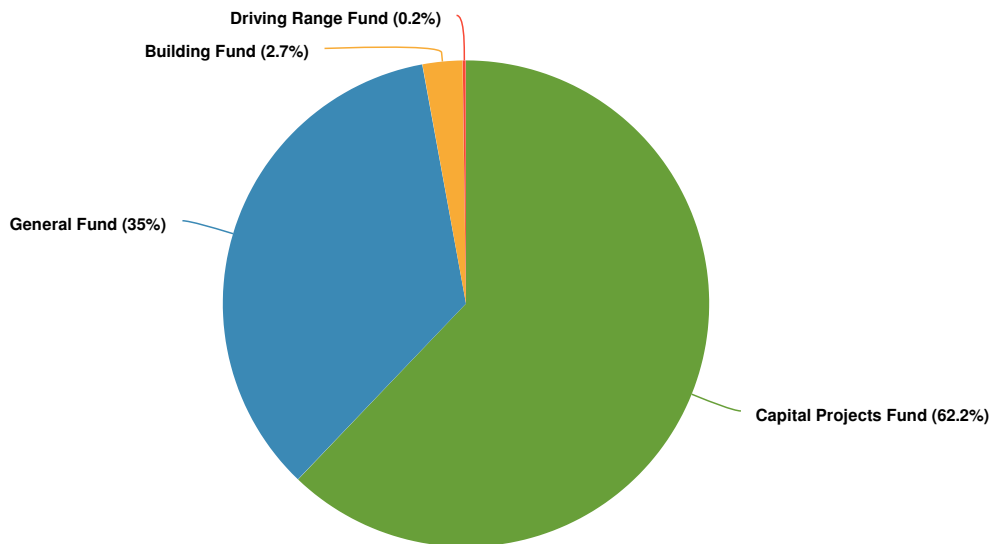
### Summary

The Village of Estero is projecting \$41.53M of revenue in FY2023, which represents a 20.2% decrease over the prior year. Budgeted expenditures are projected to decrease by 19.6% or \$16.39M to \$67.33M in FY2023.

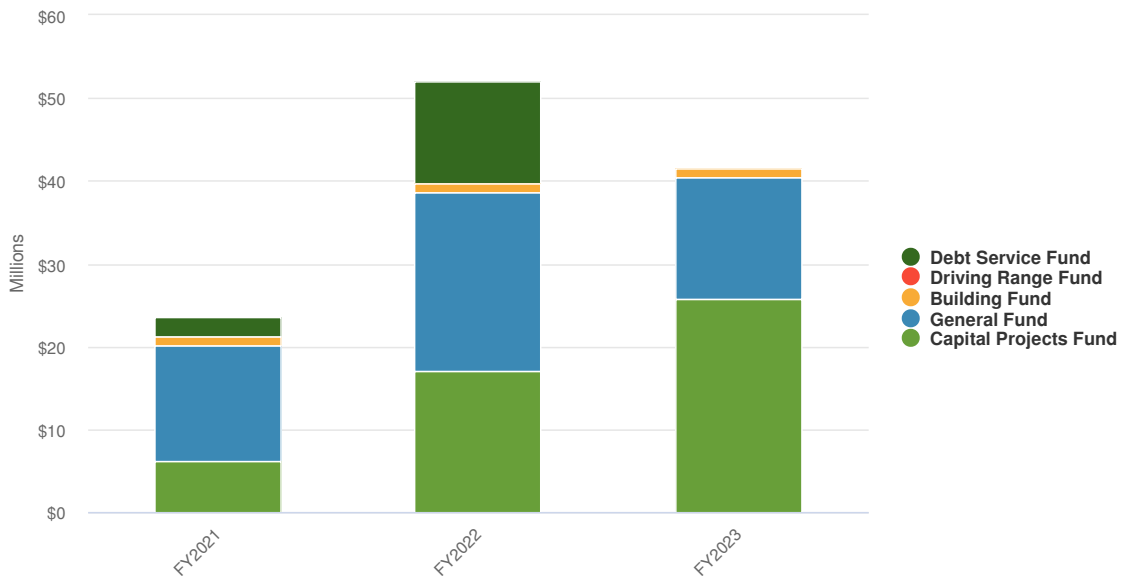


### Revenue by Fund

#### Village Wide Budgeted Revenue by Fund



## Village Wide Budgeted and Historical Revenue by Fund

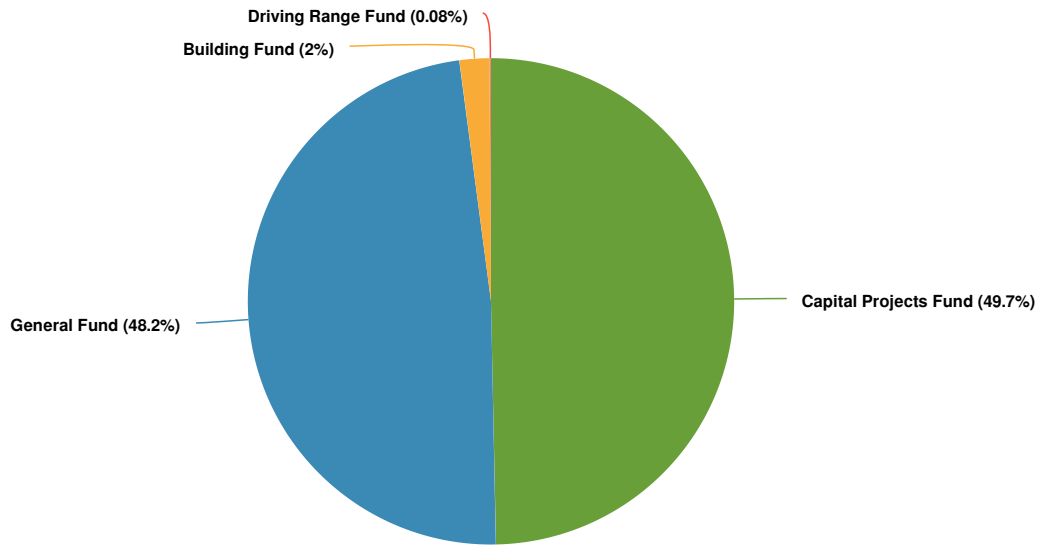


Name	FY2021 Actual	FY2022 Adopted	FY2022 Amended	FY2022 Projected	FY2023 Adopted	FY2022 Amended vs. FY2023 Budgeted (% Change)
General Fund	\$13,940,839	\$13,132,430	\$21,614,637	\$30,242,258	\$14,524,800	-32.8%
Building Fund	\$1,009,690	\$1,061,500	\$1,061,500	\$1,050,246	\$1,102,000	3.8%
Debt Service Fund	\$2,516,340	\$2,525,800	\$12,370,133	\$12,360,250	\$0	-100%
Capital Projects Fund	\$6,173,242	\$6,525,333	\$16,973,933	\$7,311,767	\$25,808,880	52.1%
Driving Range Fund	\$0	\$0	\$0	\$4,410,000	\$90,000	N/A
<b>Total:</b>	<b>\$23,640,111</b>	<b>\$23,245,063</b>	<b>\$52,020,203</b>	<b>\$55,374,521</b>	<b>\$41,525,680</b>	<b>-20.2%</b>

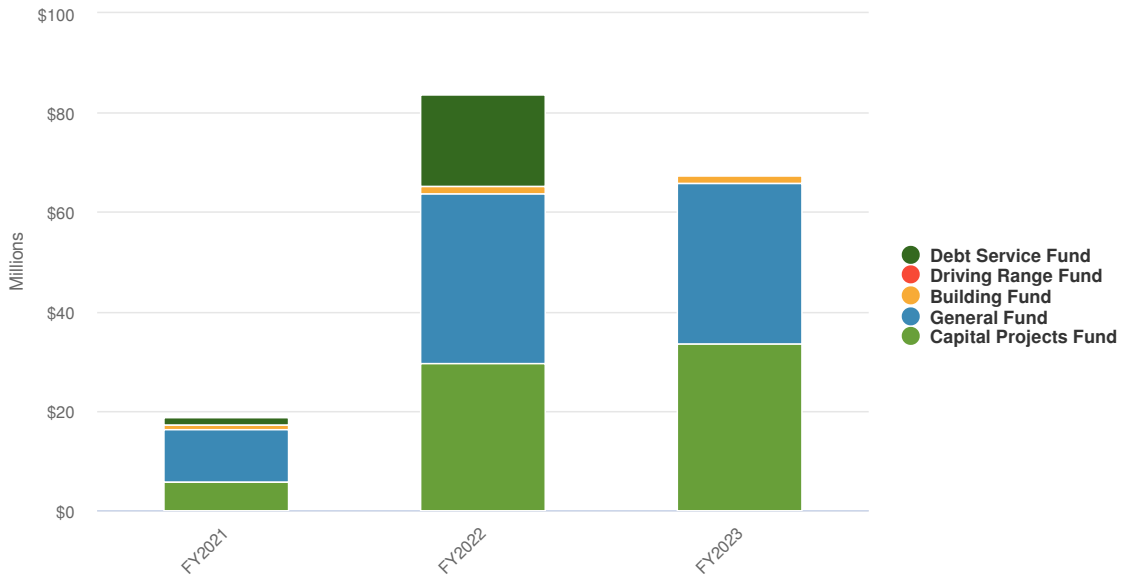


# Expenditures by Fund

## Village Wide Budgeted Expenditures by Fund



## Village Wide Budgeted and Historical 2023 Expenditures by Fund



Name	FY2021 Actual	FY2022 Adopted	FY2022 Amended	FY2022 Projected	FY2023 Adopted	FY2022 Amended vs. FY2023 Budgeted (% Change)
General Fund	\$10,423,922	\$13,850,586	\$34,143,519	\$27,613,326	\$32,476,920	-4.9%
Building Fund	\$1,122,289	\$1,322,630	\$1,322,630	\$1,061,152	\$1,342,000	1.5%
Debt Service Fund	\$1,391,072	\$1,375,829	\$18,595,000	\$17,664,717	\$0	-100%
Capital Projects Fund	\$5,809,309	\$19,206,200	\$29,654,800	\$6,794,457	\$33,452,430	12.8%
Driving Range Fund	\$0	\$0	\$0	\$15,700	\$54,300	N/A
<b>Total:</b>	<b>\$18,746,593</b>	<b>\$35,755,245</b>	<b>\$83,715,949</b>	<b>\$53,149,352</b>	<b>\$67,325,650</b>	<b>-19.6%</b>



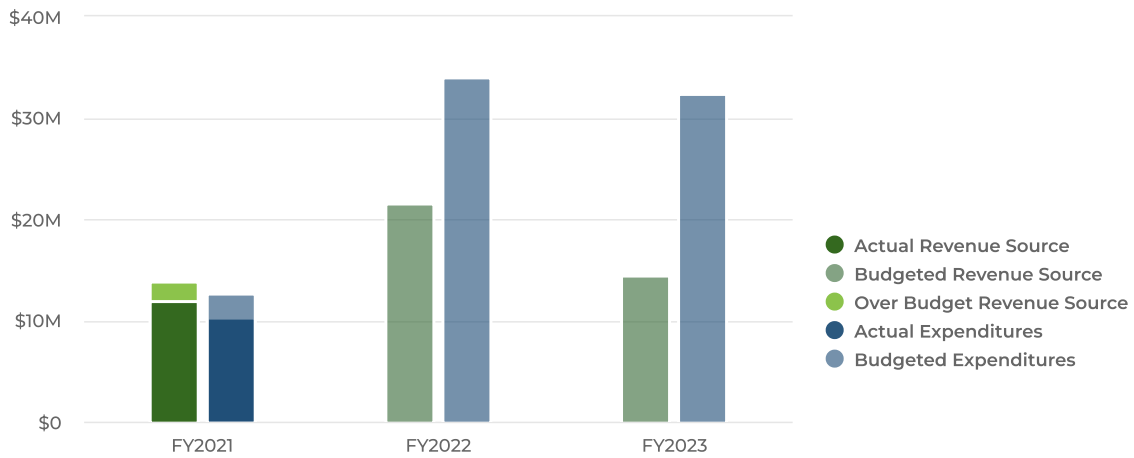
## General Fund

The General Fund is the operating fund of the Village. It accounts for all financial resources, except those required to be accounted for in another fund type. Revenues are derived primarily from property taxes and other governmental revenues. The general operating expenditures, fixed charges and capital outlay costs that are not paid through other funds are paid from the General Fund.

The General Fund is a major Governmental Fund for financial reporting purposes. The General Fund of a governmental entity is always deemed to be a major fund.

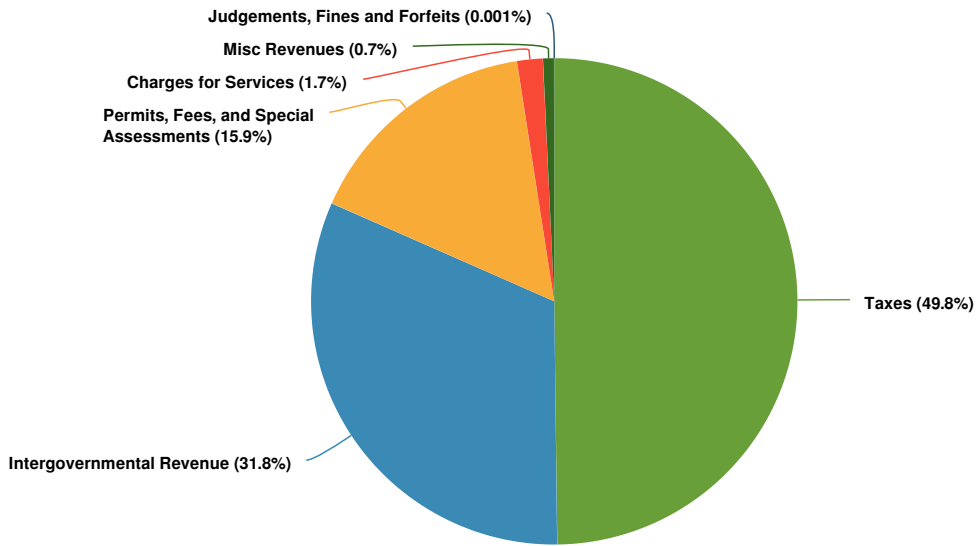
### Summary

The Village of Estero is projecting \$14.52M of revenue in FY2023, which represents a 32.8% decrease over the prior year. Budgeted expenditures are projected to decrease by 4.9% or \$1.67M to \$32.48M in FY2023.

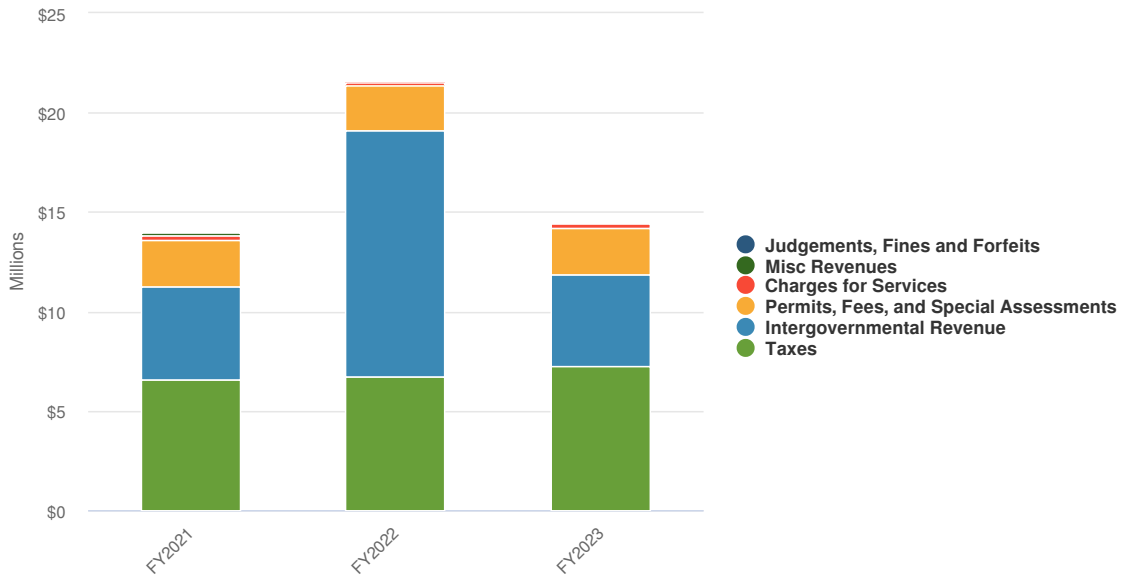


# Revenues by Source

## General Fund Budgeted Revenues by Source



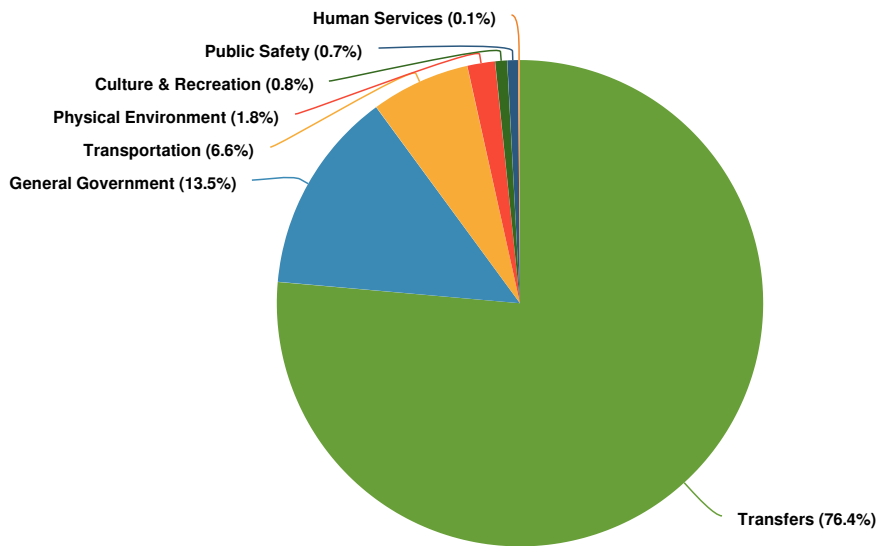
## General Fund Budgeted and Historical Revenues by Source



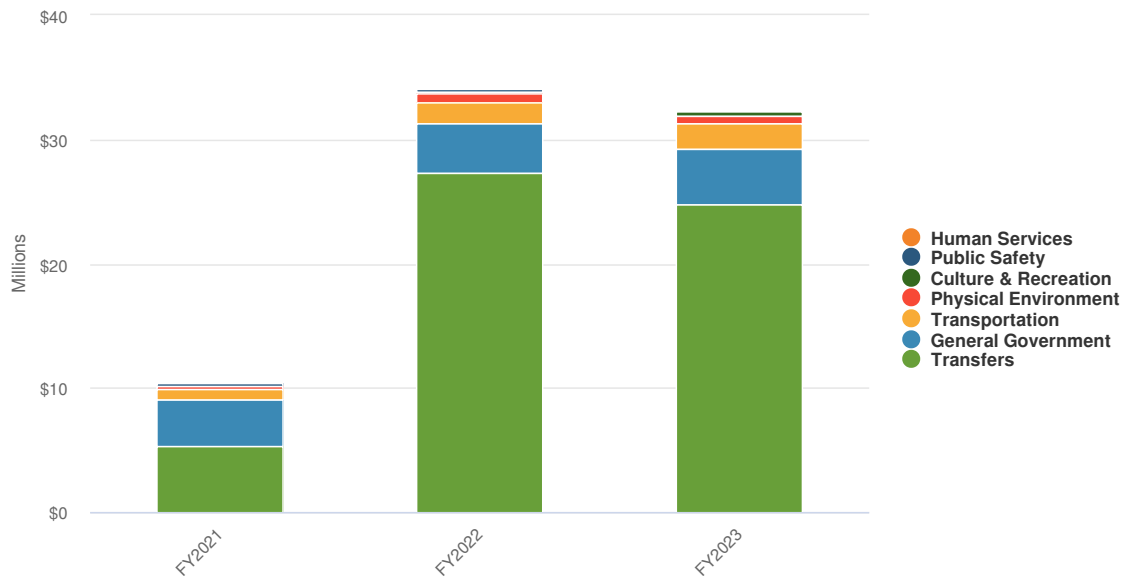
Name	FY2021 Actual	FY2022 Adopted	FY2022 Amended	FY2022 Projected	FY2023 Adopted	FY2022 Amended vs. FY2023 Budgeted (% Change)
Revenue Source						
Taxes	\$6,538,968	\$6,713,857	\$6,713,857	\$6,493,587	\$7,235,700	7.8%
Permits, Fees, and Special Assessments	\$2,321,295	\$2,293,000	\$2,293,000	\$2,189,037	\$2,314,800	1%
Intergovernmental Revenue	\$4,717,237	\$3,914,173	\$12,396,380	\$21,173,451	\$4,617,900	-62.7%
Charges for Services	\$250,390	\$117,500	\$117,500	\$281,907	\$249,600	112.4%
Judgements, Fines and Forfeits	\$543	\$500	\$500	\$175	\$200	-60%
Misc Revenues	\$112,407	\$93,400	\$93,400	\$104,101	\$106,600	14.1%
<b>Total Revenue Source:</b>	<b>\$13,940,839</b>	<b>\$13,132,430</b>	<b>\$21,614,637</b>	<b>\$30,242,258</b>	<b>\$14,524,800</b>	<b>-32.8%</b>

## Expenditures by Function

### General Fund Budgeted Expenditures by Function



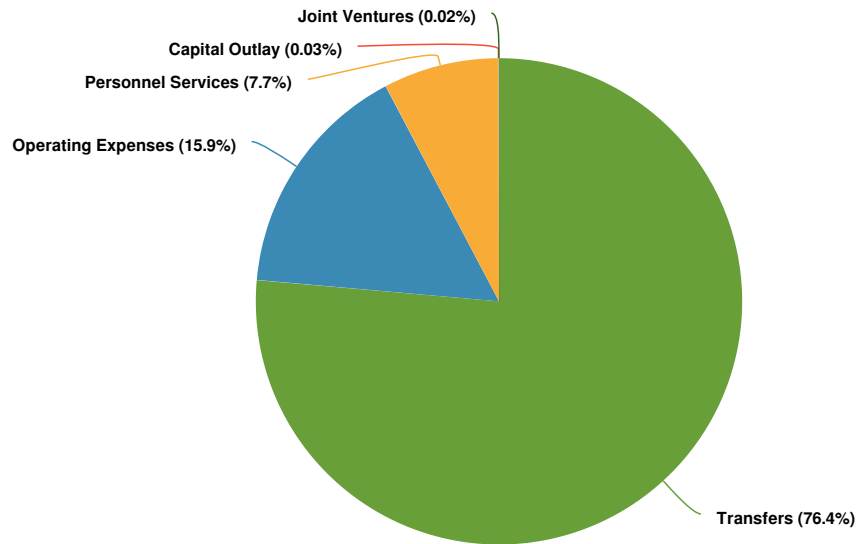
### General Fund Budgeted and Historical Expenditures by Function



Name	FY2021 Actual	FY2022 Adopted	FY2022 Amended	FY2022 Projected	FY2023 Adopted	FY2022 Amended vs. FY2023 Budgeted (% Change)
Expenditures						
General Government						
Village Council	\$142,927	\$165,200	\$165,200	\$150,200	\$165,200	0%
Village Manager	\$639,842	\$660,160	\$660,160	\$518,378	\$719,000	8.9%
Village Attorney	\$336,585	\$327,000	\$327,000	\$232,538	\$327,000	0%
Village Clerk	\$68,172	\$158,900	\$158,900	\$44,454	\$211,800	33.3%
Finance	\$347,735	\$408,286	\$408,286	\$386,146	\$532,750	30.5%
Development Services	\$463,173	\$587,400	\$587,400	\$430,552	\$710,900	21%
Planning, Zoning & Development	\$472,946	\$665,318	\$665,318	\$376,765	\$494,300	-25.7%
Information Technology	\$216,449	\$238,800	\$238,800	\$316,408	\$339,000	42%
General Government	\$474,909	\$880,550	\$880,550	\$472,051	\$882,550	0.2%
COVID	\$501,855	\$0	\$0	\$0	\$0	0%
Disaster Response	\$0	\$10,000	\$10,000	\$0	\$10,000	0%
<b>Total General Government:</b>	<b>\$3,664,593</b>	<b>\$4,101,614</b>	<b>\$4,101,614</b>	<b>\$2,927,492</b>	<b>\$4,392,500</b>	<b>7.1%</b>
Public Safety						
Law Enforcement/Marine Services	\$5,184	\$10,000	\$10,000	\$4,000	\$10,000	0%
Code Compliance	\$155,159	\$227,260	\$227,260	\$142,800	\$177,360	-22%
Lee County Marine	\$2,720	\$43,860	\$43,860	\$0	\$43,860	0%
<b>Total Public Safety:</b>	<b>\$163,063</b>	<b>\$281,120</b>	<b>\$281,120</b>	<b>\$146,800</b>	<b>\$231,220</b>	<b>-17.8%</b>
Physical Environment						
Public Works	\$241,108	\$771,000	\$771,000	\$417,969	\$600,000	-22.2%
<b>Total Physical Environment:</b>	<b>\$241,108</b>	<b>\$771,000</b>	<b>\$771,000</b>	<b>\$417,969</b>	<b>\$600,000</b>	<b>-22.2%</b>
Transportation						
Public Works Transportation	\$869,574	\$1,605,152	\$1,605,152	\$1,104,793	\$2,136,170	33.1%
<b>Total Transportation:</b>	<b>\$869,574</b>	<b>\$1,605,152</b>	<b>\$1,605,152</b>	<b>\$1,104,793</b>	<b>\$2,136,170</b>	<b>33.1%</b>
Human Services						
Animal Control	\$49,523	\$38,000	\$38,000	\$0	\$38,000	0%
<b>Total Human Services:</b>	<b>\$49,523</b>	<b>\$38,000</b>	<b>\$38,000</b>	<b>\$0</b>	<b>\$38,000</b>	<b>0%</b>
Culture & Recreation						
Parks & Recreation	\$71,845	\$90,100	\$90,100	\$70,359	\$262,000	190.8%
<b>Total Culture &amp; Recreation:</b>	<b>\$71,845</b>	<b>\$90,100</b>	<b>\$90,100</b>	<b>\$70,359</b>	<b>\$262,000</b>	<b>190.8%</b>
Transfers						
Transfers	\$5,364,216	\$6,963,600	\$27,256,533	\$22,945,913	\$24,817,030	-9%
<b>Total Transfers:</b>	<b>\$5,364,216</b>	<b>\$6,963,600</b>	<b>\$27,256,533</b>	<b>\$22,945,913</b>	<b>\$24,817,030</b>	<b>-9%</b>
<b>Total Expenditures:</b>	<b>\$10,423,922</b>	<b>\$13,850,586</b>	<b>\$34,143,519</b>	<b>\$27,613,326</b>	<b>\$32,476,920</b>	<b>-4.9%</b>

# Expenditures by Expense Type

## General Fund Budgeted Expenditures by Expense Type



Name	FY2021 Actual	FY2022 Adopted	FY2022 Amended	FY2022 Projected	FY2023 Adopted	FY2022 Amended vs. FY2023 Budgeted (% Change)
Expense Objects						
Personnel Services	\$1,664,300	\$1,913,200	\$1,913,200	\$1,632,225	\$2,489,100	30.1%
Operating Expenses	\$3,390,056	\$4,846,286	\$4,846,286	\$3,025,188	\$5,155,790	6.4%
Capital Outlay	\$350	\$122,500	\$122,500	\$5,000	\$10,000	-91.8%
Joint Ventures	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	0%
Transfers	\$5,364,216	\$6,963,600	\$27,256,533	\$22,945,913	\$24,817,030	-9%
<b>Total Expense Objects:</b>	<b>\$10,423,922</b>	<b>\$13,850,586</b>	<b>\$34,143,519</b>	<b>\$27,613,326</b>	<b>\$32,476,920</b>	<b>-4.9%</b>





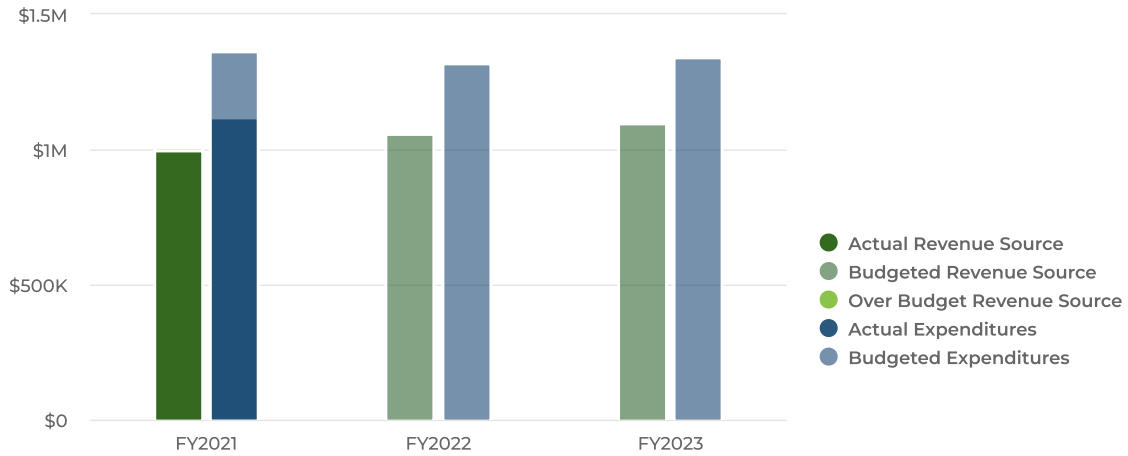
## Building Fee Fund

The Building Fees Fund accounts for the resources collected for building permit fees levied within the Village. The revenue is restricted for the use of enforcing the Florida Building Code.

The Building Fee Fund is a non-major Special Revenue Fund for financial reporting purposes.

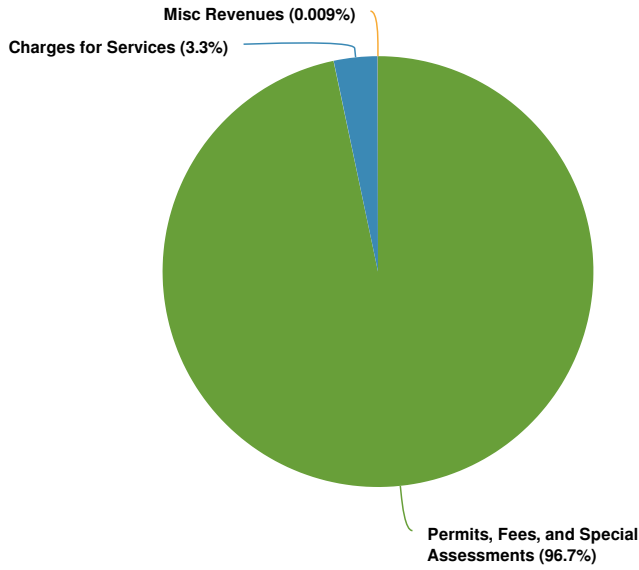
### Summary

The Village of Estero is projecting \$1.1M of revenue in FY2023, which represents a 3.8% increase over the prior year. Budgeted expenditures are projected to increase by 1.5% or \$19.37K to \$1.34M in FY2023.

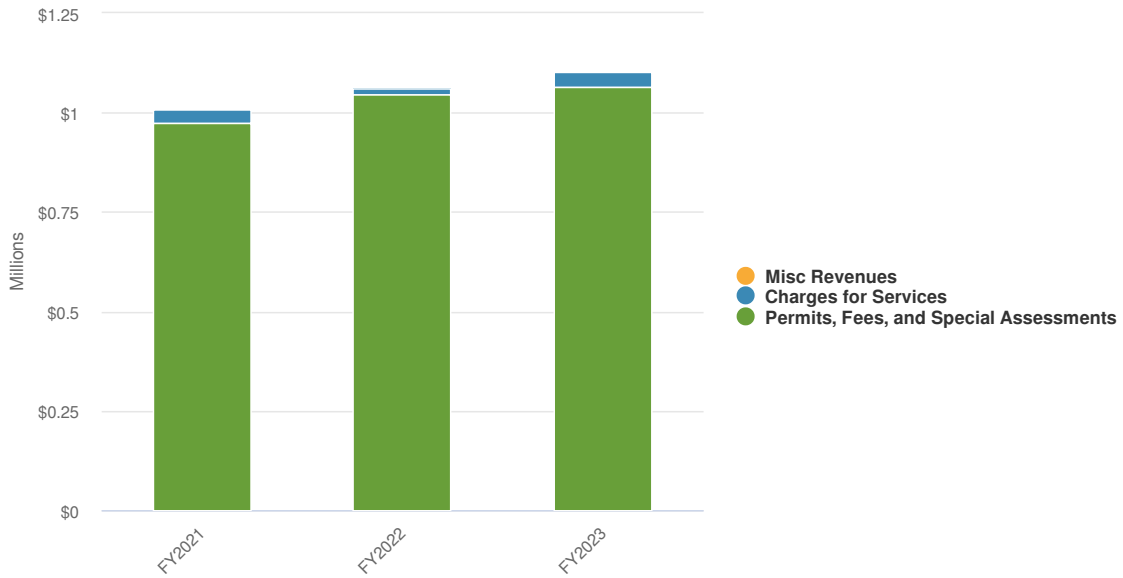


# Revenues by Source

## Building Fee Fund Budgeted Revenues by Source



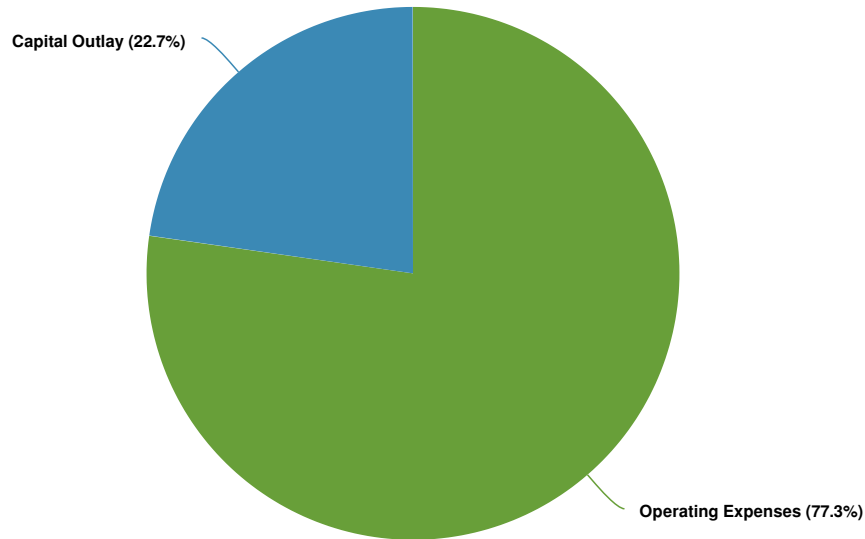
## Building Fee Fund Budgeted and Historical Revenues by Source



Name	FY2021 Actual	FY2022 Adopted	FY2022 Amended	FY2022 Projected	FY2023 Adopted	FY2022 Amended vs. FY2023 Budgeted (% Change)
Revenue Source						
Permits, Fees, and Special Assessments	\$975,568	\$1,045,500	\$1,045,500	\$1,014,879	\$1,065,600	1.9%
Charges for Services	\$33,961	\$15,000	\$15,000	\$35,252	\$36,300	142%
Misc Revenues	\$161	\$1,000	\$1,000	\$115	\$100	-90%
<b>Total Revenue Source:</b>	<b>\$1,009,690</b>	<b>\$1,061,500</b>	<b>\$1,061,500</b>	<b>\$1,050,246</b>	<b>\$1,102,000</b>	<b>3.8%</b>

## Expenditures by Expense Type

### Building Fee Fund Budgeted Expenditures by Expense Type



Name	FY2021 Actual	FY2022 Adopted	FY2022 Amended	FY2022 Projected	FY2023 Adopted	FY2022 Amended vs. FY2023 Budgeted (% Change)
Expense Objects						
Personnel Services	\$0	\$21,300	\$21,300	\$0	\$0	-100%
Operating Expenses	\$1,122,289	\$1,089,800	\$1,089,800	\$1,010,552	\$1,037,000	-4.8%
Capital Outlay	\$0	\$211,530	\$211,530	\$50,600	\$305,000	44.2%
<b>Total Expense Objects:</b>	<b>\$1,122,289</b>	<b>\$1,322,630</b>	<b>\$1,322,630</b>	<b>\$1,061,152</b>	<b>\$1,342,000</b>	<b>1.5%</b>



## Debt Service Fund

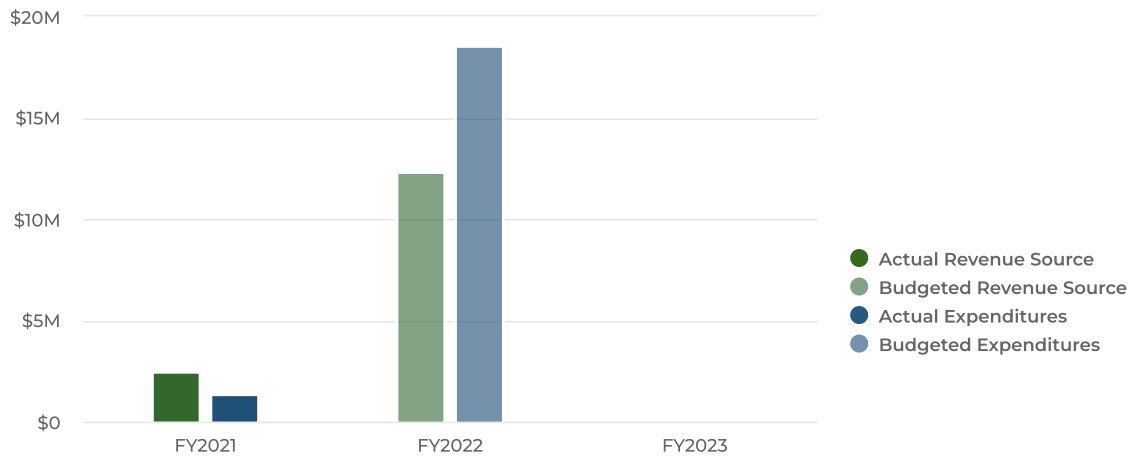
The Debt Service Fund accounts for the accumulation of resources that are committed or assigned for the payment of principal and interest on long-term obligations of governmental funds.

The Debt Service Fund is considered a non-major Governmental Fund for financial reporting.

### Summary

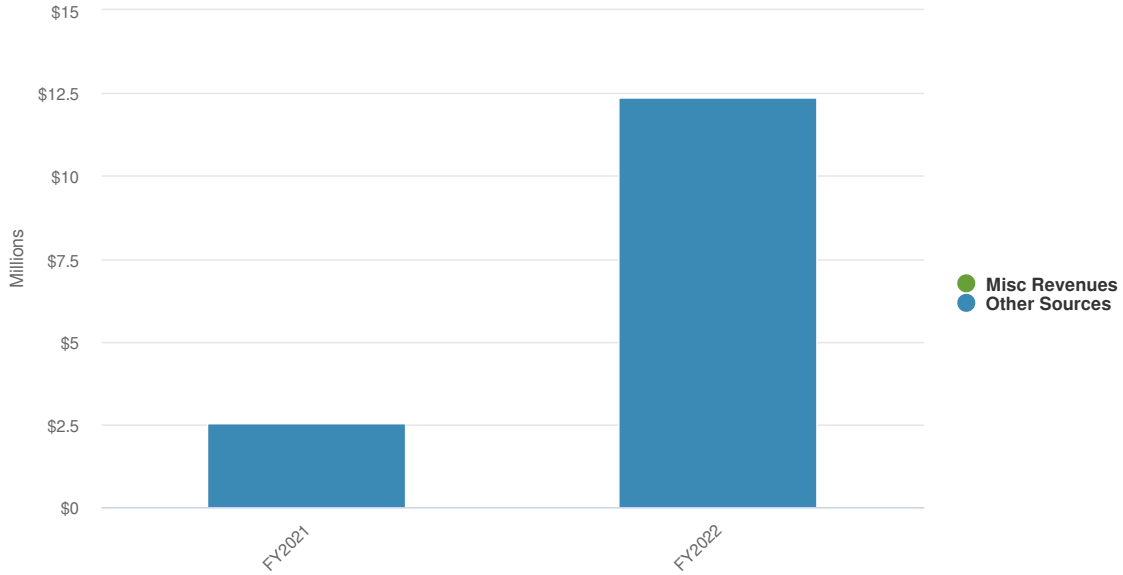
The Village of Estero is projecting \$0 of revenue in FY2023, which represents a 100% decrease over the prior year. Budgeted expenditures are projected to decrease by 100% or \$18.6M to \$0 in FY2023.

The Village has no debt obligations, therefore there are no revenues or expenditures budgeted for the 2022-2023 fiscal year.



# Revenues by Source

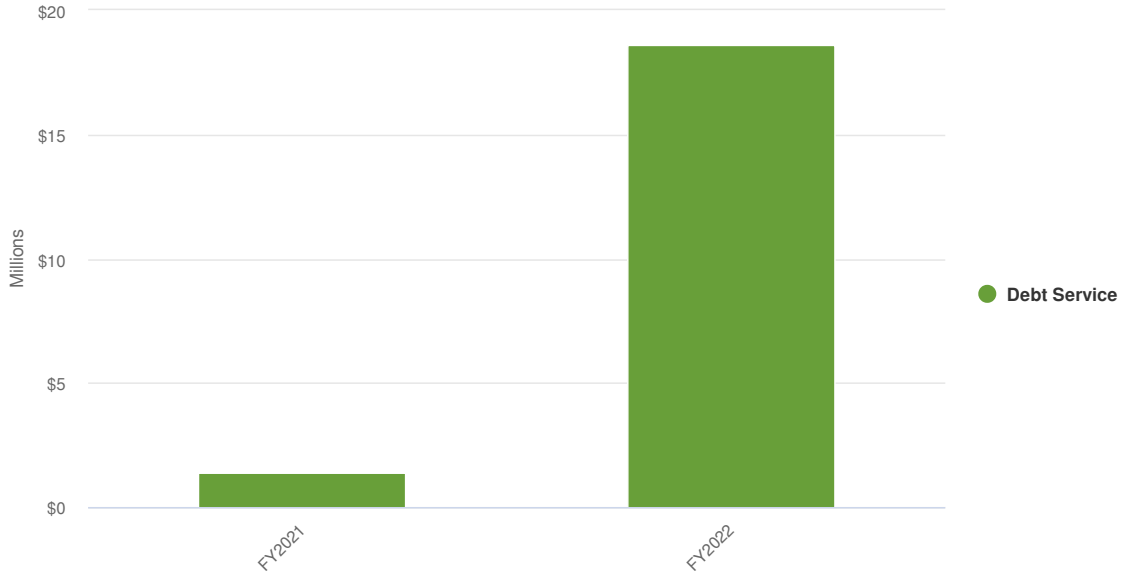
## Debt Service Fund Budgeted and Historical 2023 Revenues by Source



Name	FY2021 Actual	FY2022 Adopted	FY2022 Amended	FY2022 Projected	FY2023 Adopted	FY2022 Amended vs. FY2023 Budgeted (% Change)
Revenue Source						
Misc Revenues	\$1,143	\$10,000	\$10,000	\$826	\$0	-100%
Other Sources	\$2,515,197	\$2,515,800	\$12,360,133	\$12,359,424	\$0	-100%
<b>Total Revenue Source:</b>	<b>\$2,516,340</b>	<b>\$2,525,800</b>	<b>\$12,370,133</b>	<b>\$12,360,250</b>	<b>\$0</b>	<b>-100%</b>

# Expenditures by Expense Type

## Debt Service Fund Budgeted and Historical Expenditures by Expense Type



Name	FY2021 Actual	FY2022 Adopted	FY2022 Amended	FY2022 Projected	FY2023 Adopted	FY2022 Amended vs. FY2023 Budgeted (% Change)
Expense Objects						
Debt Service	\$1,391,072	\$1,375,829	\$18,595,000	\$17,664,717	\$0	-100%
<b>Total Expense Objects:</b>	<b>\$1,391,072</b>	<b>\$1,375,829</b>	<b>\$18,595,000</b>	<b>\$17,664,717</b>	<b>\$0</b>	<b>-100%</b>



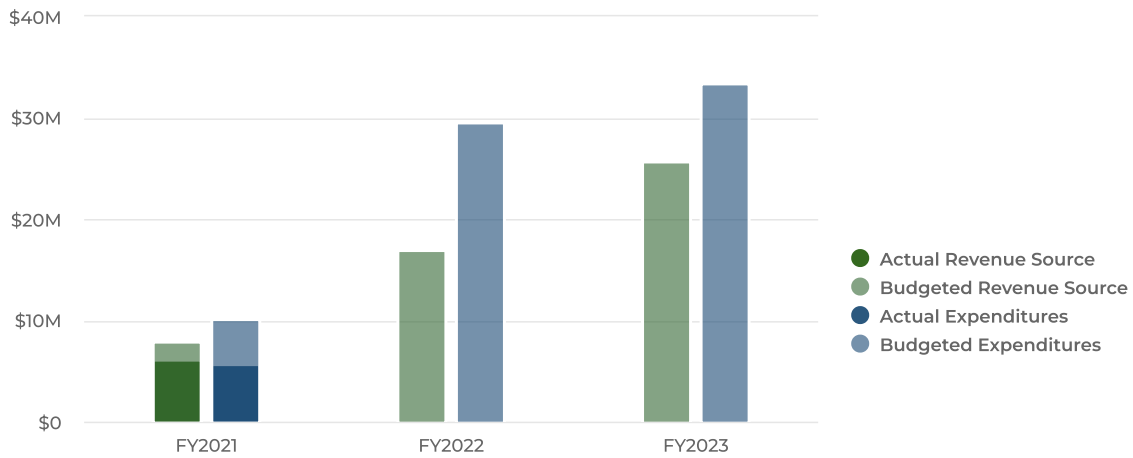
## Capital Projects Fund

The Capital Projects Fund accounts for the resources restricted or allocated to capital projects. The restricted revenue is restricted for use on road or park capital improvements.

The Capital Projects fund is considered a major Governmental Fund for financial reporting purposes. A major fund is defined as any fund whose revenues or expenditures, excluding other financing sources and uses, constitute more than 10% of the revenues or expenditures of the appropriated budget.

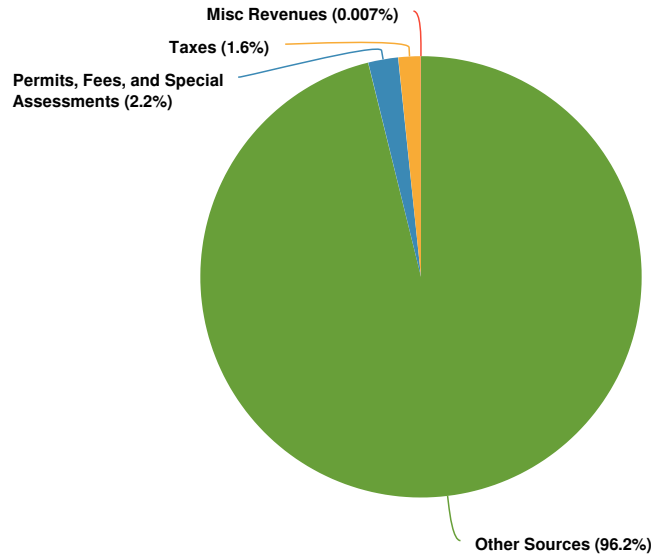
### Summary

The Village of Estero is projecting \$25.81M of revenue in FY2023, which represents a 52.1% increase over the prior year. Budgeted expenditures are projected to increase by 12.8% or \$3.8M to \$33.45M in FY2023.

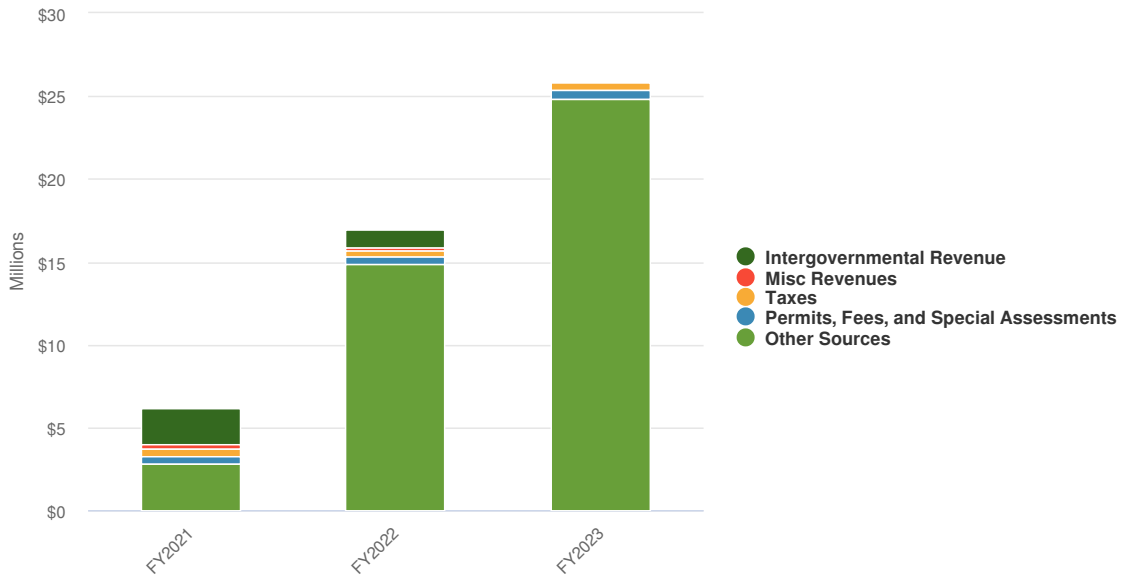


# Revenues by Source

## Capital Projects Fund Budgeted Revenues by Source



## Capital Projects Fund Budgeted and Historical Revenues by Source

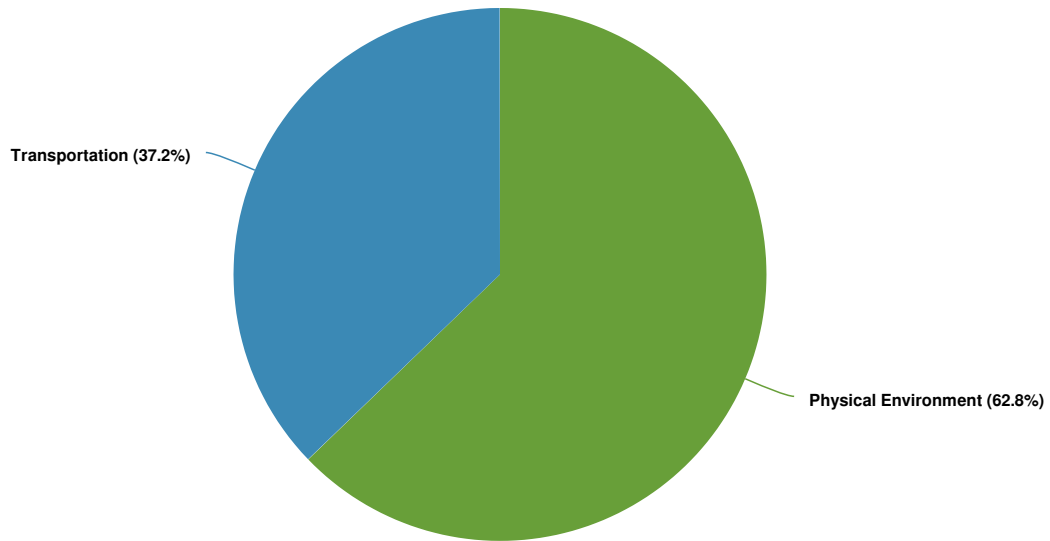




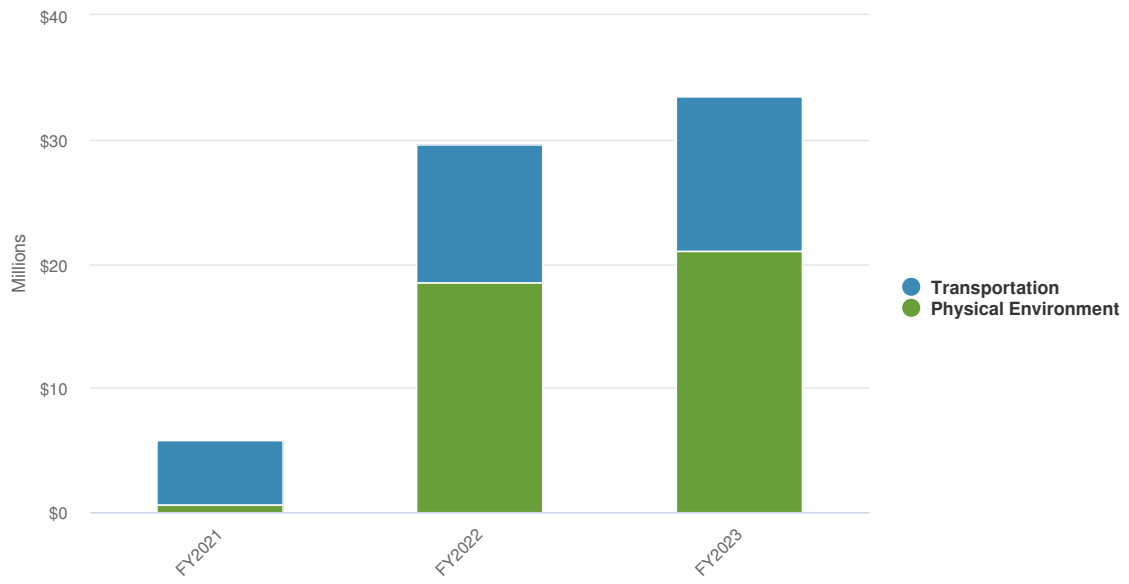
Name	FY2021 Actual	FY2022 Adopted	FY2022 Amended	FY2022 Projected	FY2023 Adopted	FY2022 Amended vs. FY2023 Budgeted (% Change)
Revenue Source						
Taxes	\$392,913	\$387,933	\$387,933	\$359,400	\$423,350	9.1%
Permits, Fees, and Special Assessments	\$441,935	\$415,600	\$415,600	\$511,351	\$566,600	36.3%
Intergovernmental Revenue	\$2,196,213	\$1,100,000	\$1,100,000	\$172,006	\$0	-100%
Misc Revenues	\$293,162	\$174,000	\$174,000	\$82,521	\$1,900	-98.9%
Other Sources	\$2,849,019	\$4,447,800	\$14,896,400	\$6,186,489	\$24,817,030	66.6%
<b>Total Revenue Source:</b>	<b>\$6,173,242</b>	<b>\$6,525,333</b>	<b>\$16,973,933</b>	<b>\$7,311,767</b>	<b>\$25,808,880</b>	<b>52.1%</b>

## Expenditures by Function

### Capital Projects Fund Budgeted Expenditures by Function



### Capital Projects Fund Budgeted and Historical Expenditures by Function



Name	FY2021 Actual	FY2022 Adopted	FY2022 Amended	FY2022 Projected	FY2023 Adopted	FY2022 Amended vs. FY2023 Budgeted (% Change)
Expenditures						
Physical Environment	\$579,307	\$8,042,900	\$18,491,500	\$5,095,182	\$21,008,580	13.6%
Transportation	\$5,230,002	\$11,163,300	\$11,163,300	\$1,699,275	\$12,443,850	11.5%
<b>Total Expenditures:</b>	<b>\$5,809,309</b>	<b>\$19,206,200</b>	<b>\$29,654,800</b>	<b>\$6,794,457</b>	<b>\$33,452,430</b>	<b>12.8%</b>



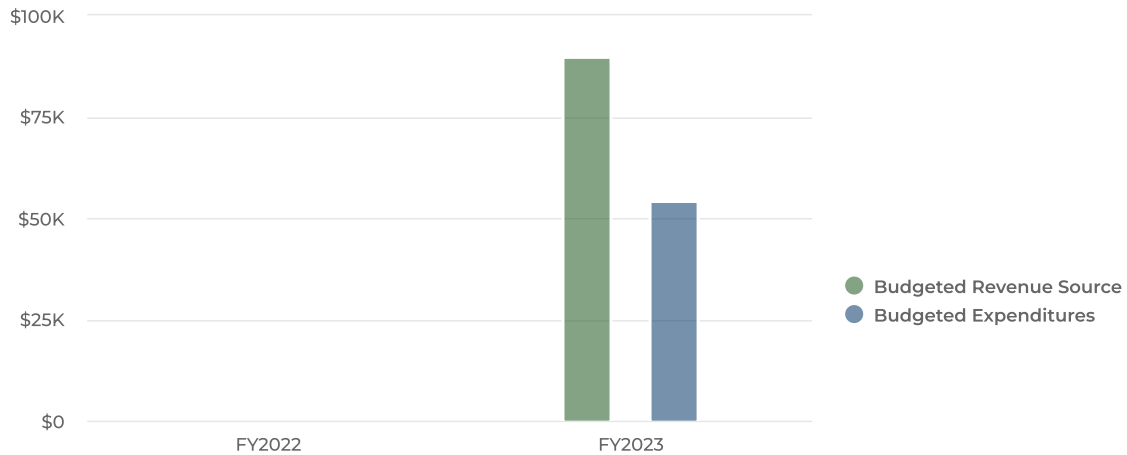
# Driving Range Fund

The Driving Range Fund accounts for all driving range revenues and related expenses. The intent is for the amount of revenue generated from these activities to exceed the related expenses, therefore generating a profit.

The Driving Range Fund is considered a major Enterprise Fund for financial reporting purposes. It is automatically considered a major fund as it's the Village's only Enterprise Fund.

## Summary

The Village of Estero is projecting \$90K of revenue in FY2023, which represents a 100% increase over the prior year. Budgeted expenditures are projected to increase by 100% or \$54.3K to \$54.3K in FY2023.

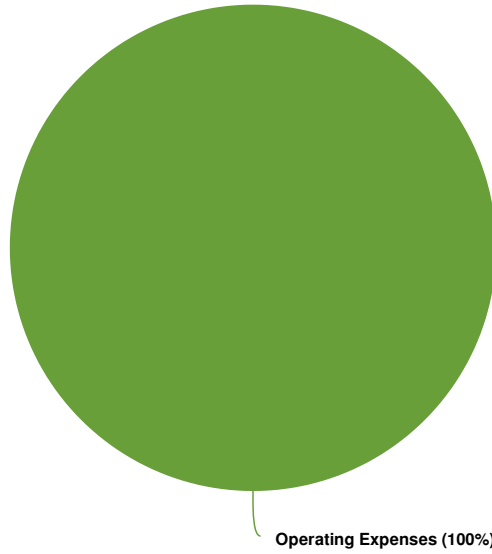


## Revenues by Source

Name	FY2022 Amended	FY2022 Projected	FY2023 Adopted	FY2022 Amended vs. FY2023 Budgeted (% Change)
Revenue Source				
Charges for Services	\$0	\$10,000	\$90,000	N/A
Other Sources	\$0	\$4,400,000	\$0	0%
<b>Total Revenue Source:</b>	<b>\$0</b>	<b>\$4,410,000</b>	<b>\$90,000</b>	<b>N/A</b>

# Expenditures by Expense Type

## Driving Range Fund Budgeted Expenditures by Expense Type



Name	FY2022 Amended	FY2022 Projected	FY2023 Adopted	FY2022 Amended vs. FY2023 Budgeted (% Change)
Expense Objects				
Operating Expenses	\$0	\$15,700	\$54,300	N/A
<b>Total Expense Objects:</b>	<b>\$0</b>	<b>\$15,700</b>	<b>\$54,300</b>	<b>N/A</b>

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# FUNDING SOURCES

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# Funding Sources

## Ad Valorem Taxes

### Legal Authorization

Florida Statutes §166.211 authorizes the Village of Estero, in a manner not inconsistent with general law, to levy Ad Valorem taxes on real and tangible personal property in an amount not to exceed 10 mills. Ad Valorem Taxes are also known as property taxes. The 2015 tax was the initial year of the Village assessing a millage rate.

### Major Assumptions

The Certified Values of the Village are provided below. In 2022, we have seen an increase in total taxable value of 7.10%. In fiscal year 2022-2023, the maximum millage rate allowed by a majority vote of the governing body is 0.8392 and is based on the rolled back rate of 0.7907 and adjusted with a factor of 1.0613 for the change in per capita Florida personal income. A two-thirds (5 out of 7) council member vote allows for a maximum millage rate of 0.9231. These rules are outlined in Florida Statutes §200.065.

### Fee Schedule

Resolution No. 2022-23 fixed the millage rate of the Village of Estero, for the tax year 2022, levying an annual tax for said year at 0.7500 mills per thousand dollars of the total assessed taxable value of all real and tangible personal property. The Ad Valorem Revenue is budgeted at a 95% collection rate.

### Revenue Trends

Tax Year	Just Value	Taxable Value	% Over (Under) Prior Year	Millage Rate	Rolled Back Rate	% Over (Under) Rolled Back Rate	Revenue Collected/ Budgeted
2015	\$6,960,615,458	\$5,675,825,842	n/a	0.8398	n/a	n/a	\$4,589,279
2016	\$7,557,342,274	\$6,097,421,427	7.40%	0.7998	0.8004	-0.10%	\$4,699,042
2017	\$8,023,726,022	\$6,484,202,557	6.30%	0.7798	0.7682	1.50%	\$4,819,043
2018	\$8,035,620,944	\$6,649,259,073	2.50%	0.7750	0.7692	0.80%	\$4,955,863
2019	\$8,284,006,502	\$6,808,708,418	2.40%	0.7726	0.7630	1.30%	\$5,006,000
2020	\$8,368,207,123	\$6,907,286,529	1.40%	0.7726	0.7681	0.60%	\$5,075,000
2021	\$8,621,214,307	\$7,196,324,224	4.20%	0.7700	0.7481	2.90%	\$5,281,886
2022	\$10,799,774,117	\$7,980,550,121	10.90%	0.7500	0.7002	7.10%	\$5,686,200

	Actual 2020-2021	Budget 2021-2022	Estimated 2021-2022	Budget 2022-2023
Total Ad Valorem Taxes	\$5,109,211	\$5,281,886	\$5,134,757	\$5,686,200

# Taxes Paid by Village of Estero Residents

A mil of tax is the rate of tax equal to \$1.00 for each \$1,000 of taxable property value. Below is a breakdown of the millage rates for all taxing authorities paid by Village residents by Fire District.

Taxing Authority	2021 Millage	2022 Millage	2022 % of
	Rate	Rate	Total Tax Bill
Lee County General Revenue	3.8623	3.8623	28.26%
Lee County Library District	0.4714	0.4714	3.45%
Village of Estero	0.7700	0.7500	5.49%
Public School by Local Board	2.2480	2.2480	16.45%
Public School by State Law	3.6430	3.6430	26.65%
Hyacinth Control District	0.0235	0.0235	0.17%
Mosquito Control District	0.2439	0.2439	1.78%
South Florida Water Management District	0.2572	0.2572	1.88%
West Coast Inland Navigation District	0.0394	0.0394	0.29%
<b>Subtotal Excluding Fire District</b>	<b>11.5587</b>	<b>11.5387</b>	
The following apply to property located in the <i>Estero Fire Rescue District</i> :			
Estero Fire Rescue District 1	2.1300	2.1300	15.58%
<b>Total Estero Fire Rescue District</b>	<b>13.6887</b>	<b>13.6687</b>	
The following apply to property located in the <i>San Carlos Park Fire District</i> :			
San Carlos Fire Rescue District 1	2.7500	2.7500	19.25%
<b>Total San Carlos Park Fire District</b>	<b>14.3087</b>	<b>14.2887</b>	
The following apply to property located in the <i>Bonita Springs Fire District</i> :			
Bonita Springs Fire Rescue District	2.1800	2.1800	15.89%
<b>Total Bonita Springs Fire District</b>	<b>13.7387</b>	<b>13.7187</b>	

## Local Option Gas Tax Revenue

### Legal Authorization

The 6-cents fuel tax, and the additional 5-cents fuel tax, pursuant to Chapter 336.025, Florida Statutes, were levied by an ordinance adopted by a majority vote of the County's governing body. The proceeds of the fuel tax are distributed to the municipalities located within Lee County based upon an interlocal agreement.

### Major Assumptions

The interlocal agreement was effective October 1, 2015; therefore, no Local Option Gas Taxes were received prior to that date. Revenue estimates and allocations are provided by the State.

### Fee Schedule

Florida Statute §336.025 allows for the distribution of the Local Option Gas Tax whether through an interlocal agreement or by transportation methodology outlined in the Statutes. The County and Cities entered into an interlocal agreement, which distributes 2.5% to the Village of Estero.

### Revenue Trends

	Actual	Budget	Estimated	Budget
	2020-2021	2021-2022	2021-2022	2022-2023
Local Option Gas Tax 1 to 6 cent	\$ 539,185	\$ 531,529	\$ 496,752	\$ 582,600
Local Option Gas Tax 1 to 5 cent	392,913	387,933	359,400	423,350
<b>Total Local Option Gas Tax</b>	<b>\$ 932,098</b>	<b>\$ 919,462</b>	<b>\$ 856,152</b>	<b>\$ 1,005,950</b>



## Franchise Fees

### Legal Authorization

The Village of Estero Ordinance No. 2015-09 (electrical) grants the non-exclusive right, privilege or franchise to construct, maintain and operate, under, upon, over and across the present or future streets for the respective services. Ordinance No. 2016-12 authorizes the assessment of solid waste fees within the Village. The franchise fee collected by Lee County will be shared with the Village pursuant to an interlocal agreement (EC 2016-32). Ordinance No. 2021-09 authorizes a franchise agreement with People's Gas which is 6% of gross revenue from the sale of Natural Gas to customers within the corporate limits of the Village.

### Major Assumptions

The Franchise Agreement negotiated with FPL was effective October 1, 2015. Solid Waste franchise fees were effective September 7, 2016, and the rate is set by Lee County. Current franchise fees are: Electrical, 4.5% (6% maximum) and Solid Waste, 5.5%. Village Council has the option to increase electrical franchise fees once annually and Lee County can increase the solid waste franchise fee. Revenue estimates are based upon trend analysis.

### Fee Schedule

Contained in Village Ordinance 2015-09.

### Revenue Trends

	Actual 2020-2021	Budget 2021-2022	Estimated 2021-2022	Budget 2022-2023
Franchise Fees-Electrical	\$ 2,154,402	\$ 2,130,400	\$ 2,015,637	\$ 2,076,100
Franchise Fees-Solid Waste	164,993	161,100	172,000	177,200
Franchise Fees-Natural Gas	-	-	-	60,000
<b>Total Franchise Fees</b>	<b>\$ 2,319,395</b>	<b>\$ 2,291,500</b>	<b>\$ 2,187,637</b>	<b>\$ 2,313,300</b>

## Communication Services Tax

### Legal Authorization

Florida Statutes §202.19, authorizes the Village of Estero to adopt Local Communication Services Tax (CST). The Village adopted Ordinance 2015-07 to establish the rates.

### Major Assumptions

The Village of Estero Ordinance 15-07 set a CST rate of 3.61% which was effective January 1, 2016. Village Council, by Florida Statutes §202.21, can increase upon adoption by Ordinance before September 1st of any year for an increase beginning on January 1st of the following year with a maximum of 5.22% allowed. Revenue estimates and allocations are provided by the State.

### Fee Schedule

All payment schedules are established by Florida Statutes and are received monthly for the prior two month's collection, i.e., January collections are received in March.

	Actual 2020-2021	Budget 2021-2022	Estimated 2021-2022	Budget 2022-2023
<b>Communications Services Tax</b>	<b>\$ 869,653</b>	<b>\$ 878,542</b>	<b>\$ 853,924</b>	<b>\$ 958,500</b>

# State Shared Revenues

## Legal Authorization

The Shared State Revenues are comprised of a variety of fees and taxes collected by the State and distributed to municipalities based on formulas established by appropriate Florida Statutes.

The Municipal *Revenue Sharing* apportionment of Sales Tax for municipalities is discussed in Florida Statutes §218.245. State Fuel Taxes are levied pursuant to Florida Statutes §206.41 with the County Local Option Gas Tax levied pursuant to Florida Statutes §336.025 This revenue category is comprised of the 8 cent fuel tax collected and distributed by the State. The Cigarette Tax is levied by Florida Statutes §210.02 and was consolidated into the State Shared Revenue proceeds in Fiscal Year 2000-2001.

Local Government Half Cent Sales Tax distributions are provided for in Florida Statutes §218.61.

## Major Assumptions

ollections for Sales and Fuel Taxes are projected to decrease as the result of continued impacts of Covid-19 and related economic slowdown.

## Fee Schedule

All payment schedules are established by Florida Statutes. Revenue Sharing is received monthly based upon an apportionment formula. Mobile Home Licenses and Half Cent Sales Tax are received monthly for the prior two month's collection, i.e., January collections are received in March. Alcoholic Beverage Licenses are received quarterly for the prior quarter's collections.

## Revenue Trends

	Actual 2020-2021	Budget 2021-2022	Estimated 2021-2022	Budget 2022-2023
Revenue Sharing-Sales Tax Portion	\$ 627,152	\$ 601,500	\$ 646,064	\$ 752,700
Revenue Sharing-Fuel Tax Portion	183,227	-	152,502	189,500
Half Cent Sales Tax	3,202,784	3,021,473	3,374,731	3,521,100
<b>Total State Shared Revenues</b>	<b>\$ 4,013,163</b>	<b>\$ 3,622,973</b>	<b>\$ 4,173,297</b>	<b>\$ 4,463,300</b>

# Impact Fee Revenues

## Legal Authorization

Florida Statutes §163.31801 provides the authority for the Village of Estero to adopt Impact Fees as a home rule revenue source. The Village adopted Ordinance No. 2018-09 & 2018-10 imposing impact fees as outlined in the provisions of the Estero Land Development Code, Chapter 2, Article VI.

## Major Assumptions

Impact fees are imposed on new construction and as a result of the continued economic uncertainty, new construction permits are anticipated to decrease significantly until the local new construction housing market shows signs of pending recovery.

## Fee Schedule

Contained in Village of Estero Development Code, Chapter 2, Article VI.

## Revenue Trends

	Actual 2020-2021	Budget 2021-2022	Estimated 2021-2022	Budget 2022-2023
Road Impact Fees	\$ 394,050	\$ 291,600	\$ 498,228	\$ 513,100
Park Impact Fees	47,885	124,000	13,123	53,500
<b>Total Impact Fee Revenue</b>	<b>\$ 441,935</b>	<b>\$ 415,600</b>	<b>\$ 511,351</b>	<b>\$ 566,600</b>

## Building Permits & Fees

### Legal Authorization

Florida Statutes § 163.31801 authorizes the Village to impose building permit fees which are regulatory fees adopted pursuant to a local government's policy powers in the exercise of a sovereign function. The Village adopted Resolution No. 2015-68 as amended with Resolution 2017-11 for Village Center and Resolution 2019-22 for Private Provider inspections.

### Major Assumptions

Revenue projections are based upon historically collection trends and relevant economic data. As of the approval of the 2021-2022 budget, future revenue collection remains to be diligently monitored as the result of the continued impacts of Covid-19 and the related economic downturn.

### Fee Schedule

Contained in Village Resolution 2017-11 and amended in Resolution 2019-22.

## Revenue Trends

	Actual 2020-2021	Budget 2021-2022	Estimated 2021-2022	Budget 2022-2023
<b>Building Permits &amp; Fees</b>	<b>\$ 1,009,690</b>	<b>\$ 1,061,500</b>	<b>\$ 1,050,246</b>	<b>\$ 1,102,000</b>

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# DEPARTMENTS

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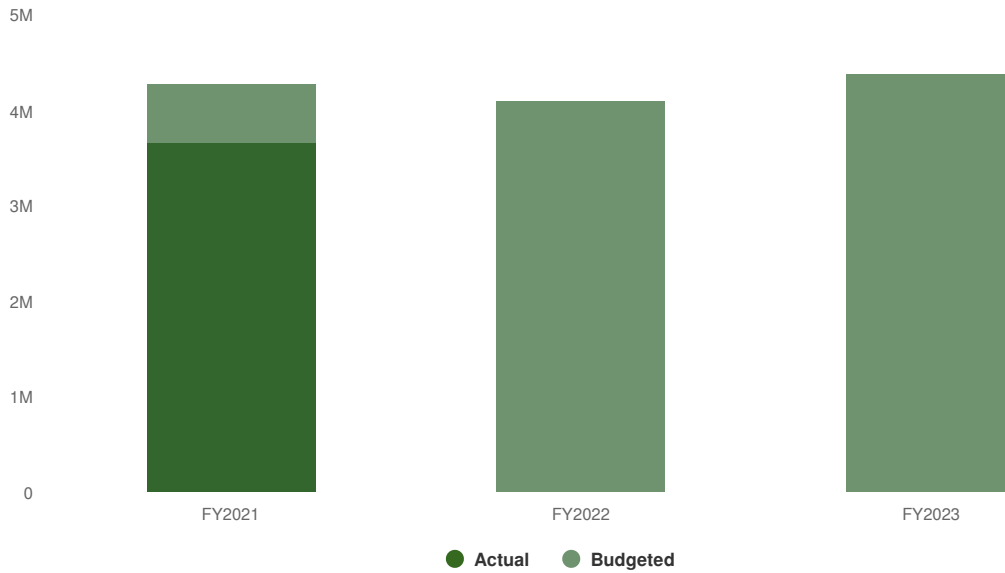
# General Government

This "General Government" section reports on all of the General Fund cost centers that are classified as General Government. The listed cost centers are reported on individually in the following section.

## Expenditures Summary

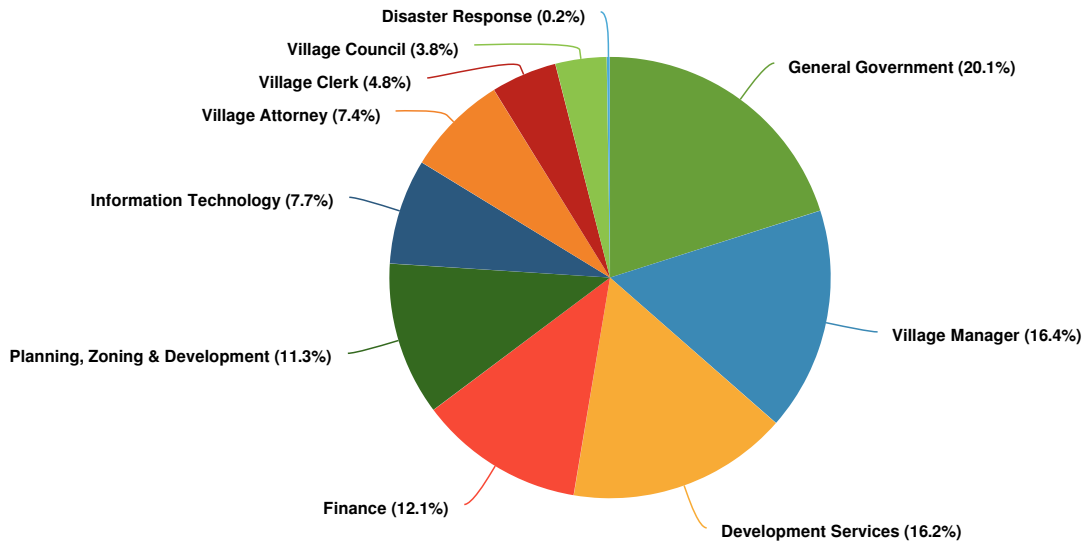
**\$4,392,500**    **\$290,886**  
(7.09% vs. prior year)

General Government Proposed and Historical Budget vs. Actual

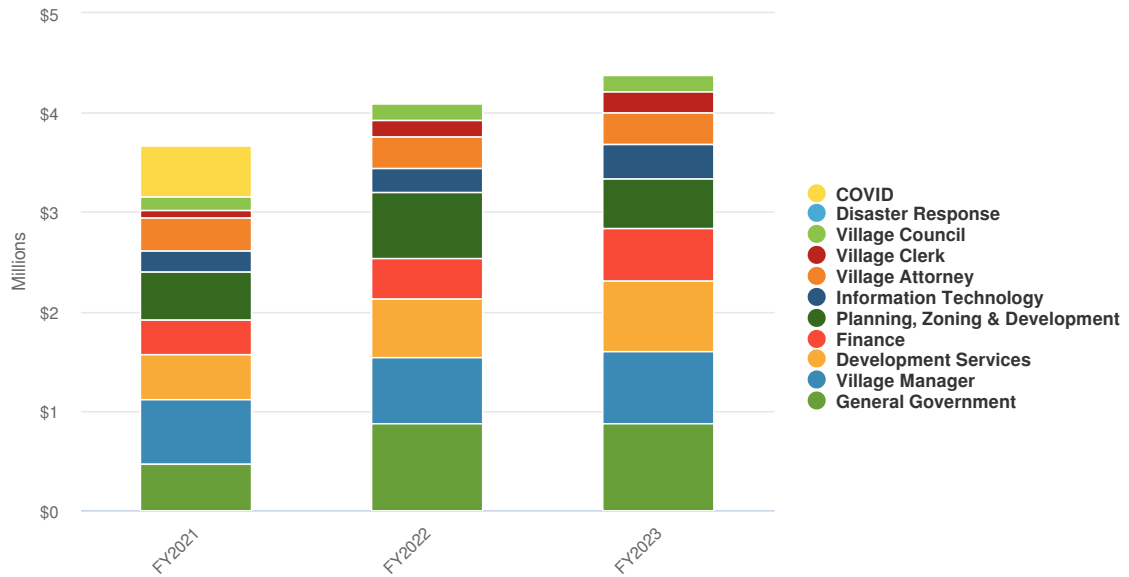


# Expenditures by Department

## General Government Budgeted Expenditures by Department



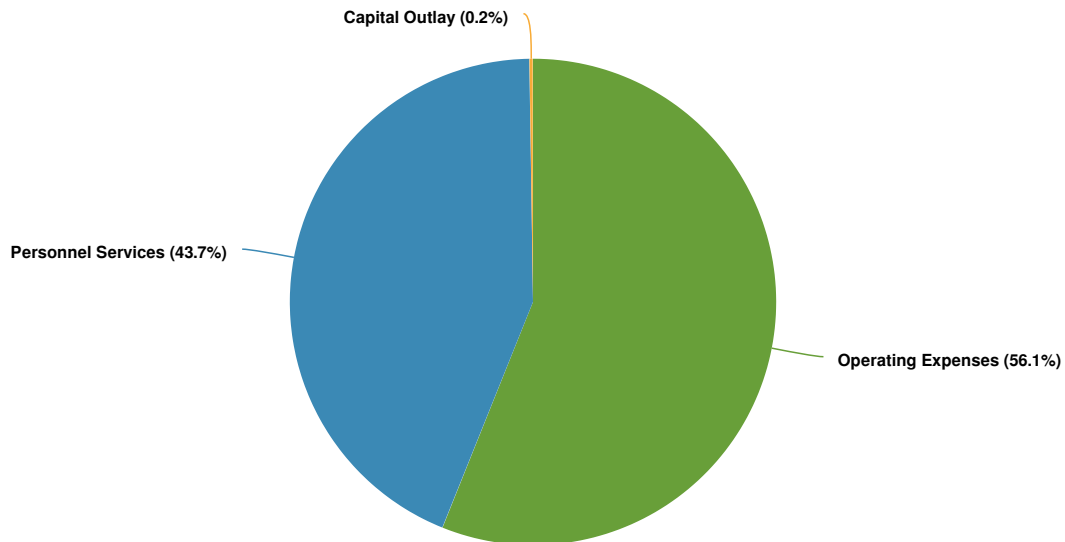
## General Government Budgeted and Historical Expenditures by Department



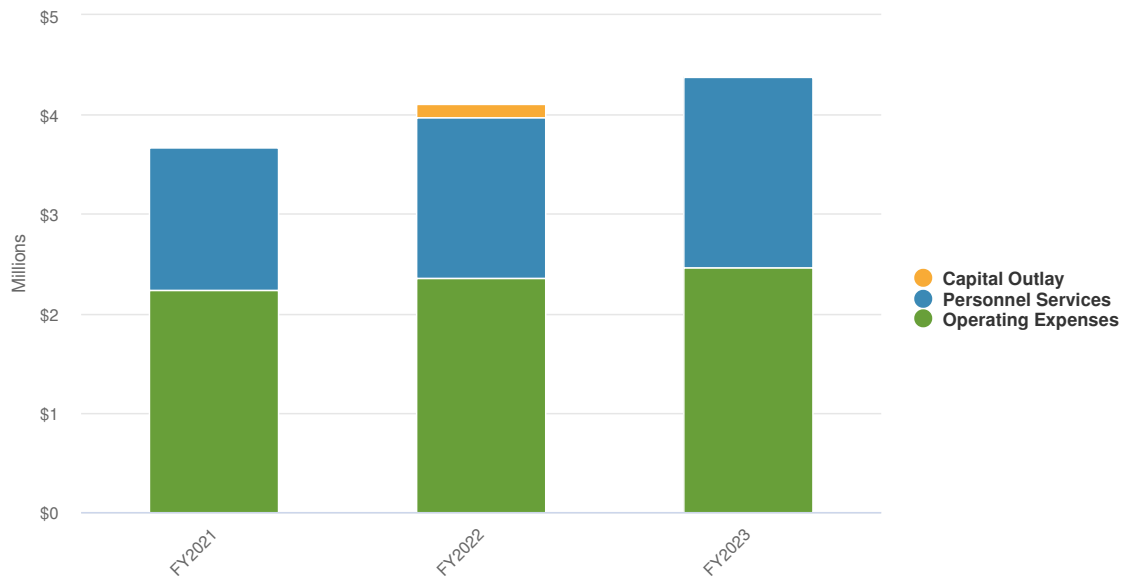
Name	FY2021 Actual	FY2022 Adopted	FY2022 Amended	FY2022 Projected	FY2023 Adopted	FY2022 Amended vs. FY2023 Budgeted (% Change)
Expenditures						
General Government						
Village Council	\$142,927	\$165,200	\$165,200	\$150,200	\$165,200	0%
Village Manager	\$639,842	\$660,160	\$660,160	\$518,378	\$719,000	8.9%
Village Attorney	\$336,585	\$327,000	\$327,000	\$232,538	\$327,000	0%
Village Clerk	\$68,172	\$158,900	\$158,900	\$44,454	\$211,800	33.3%
Finance	\$347,735	\$408,286	\$408,286	\$386,146	\$532,750	30.5%
Development Services	\$463,173	\$587,400	\$587,400	\$430,552	\$710,900	21%
Planning, Zoning & Development	\$472,946	\$665,318	\$665,318	\$376,765	\$494,300	-25.7%
Information Technology	\$216,449	\$238,800	\$238,800	\$316,408	\$339,000	42%
General Government	\$474,909	\$880,550	\$880,550	\$472,051	\$882,550	0.2%
COVID	\$501,855	\$0	\$0	\$0	\$0	0%
Disaster Response	\$0	\$10,000	\$10,000	\$0	\$10,000	0%
<b>Total General Government:</b>	<b>\$3,664,593</b>	<b>\$4,101,614</b>	<b>\$4,101,614</b>	<b>\$2,927,492</b>	<b>\$4,392,500</b>	<b>7.1%</b>
<b>Total Expenditures:</b>	<b>\$3,664,593</b>	<b>\$4,101,614</b>	<b>\$4,101,614</b>	<b>\$2,927,492</b>	<b>\$4,392,500</b>	<b>7.1%</b>

## Expenditures by Expense Type

### General Government Budgeted Expenditures by Expense Type



### General Government Budgeted and Historical Expenditures by Expense Type





# Village Council

## Function:

Village Council is the elected governing body of the Village, providing policy direction to the Administration. Estero has a seven-member Council elected at large for four-year terms to represent each of the Village's seven districts. Elections are on a staggered basis every two years, with three seats being elected at one election and the other four the following election. The Village Council then appoints its own Mayor and Vice Mayor from among the Councilmembers. Village Council also appoints a Village Attorney, Village Clerk, and Village Manager. Estero is a Council-Manager form of government, where the Village Council is the legislative arm and the Village Manager is the administrative arm.

The Village Council has approved several, significant policies thus far. These are listed below, with colors corresponding to their area of strategic focus (green for financial, blue for environmental, orange for staffing, purple for infrastructure, and brown for all others).

### Reserves Policy

Fund Balance Policy,  
Resolution 2016-31

Reserves Policy,  
Ordinance 2022-03

### Tax Policy

2016: Taxes Reduced,  
Resolution 2016-28

2017: Taxes Reduced,  
Resolution 2017-27

2018: Taxes Reduced,  
Resolution 2018-14

2019: Taxes Reduced,  
Resolution 2019-16

2020: Tax Rate Unchanged,  
Resolution 2020-20

2021: Tax Rate Reduced,  
Resolution 2021-17

2022: Tax Rate Unchanged  
Resolution 2022-XX

### Environmental Policy

Estero on the River  
land purchase,  
Resolution 2018-20

Approve PACE program,  
Resolution 2019-23

Williams Road land purchase  
and Estero on the River  
partial land sale,  
Resolution 2020-08

## History:

### Major Actions

2015	2017	2018	2019	2020	2021
First Village Council meeting held on <u>March 17</u>	Second Mayor, Jim Boesch, & Vice Mayor, Bill Ribble, elected on <u>April 5</u>	Second Veterans Day Celebration held on <u>November 17</u>	Third Mayor, Bill Ribble, and Vice Mayor, Katy Errington, elected on <u>March 20</u>	Fourth Veterans Day Celebration was cancelled due to the Coronavirus pandemic	Joanne Ribble, Larry Fiesel, & Jim Ward elected to serve as Councilmembers for Districts 1, 2, & 6, respectively. Each was sworn in on <u>March 17</u>
First Mayor, Nick Batos, & Vice Mayor, Howard Levitan, elected on <u>March 17</u>	District 3 Councilmember Don Brown resigned on <u>May 3</u>	Third Anniversary Celebration held on <u>March 16</u>	Third Veterans Day Celebration on <u>November 9</u>	Fifth Anniversary Celebration was cancelled due to the Coronavirus pandemic	Fourth Mayor, Katy Errington, & Vice Mayor, Jon McLain, elected on <u>March 17</u>
	Jon McLain elected District 3 Councilmember by Village Council on <u>June 21</u>				
	First Veterans Day Celebration held on <u>November 11</u>				

### **Strategic Planning:**

Executive Summary SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis, [Estero Incorporation Feasibility Study \(2013\)](#):

The basis of a SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis is to identify the current conditions of an organization in four areas. Strengths and weaknesses are areas that exist within the community today, while opportunities and threats are issues or factors which may face the community in the future. By identifying these conditions, citizens of the Estero community can make informed decisions on whether incorporation is the best path to address the special needs and concerns of the community.

The SWOT analysis was compiled through interviews with and responses to questionnaires submitted to BJM Consulting. The SWOT Analysis will be broken up into three parts; overall issues that will affect the community, expense and revenue issues, and contractual service agreements for key services such as law enforcement, code enforcement, maintenance of public rights of way and planning and zoning issues.

It should be noted that the analysis of expenditures and revenues is based on financial projections developed by BJM Consulting, Inc. to support a new and innovative type of local government. In today's changing world many local governments are looking to outsource many services. This new prototype proposes to outsource many government functions.

## Overall Issues

### **Strengths:**

- Estero is a large diverse community with most of its necessary infrastructure in place
- Estero leaders put off incorporation talks until its population and tax base became large enough to support an efficient local government and most of the necessary infrastructure was completed
- Estero has a strong ad valorem and sales tax base
- The community has a new and efficient roadway network that has expanded from 8 north-south lanes to 20 such lanes during the last decade
- Community leaders are knowledgeable and experienced in providing existing public services through their efforts working with existing local governing agencies
- The community has demonstrated the ability to work together to accomplish a common goal
- The community has a community plan that has been developed with much citizen input and adopted by the Lee County Board. This plan is likely to be the model for the Village's first comprehensive land use plan
- The community has the ability to incorporate existing land development codes into the zoning regulations of a new municipality
- There is existing support for a business-like look at incorporation by local residents
- As proposed, the new municipality would not need a large number of employees to provide a high quality of life and good levels of municipal service
- The majority of Estero's residents live in residential communities that are responsible for the maintenance and repair of the community's roads and adjacent landscaping
- Many of the gated communities have recreation amenities that they maintain for their residents greatly reducing the need for local government recreation services
- Florida Gulf Coast University (FGCU) in Southeast Lee County just to the north of the community will have a major positive impact on the growth of the area
- The proximity of the Southwest Florida International Airport will have a positive influence on the commercial and business development of the community
- The community is home to two regional shopping centers, Coconut Point Town Center and Miramar [Miramar] Outlets
- In addition it is home to Germain Arena, Miramar Design Center, Estero Community Park, pleasing esthetics, centrally located in SW Florida, proximity to the beaches and easy access to major interstate and SW Regional Airport
- As a result of Estero's outstanding location and superior road network Hertz World Headquarters will be locating in the community in 2015 with at least 700 new, year round, high wage jobs
- For many years Estero did not need to be concerned about stimulating economic development but with the recession that changed and the community recruited many of its retired executives to become active in its economic development program and joined the Bonita Springs Estero Economic Development Council to implement a joint effort
- Estero is a safe community with many communities providing supplemental security services to their residents
- Estero has been successful in helping many of its residents serve on County and other governments that serve the community from the County's LPA, Sustainability Committee, Charter Review Committee, Conservation 20/20 Committee, DR/GR Committee, the MPO Citizen Advisory Committee, the Airports Special Management Committee to name a few.
- The Estero Design Review Committee's review process of all new developments has lead to a coordinated and aesthetically pleasing look for the community
- The community is in the process of updating their Community Plan calling for the establishment of "Centers of Interest" for Health, Culture, Commerce and Historic Districts
- The area has many high-end gated residential communities
- There is a wealth of available, experienced leaders
- The ECCL has established a strong relationship with Lee County and its Commissioners
- Estero is the best example of an unincorporated area working with Lee County Commissioners
- Estero Concert Series: 5 - 6 Classical music concerts conducted yearly in the 1905 Art Hall in the Koreshan State Historic Site and performed by accomplished musicians from the Naples Philharmonic and other important musical groups around the country.
- Estero Art League - promotes the arts in Estero
- Estero Festival of the Arts - art competition for Estero school children
- Friends of S. County Regional Library - sponsors author luncheons and reading programs
- Access to the Estero River, including opportunities for kayaking and canoeing from Estero to Estero Bay, as well as salt water and fresh water fishing.
- Home of the Koreshan State Park.
- Nearby the spring training sites for the Boston Red Sox and Minnesota Twins.

## Weaknesses:

- Like all seasonal communities residents and business owners who are part-time non-registered voters will have less influence on level-of-service discussions than the community's year round residents
- Like all new municipalities, Estero has never completed the State of Florida Comprehensive Planning Process required of all municipalities. While the area has an adopted community plan that could be the basis of the new municipality's comprehensive plan, this still will be a new exercise for the community.
- Like all new municipalities, Estero has not established relationships with Federal and State agencies
- Because the proposed Charter plans for the Village of Estero to provide many key services (law enforcement, fire, road maintenance, and planning and zoning), through inter governmental agreements, quality control will become an important matter for the new municipality
- At present Estero is primarily a retirement community but as more working families locate here many of them will commute outside of the community for work
- At present Estero does not have an established downtown area
- During the recent real estate bubble there was a shortage of affordable housing within the community. This condition could return unless more rental apartment complexes are developed.
- Since Estero is relatively new as a mature community it does not have a fully developed "sense of place".
- The City of Bonita Springs is in the process of annexing some areas within the southern part of the Estero Community Planning area and the Estero Fire Rescue District, both of which are in unincorporated Lee County
- At present there is a lack of "Home Rule", the community has to rely on the Lee County Commission located in Fort Myers to protect their quality of Life
- Some local business leaders believe organizations such as the ECCL and VOTE Estero are representing the local communities without regard for the business community in regards to the need for additional infrastructure
- According to some Lee County transportation experts the Corkscrew - 1-75 interchange will fail within a few short years if some action isn't taken.
- FOOT has recently removed dollars from its work program which were scheduled to make improvements to the 1-75 Interchange at Corkscrew.
- The City of Bonita Springs continues to encroach into Estero through annexations causing some Estero residents to think Bonita leaders believe they know what is better for Estero than Estero leaders which they find offensive.
- Like most of Lee County's municipalities Estero's commercial vacancy rates are high and the community has a large amount of commercially zoned vacant land
- There is no beachfront property inside Estero however several communities have boat access to adjacent island beaches
- There are some areas that have experienced flooding during longer periods of heavy rain and not all of them have been fully addressed by the appropriate agencies
- There are some areas with unpaved roads, both private and public, which have proven to be problematic for other Southwest Florida cities
- There have been times when Lee County code enforcement has not been adequately responsive. As a southern Lee County community Estero is a long way from the county seat in Fort Myers, thus reducing community citizens and businesses easy access to local governmental services
- As a costal [coastal] community in Florida the area is susceptible to damage for hurricanes

## Opportunities:

- Votes on incorporation are supported by members of the Lee County delegation to the Florida House of Representatives and Florida Senate if the residents of the area to be incorporated demonstrate a showing of community support for a referendum that will allow the voters to decide how they want to be governed
- Local governmental agencies (Lee County Sheriff's Office and Lee County governmental staff) are willing to negotiate the provision of services for the new municipality when it is formed.
- This would allow the Estero municipal government to determine the levels of service desired for the community rather than rely on the decisions of outside boards or elected officials
- Incorporation would provide the Village of Estero with "home rule" powers, as defined in the Florida Constitution, that can be used by the Council to satisfy the needs and protect the interests of the community and determine how the community will develop in the future
- The Village could negotiate with Lee County for control of impact fees collected within the incorporated area
- The pending growth in professional business development associated with Hertz and related developments could provide for a increase in well paid, year round jobs available for residents of the community
- Clearly establish Estero's boundaries and prevent additional annexation attempts by the City of Bonita Springs
- Encourage new development/redevelopment focusing on housing for the baby boom generation, continuing care facilities and young working families
- Becoming a municipality may help to create a greater sense of community throughout the proposed are for incorporation

- Residents who are now served by the San Carlos Fire District may find it easier to become residents of the Estero Fire District with its lower tax rate
- Develop the vacant commercial and residential property in a consistent manner with the high standards established by the community of Estero
- As FGCU continues to grow and expand Estero could become more and more of a "college town"
- Estero can take over projects with capital dollars in the County's 5 year Capital Improvement Plan (CIP)

**Threats:**

- The City of Bonita Springs will vigorously defend their two mile buffer claim with the Lee County Legislative Delegation
- San Carlos Fire District leaders are opposed to the southern part of their Fire District being included in the area to be incorporated in the Village of Estero
- If the Lee County Legislative Delegation decided to approve boundaries for the Village of Estero that excludes the two mile buffer area in the Estero part of unincorporated Lee county north of the City of Bonita Springs and the ECCL decided to continue with the incorporation referendum and it was approved by the voters of that area a two mile strip of unincorporated Lee County would remain thus offering continuing opportunities for annexation initiatives by each municipality
- The community may have limited ability for new growth in one undeveloped parcel in the High Coastal Hazard Area
- Some residents are concerned that the creation of a new level of government will result in Village services that might be unwanted and cause a rise in property taxes and/or new fees
- The voting strength of the gated communities might leave other areas underserved and without adequate representation on the Village Council
- County and State budget shortfalls could translate into a lack of commitment to additional roadway landscaping along Via Coconut Point and any new arterial roads built within the municipality
- The incorporation effort may sever a good relationship with Lee County and show a lack of support to defend our boundaries
- Voters concern about candidates for the Village Council seeking to serve their own self-interest will be elected and undermine what so many have spent many years building
- If Estero does not incorporate and Bonita Springs annexes more of Estero, the community plan and its supporting land development code provisions the community has established may be rolled back and the appearance and property values achieved will be degraded
- The new Village Council may lose interest in the lands to the east of the Village of Estero that will not be within their area of responsibility although they impact the municipality from a flooding and water supply perspective.
- If Estero does not incorporate, the community's growing tax dollars will continue to be used elsewhere in unincorporated Lee County and the community's infrastructure could decay
- Estero Recreation Center was built as a community park paid for with impact fees and still has outstanding debt. If accepted by the Village of Estero they would have to pay the rest of the debt
- Incorporation may set back the cooperative economic development efforts recently experienced with the Bonita Springs Estero Economic Development Council
- There is a concern present community leaders who have done an excellent job to date may not want to take on the roles of local government officials having to run for office, fill out financial disclosure forms, and govern under the restrictions of the Florida Sunshine Laws.

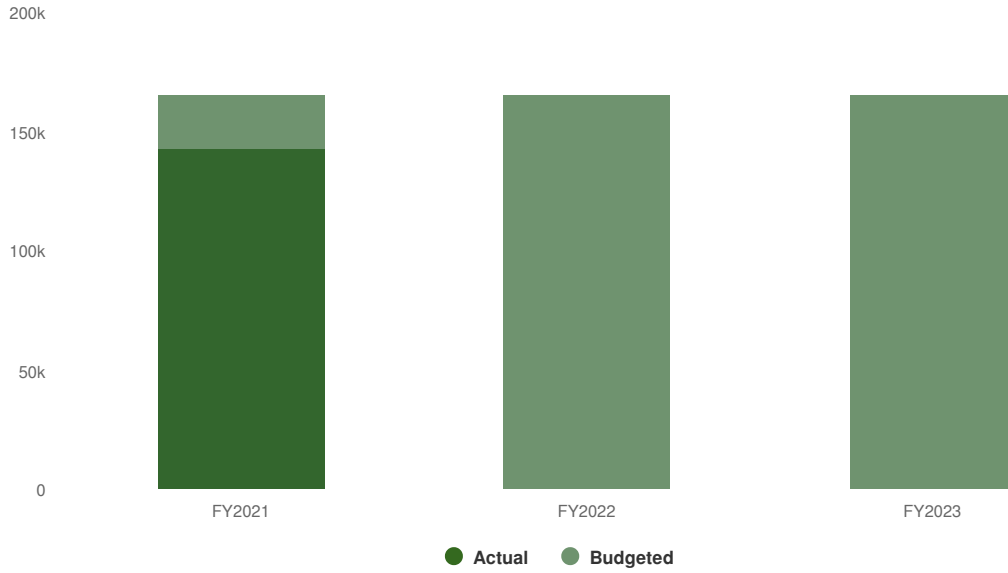
**Workload and Performance Indicators:**

	2017	2018	2019	2020	2021
Number of Ordinances	11	35	30	11	12
Number of Resolutions	34	23	24	25	23
Expenditures per capita	\$3.32	\$4.60	\$4.53	\$4.36	\$3.59
Percent of Village expenditures	1.90%	2.68%	0.46%	0.82%	1.02%

# Village Council

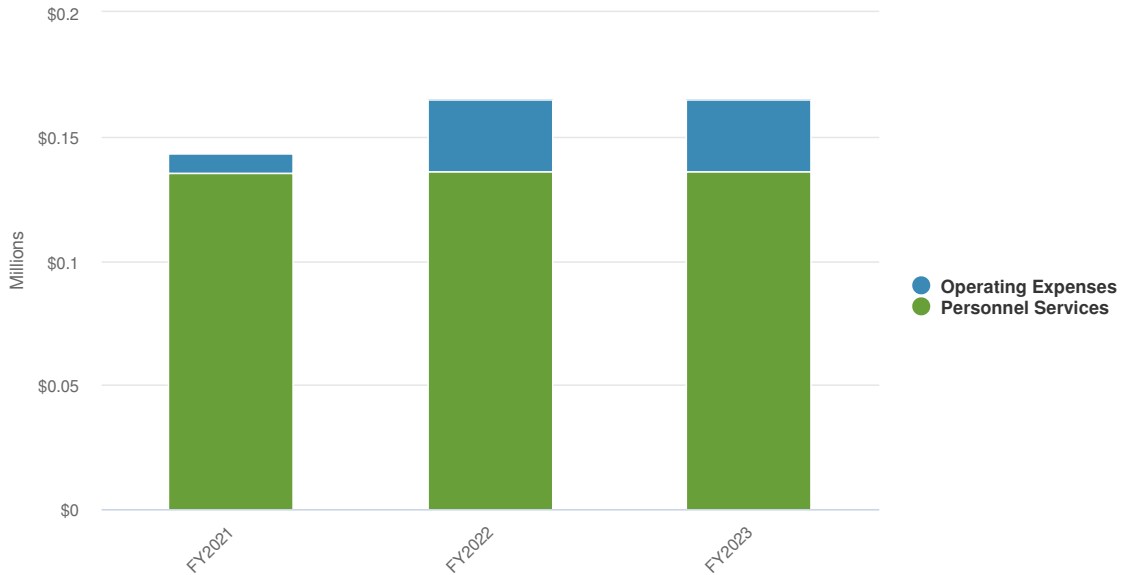
**\$165,200** **\$0**  
(0.00% vs. prior year)

Village Council Proposed and Historical Budget vs. Actual



# Expenditures by Expense Type

## Village Council Budgeted and Historical Expenditures by Expense Type



## Village Council

Name	FY2021 Actual	FY2022 Adopted	FY2022 Amended	FY2022 Projected	FY2023 Adopted	FY2022 Amended vs. FY2023 Budgeted (% Change)
<b>Expenditures</b>						
<b>General Government</b>						
<b>Village Council</b>						
Executive Salaries	\$124,125	\$124,300	\$124,300	\$124,300	\$124,300	0%
FICA Taxes	\$9,496	\$9,600	\$9,600	\$9,600	\$9,600	0%
Workers Comp	\$290	\$300	\$300	\$300	\$300	0%
Unemployment Comp	\$1,690	\$2,000	\$2,000	\$2,000	\$2,000	0%
Travel and Per Diem	\$1,356	\$22,000	\$22,000	\$1,500	\$22,000	0%
Books Pub & Memberships	\$5,923	\$5,000	\$5,000	\$10,500	\$5,000	0%
Training	\$46	\$2,000	\$2,000	\$2,000	\$2,000	0%
<b>Total Village Council:</b>	<b>\$142,927</b>	<b>\$165,200</b>	<b>\$165,200</b>	<b>\$150,200</b>	<b>\$165,200</b>	<b>0%</b>
<b>Total General Government:</b>	<b>\$142,927</b>	<b>\$165,200</b>	<b>\$165,200</b>	<b>\$150,200</b>	<b>\$165,200</b>	<b>0%</b>
<b>Total Expenditures:</b>	<b>\$142,927</b>	<b>\$165,200</b>	<b>\$165,200</b>	<b>\$150,200</b>	<b>\$165,200</b>	<b>0%</b>

# Village Manager

## Function:

The Village Manager, as the Chief Operations Officer of the Village, is responsible for various functions assigned by the Village's Charter. These include overseeing the implementation and administration of policies set by the Village Council, directing and supervising all departments, and overseeing the day-to-day activities of the municipality. Administrative duties include agenda preparation, coordination and review of the annual operating and capital improvement budgets, facilitation of Village communications, and implementation of sound management practices. The Village Manager's office has the responsibility to ensure the needs and concerns of the community and the Village organization are properly addressed. To accomplish this, the manager is involved in community, county, regional and state issues, as well as supporting and guiding the Village organization.

The Village Manager's office has implemented several, significant policies thus far. These are listed below, with colors corresponding to their area of strategic focus (green for financial, blue for environmental, orange for staffing, purple for infrastructure, and brown for all others).

### Government Lite Policy

2016: 7.0 full-time equivalents,  
Resolution 2016-27

2017: 10.5 full-time equivalents,  
Resolution 2017-28

2018: 11.5 full-time equivalents,  
Resolution 2018-15

2019: 12.0 full-time equivalents,  
Resolution 2019-17

2020: 11.0 full-time equivalents,  
Resolution 2020-21

2021: 12.5 full-time equivalents  
Resolution 2021-18

### Infrastructure Policy

2019: Estero Parkway & US-41  
Improvements Approved  
Resolution 2019-09

2020: I-75 Landscape  
Improvements Approved  
Resolution 2020-14

2021: River Ranch Road,  
Williams Road, & Corkscrew  
Road Improvements  
Resolution 2021-18



### IT Policy

2017: Public Works Metrics Implemented,  
Resolution 2017-28

2018: Public Works, Water Quality, Public Safety, Education, Code Compliance, Website, and Communications Metrics Implemented,  
Resolution 2018-15

2019: All Metrics Continued,  
Resolution 2019-09

2020: Building Metrics Added, All Others Continued,  
Resolution 2020-14

2021: Approval To Move All Operations To The Cloud,  
July 2021 Council Meetings

2021: Metrics For All Functions  
Resolution 2021-18

### Environmental Policy

Estero on the River land purchase,  
Resolution 2018-20

Approve PACE program,  
Resolution 2019-23

Williams Road land purchase and Estero on the River partial land sale,  
Resolution 2020-08

## History:

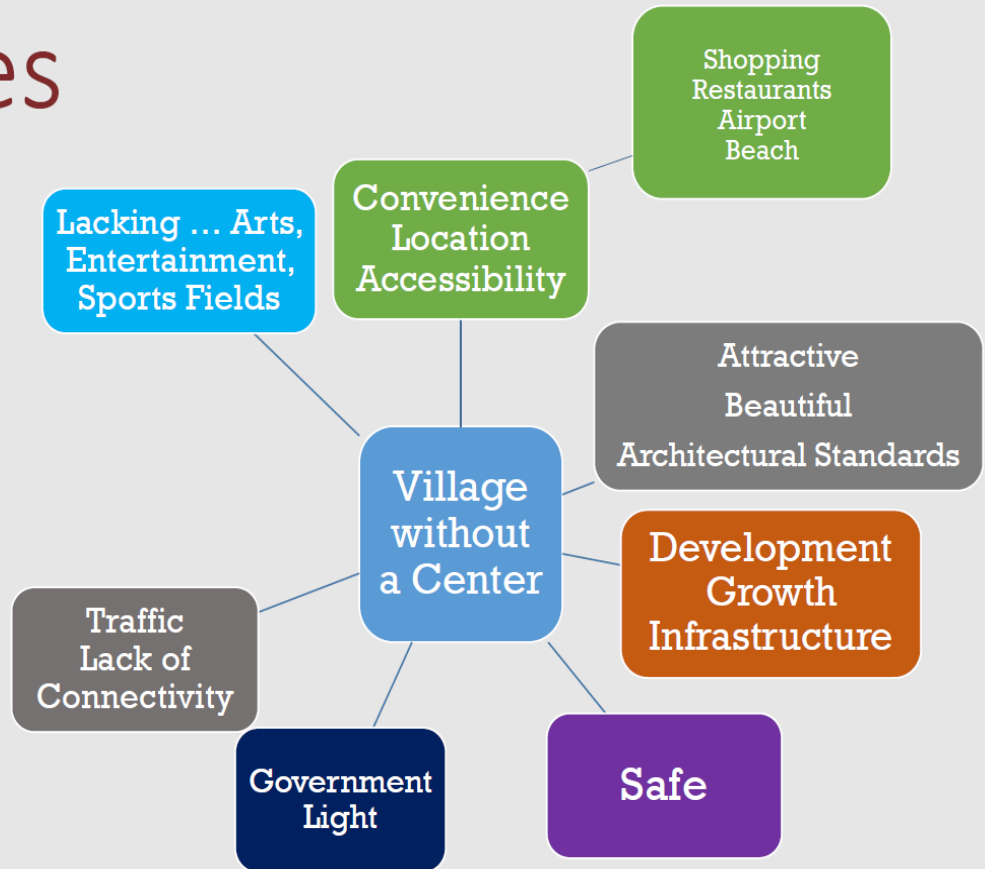
### Major Actions

2015	2016	2018	2020	2021
First Village Manager, Steve Sarkozy, started on <u>October 10</u>	First Assistant to the Village Manager, Kyle Coleman, started on <u>July 5</u>	First Village Public Works Director, David Willems, started on <u>January 17</u>	Village provides emergency response to Coronavirus pandemic throughout 2020	Carol Sacco started as second Village Clerk on <u>January 27</u>
First Village Attorney, Burt Saunders, started on <u>March 17</u>	First Executive Assistant to the Village Manager started on <u>September 6</u>		Kyle Coleman started as first Deputy Village Manager on <u>May 1</u>	Second Village Finance Director, Chris Phillips, started on <u>August 16</u>
First Village Clerk, Kathy Hall, started on <u>June 1</u>			First Village Clerk, Kathy Hall, retired on <u>June 5</u>	First Village Deputy Manager, Kyle Coleman, resigned on <u>September 9</u>
First Village Finance Director, Lisa Roberson, started on <u>March 1</u>			First Village Finance Director, Lisa Roberson, resigned on <u>November 24</u>	
First Village Community Development Director, Mary Gibbs, started on <u>June 8</u>				

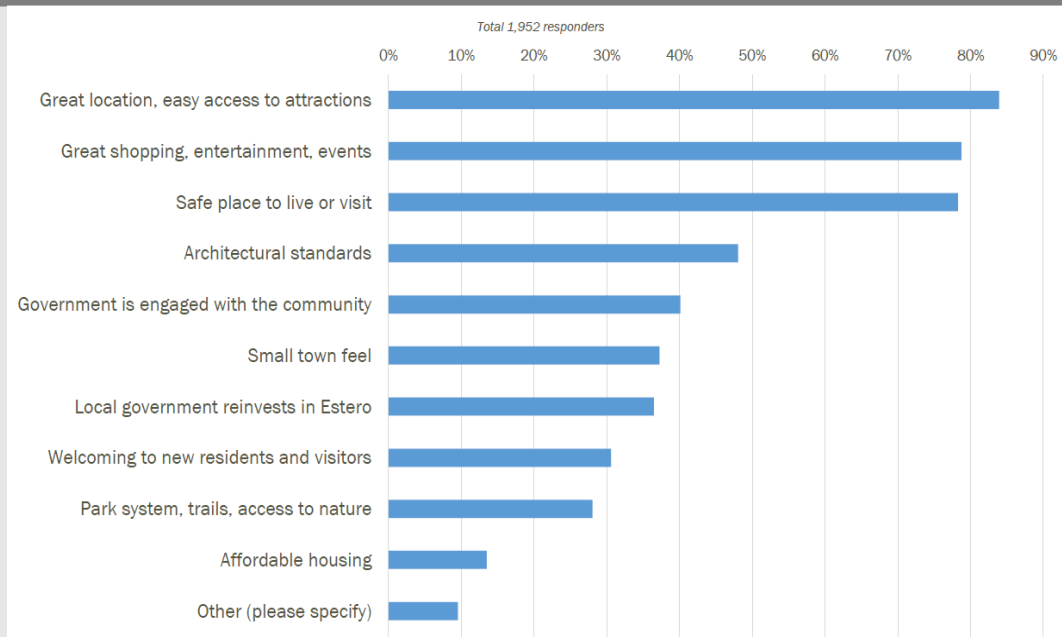
### **Strategic Planning:**

The most recent, comprehensive survey of Village values and priorities was completed via the *Village Branding Study*. Though no formal, written report was provided, a series of illustrative graphics were provided, which outline the community's sentiments. Included below are several of said graphics.

# Themes



# What Do You Associate with Estero?

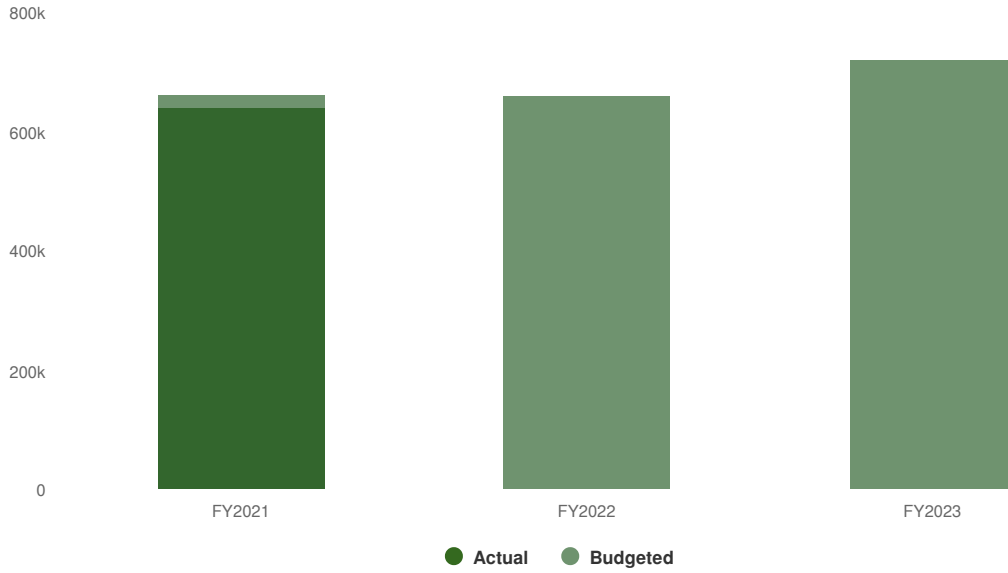




# Village Manager

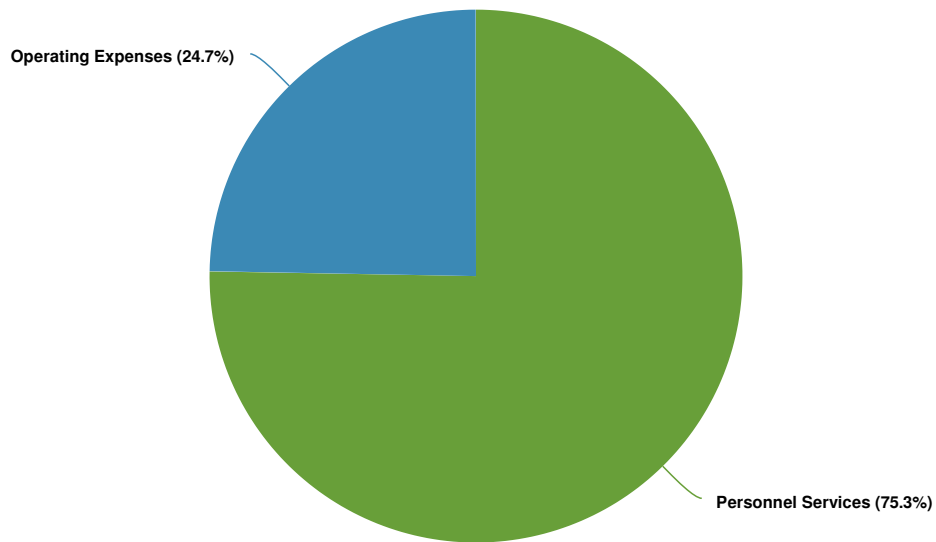
**\$719,000** **\$58,840**  
(8.91% vs. prior year)

Village Manager Proposed and Historical Budget vs. Actual

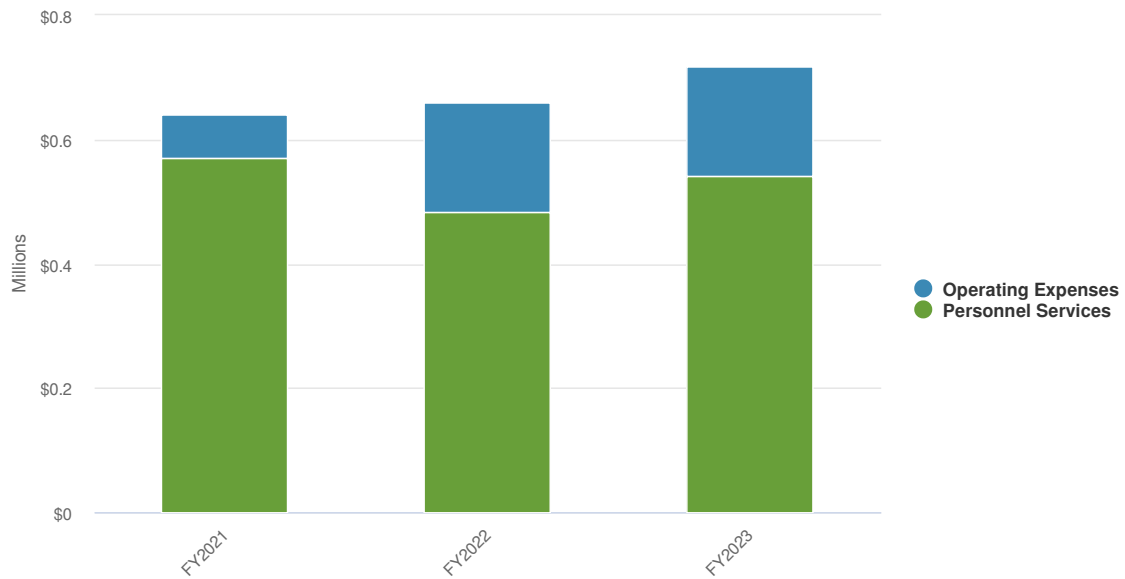


# Expenditures by Expense Type

## Village Manager Budgeted Expenditures by Expense Type



## Village Manager Budgeted and Historical Expenditures by Expense Type



## Village Manager

Name	FY2021 Actual	FY2022 Adopted	FY2022 Amended	FY2022 Projected	FY2023 Adopted	FY2022 Amended vs. FY2023 Budgeted (% Change)
<b>Expenditures</b>						
<b>General Government</b>						
<b>Village Manager</b>						
Executive Salary	\$208,162	\$205,000	\$205,000	\$201,548	\$224,700	9.6%
Car Allowance	\$7,220	\$7,200	\$7,200	\$6,557	\$7,200	0%
Regular Salaries & Wages	\$193,865	\$137,100	\$137,100	\$110,021	\$155,700	13.6%
FICA Taxes	\$26,408	\$26,200	\$26,200	\$20,220	\$24,500	-6.5%
Retirement Contributions	\$39,498	\$36,000	\$36,000	\$27,891	\$47,600	32.2%
Group Insurance	\$93,122	\$69,900	\$69,900	\$75,503	\$80,100	14.6%
Worker's Compensation	\$719	\$800	\$800	\$570	\$800	0%
Unemployment Comp	\$937	\$1,200	\$1,200	\$858	\$700	-41.7%
Miscellaneous Professional Srv	\$19,083	\$75,000	\$75,000	\$7,467	\$0	0%
Contractual Srvs-Adm Assist	\$675	\$0	\$0	\$0	\$75,000	0%
Communication Services	\$31,500	\$32,760	\$32,760	\$28,000	\$33,700	2.9%
Miscellaneous Contractual Srvs	\$0	\$35,000	\$35,000	\$10,000	\$35,000	0%
Travel & Per Diem	\$2,313	\$12,000	\$12,000	\$700	\$12,000	0%
Public Relations	\$8,781	\$15,000	\$15,000	\$24,183	\$15,000	0%
Books Pub & Memberships	\$4,534	\$3,000	\$3,000	\$3,000	\$3,000	0%
Training	\$3,025	\$4,000	\$4,000	\$1,860	\$4,000	0%
<b>Total Village Manager:</b>	<b>\$639,842</b>	<b>\$660,160</b>	<b>\$660,160</b>	<b>\$518,378</b>	<b>\$719,000</b>	<b>8.9%</b>
<b>Total General Government:</b>	<b>\$639,842</b>	<b>\$660,160</b>	<b>\$660,160</b>	<b>\$518,378</b>	<b>\$719,000</b>	<b>8.9%</b>
<b>Total Expenditures:</b>	<b>\$639,842</b>	<b>\$660,160</b>	<b>\$660,160</b>	<b>\$518,378</b>	<b>\$719,000</b>	<b>8.9%</b>

# Village Attorney

**Function:**

Village legal services provide lawful representation and advice to the Village Council, Village Manager, Village departments, as well as Village ad-hoc boards and committees in a high quality and cost-effective manner. Services are rendered by Village Attorneys contracted through selected firms. Village Council employs special counsel for specific representation.

**History:**

Major Actions

<b>2015</b>
First Village Attorney, Burt Saunders, started on <u>March 17</u>

**Workload and Performance Indicators:**

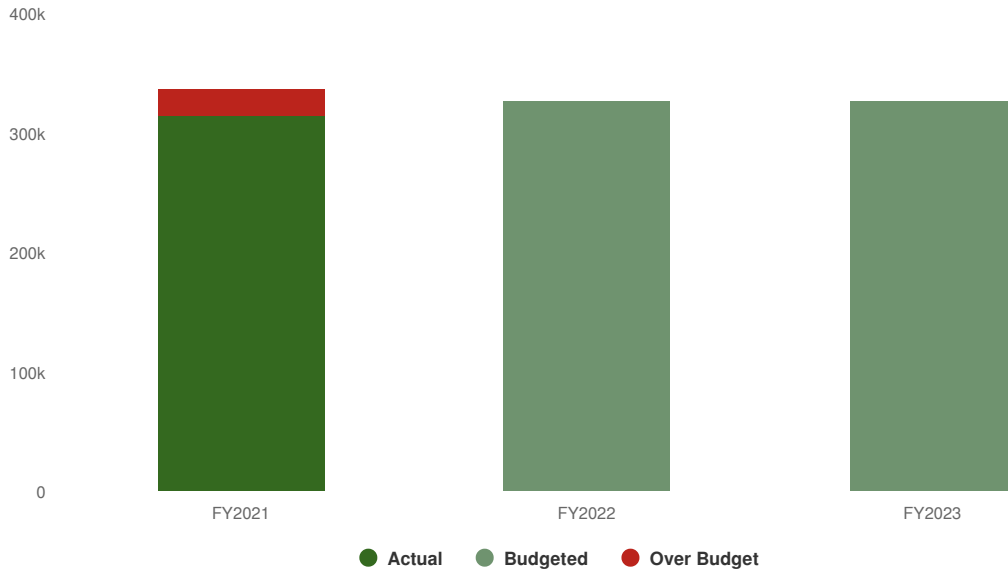
None



# Village Attorney

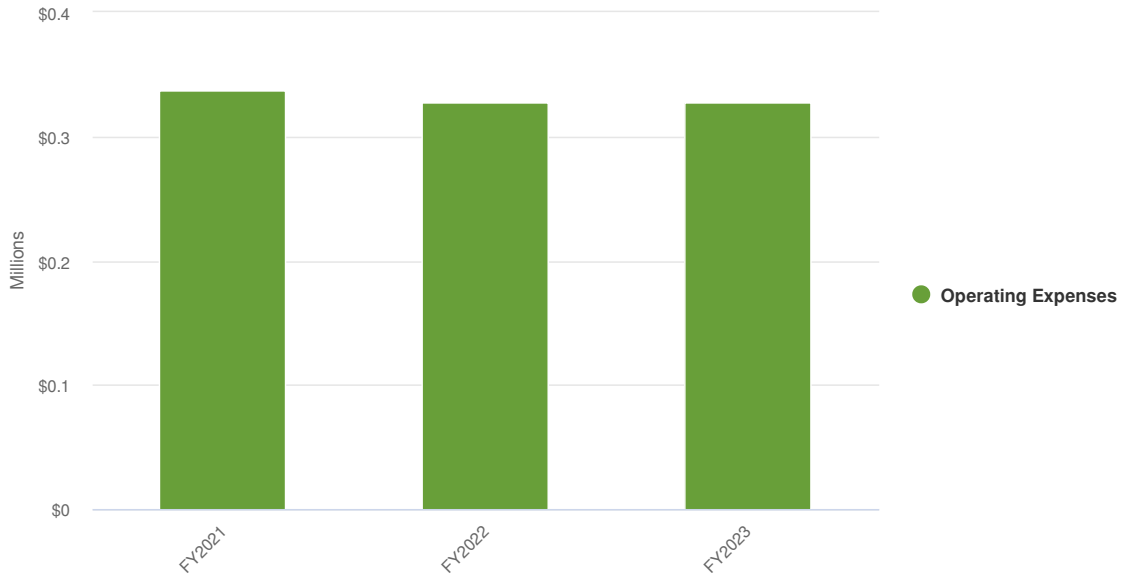
**\$327,000** **\$0**  
(0.00% vs. prior year)

Village Attorney Proposed and Historical Budget vs. Actual



# Expenditures by Expense Type

## Village Attorney Budgeted and Historical Expenditures by Expense Type



## Village Attorney

Name	FY2021 Actual	FY2022 Adopted	FY2022 Amended	FY2022 Projected	FY2023 Adopted	FY2022 Amended vs. FY2023 Budgeted (% Change)
<b>Expenditures</b>						
<b>General Government</b>						
<b>Village Attorney</b>						
Village Attorney	\$258,582	\$200,000	\$200,000	\$197,413	\$200,000	0%
Land Use Legal	\$63,501	\$85,000	\$85,000	\$34,150	\$85,000	0%
Comprehensive Plan Legal	\$0	\$15,000	\$15,000	\$0	\$15,000	0%
Code Enforcement Legal	\$1,613	\$12,000	\$12,000	\$975	\$12,000	0%
Land Dev Code Legal	\$12,890	\$15,000	\$15,000	\$0	\$15,000	0%
<b>Total Village Attorney:</b>	<b>\$336,585</b>	<b>\$327,000</b>	<b>\$327,000</b>	<b>\$232,538</b>	<b>\$327,000</b>	<b>0%</b>
<b>Total General Government:</b>	<b>\$336,585</b>	<b>\$327,000</b>	<b>\$327,000</b>	<b>\$232,538</b>	<b>\$327,000</b>	<b>0%</b>
<b>Total Expenditures:</b>	<b>\$336,585</b>	<b>\$327,000</b>	<b>\$327,000</b>	<b>\$232,538</b>	<b>\$327,000</b>	<b>0%</b>

# Village Clerk

**Function:**

The Village Clerk provides administrative services to the Council; records minutes of Village Council. The Clerk manages Village elections; coordinates advisory board member appointment process; is responsible for advertising public hearings; maintains official minute books, ordinances, resolutions, contracts, and responds to public records requests.

**History:**

Major Actions

2015	2020	2021
First Village Clerk (Kathy Hall) started on June 1	First Village Clerk (Kathy Hall) retired on June 5	Carol Sacco named second Village Clerk on January 27

**Strategic Planning:**

In the Spring of 2020, as the COVID-19 pandemic began in earnest in the United States, the Village directed a cross-departmental team of employees to begin the Village’s transition from paper-based documentation to digital documentation. This project is now nearly complete, with nearly all of our public records request intake and fulfillment, as well as records retention processes, fully digitized. This has made our processes substantially more efficient, more responsive to the public, and more secure.

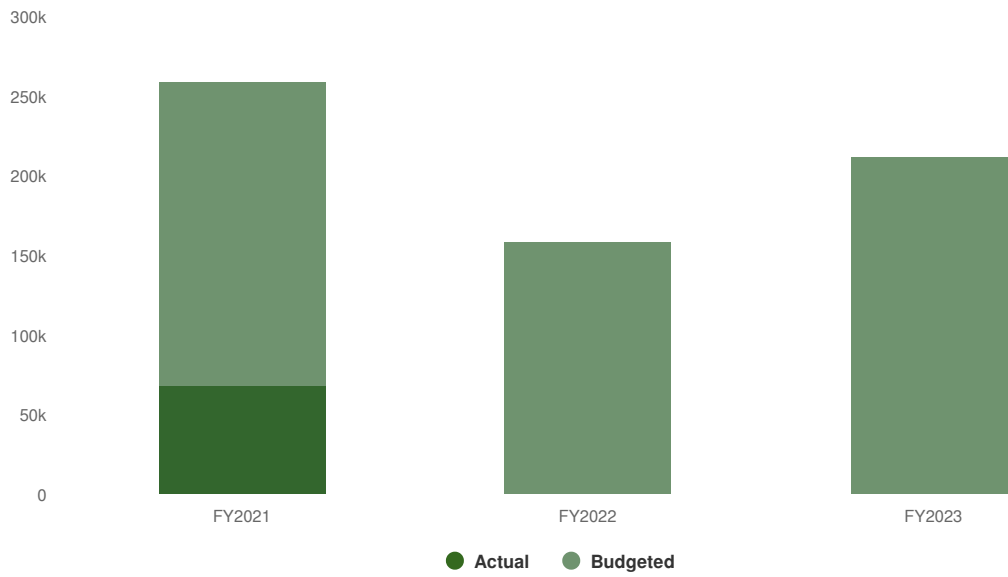
**Workload and Performance Indicators:**

	2017	2018	2019	2020	2021
Number of Ordinances	11	35	30	11	12
Number of Resolutions	34	23	24	25	23
Public Records Requests	N/A	N/A	N/A	465	260
Average Day Response to Public Records Requests (Days)	N/A	N/A	N/A	1.20	1.56

## Village Clerk

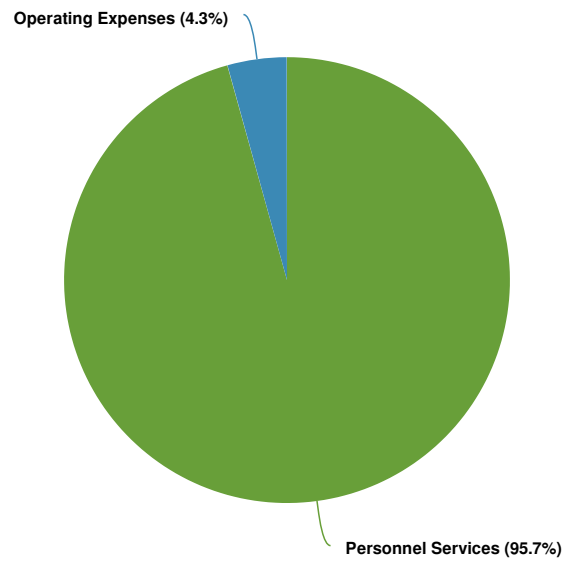
**\$211,800** **\$52,900**  
(33.29% vs. prior year)

### Village Clerk Proposed and Historical Budget vs. Actual

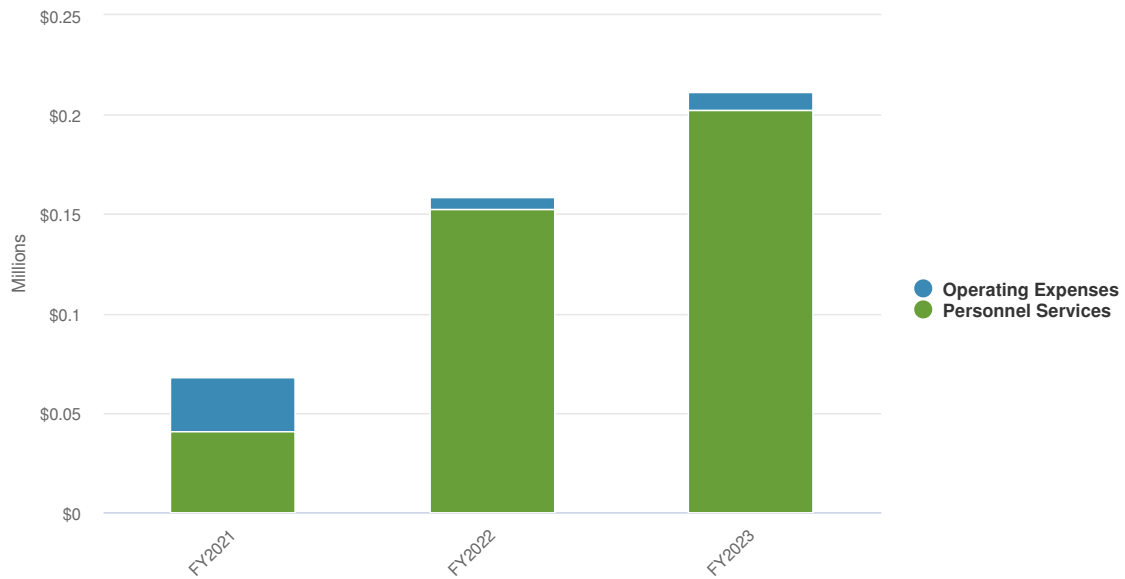


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Village Clerk Budgeted and Historical Expenditures by Expense Type



Name	FY2021 Actual	FY2022 Adopted	FY2022 Amended	FY2022 Projected	FY2023 Adopted	FY2022 Amended vs. FY2023 Budgeted (% Change)
<b>Expenditures</b>						
<b>General Government</b>						
<b>Village Clerk</b>						
Regular Salaries & Wages	\$37,158	\$121,000	\$121,000	\$37,447	\$154,800	27.9%
FICA Taxes	\$2,843	\$9,300	\$9,300	\$2,865	\$11,900	28%
Retirement Contributions	\$0	\$12,800	\$12,800	\$0	\$9,700	-24.2%
Group Insurance	\$0	\$8,300	\$8,300	\$0	\$25,200	203.6%
Worker's Compensation	\$208	\$300	\$300	\$100	\$300	0%
Unemployment Compensation	\$518	\$600	\$600	\$516	\$800	33.3%
Codification	\$6,050	\$0	\$0	\$2,500	\$3,000	N/A
Election Services	\$15,724	\$0	\$0	\$0	\$0	0%
Travel & Per Diem	\$0	\$1,000	\$1,000	\$0	\$500	-50%
Legal Notices	\$5,117	\$5,000	\$5,000	\$1,026	\$5,000	0%
Book, Pub & Membership	\$250	\$500	\$500	\$0	\$500	0%
Training	\$304	\$100	\$100	\$0	\$100	0%
<b>Total Village Clerk:</b>	<b>\$68,172</b>	<b>\$158,900</b>	<b>\$158,900</b>	<b>\$44,454</b>	<b>\$211,800</b>	<b>33.3%</b>
<b>Total General Government:</b>	<b>\$68,172</b>	<b>\$158,900</b>	<b>\$158,900</b>	<b>\$44,454</b>	<b>\$211,800</b>	<b>33.3%</b>
<b>Total Expenditures:</b>	<b>\$68,172</b>	<b>\$158,900</b>	<b>\$158,900</b>	<b>\$44,454</b>	<b>\$211,800</b>	<b>33.3%</b>

# Finance

**Function:**

Finance is responsible for the fiscal management of the Village, procurement, and human resources. The department is custodian of all Village funds. Responsibilities include budget preparation, budget administration on a day to-day basis, the preparation of periodic and annual financial statements, developing and administering personnel policies and for risk management services.

**History:**

Major Actions

2016	2019
Operating Reserve started on October 1	Village assumes \$20 million debt to fund purchase of Estero on the River property on January 9
	Village adopts the Reserve Policy, which establishes reserves for operating, road capital and road maintenance, and legal defense on January 9

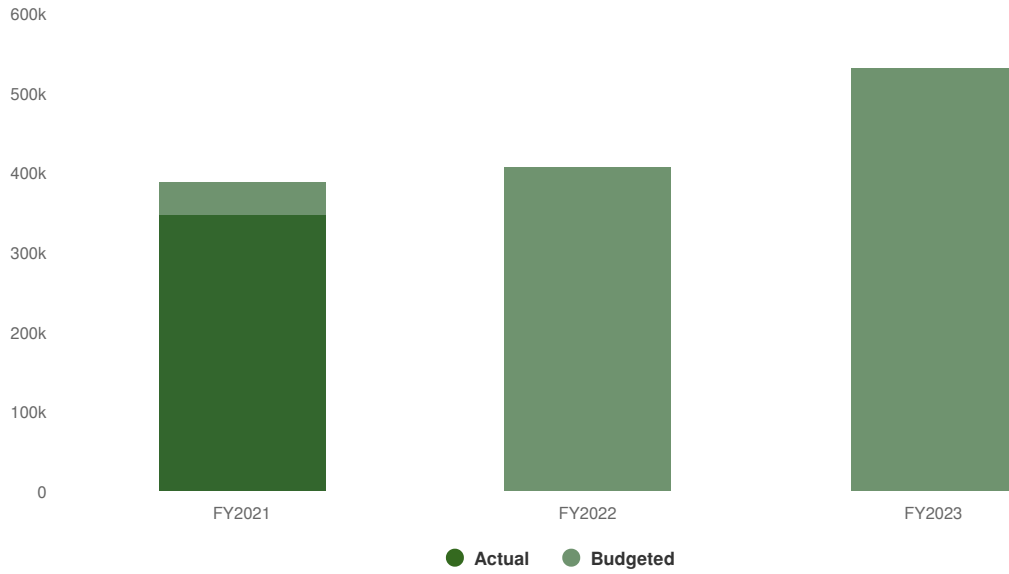
**Workload and Performance Indicators:**

	2017	2018	2019	2020	2021
Millage Rate	0.7998	0.7798	0.7750	0.7750	0.7726
Number of months of Operating Reserve	8	10	12	12	12
Number of Audit Findings	1	0	0	0	0
Number of Management Comments	0	0	1	0	1

# Expenditures Summary

**\$532,750** **\$124,464**  
(30.48% vs. prior year)

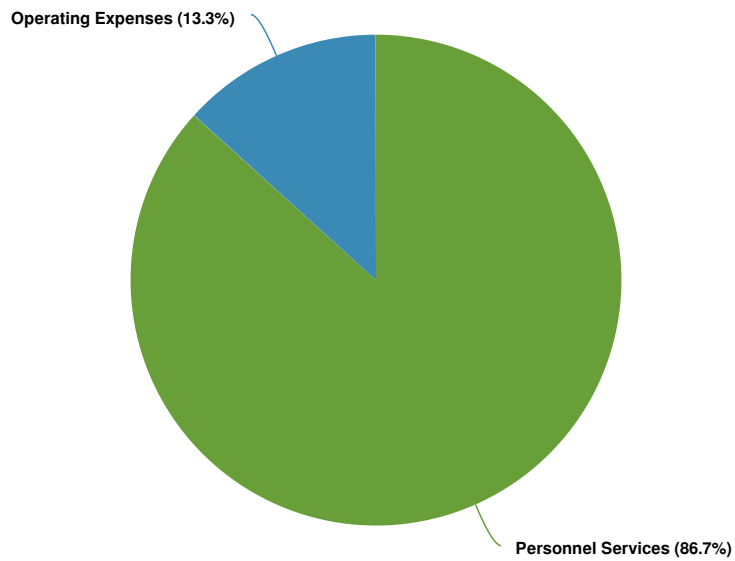
## Finance Proposed and Historical Budget vs. Actual



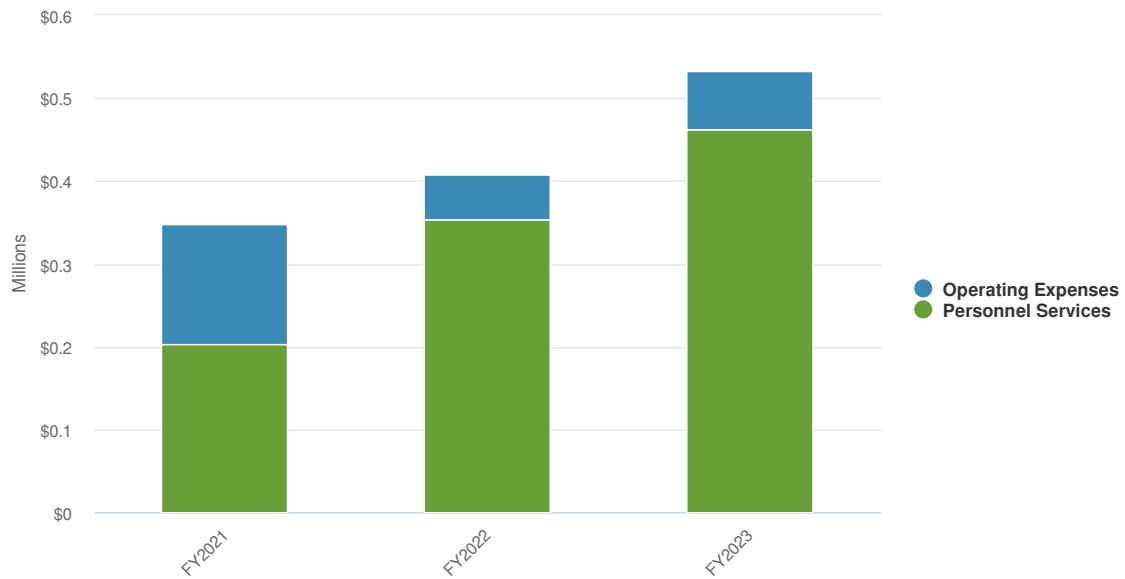


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Finance Budgeted and Historical Expenditures by Expense Type



Name	FY2021 Actual	FY2022 Adopted	FY2022 Amended	FY2022 Projected	FY2023 Adopted	FY2022 Amended vs. FY2023 Budgeted (% Change)
<b>Expenditures</b>						
<b>General Government</b>						
<b>Finance</b>						
Regular Salaries & Wages	\$175,415	\$275,800	\$275,800	\$231,934	\$381,800	38.4%
FICA Taxes	\$13,369	\$21,100	\$21,100	\$17,743	\$28,900	37%
Retirement Contributions	\$3,874	\$29,000	\$29,000	\$10,302	\$19,100	-34.1%
Group Insurance	\$8,535	\$26,100	\$26,100	\$13,010	\$30,300	16.1%
Worker's Compensation	\$526	\$600	\$600	\$372	\$800	33.3%
Unemployment Compensation	\$982	\$1,100	\$1,100	\$969	\$1,100	0%
Accounting Services	\$108,241	\$5,000	\$5,000	\$77,923	\$20,000	300%
Auditing & Actuarial Services	\$36,500	\$49,000	\$49,000	\$33,000	\$50,000	2%
Books, Publications & Members	\$293	\$586	\$586	\$893	\$750	28%
<b>Total Finance:</b>	<b>\$347,735</b>	<b>\$408,286</b>	<b>\$408,286</b>	<b>\$386,146</b>	<b>\$532,750</b>	<b>30.5%</b>
<b>Total General Government:</b>	<b>\$347,735</b>	<b>\$408,286</b>	<b>\$408,286</b>	<b>\$386,146</b>	<b>\$532,750</b>	<b>30.5%</b>
<b>Total Expenditures:</b>	<b>\$347,735</b>	<b>\$408,286</b>	<b>\$408,286</b>	<b>\$386,146</b>	<b>\$532,750</b>	<b>30.5%</b>

# Development Services

**Function:**

The Community Development Department provides a comprehensive range of services to the public and the development community including, but not limited to, review of development proposals; building permits; inspections; plan review; comprehensive planning; general zoning information; rezoning; and compliance with Village codes and ordinances. Development services operates within the Community Development Department. The major guiding documents are the Village's Comprehensive Plan, Land Development Code, and Florida Building Code.

**History:**

Major Actions

2015	2016	2017	2018	2019	2020	2021
Planning & Zoning Board established <a href="#">April 17</a>	Assumed building permitting & inspections functions from Lee County <a href="#">January 1</a>	Established bonus density program <a href="#">October 18</a>	First Estero Comprehensive Plan adopted <a href="#">June 13</a>	Building department implemented electronic permitting process <a href="#">May 23</a>	First annexation of property into Estero <a href="#">January 22</a>	First Estero Land Development Code and Zoning Maps adopted <a href="#">January 27</a>
Design Review Board established <a href="#">April 17</a>	Volunteers of America Continuing Care facility rezoning approved <a href="#">January 20</a>	Adopted medical marijuana facility prohibition ordinance <a href="#">November 15</a>	Updated roads & park impact fees adopted <a href="#">July 11</a>	Established reduced fees for private provider building projects <a href="#">October 16</a>	Estero Crossing Rezoning approved <a href="#">January 29</a>	Combined Planning, Zoning and Design Board established <a href="#">January 27</a>
Village assumed Planning, Zoning, Code Compliance & Dev. Review functions from Lee County <a href="#">September 16</a>	Village Center plan approved <a href="#">June 22</a>	Lee Health Coconut Point approved	Retail gas pump security ordinance adopted <a href="#">November 7</a>	Corkscrew Crossing rezoning & residential project approved <a href="#">September 25</a>	Rezoning of old Post Office <a href="#">July 15</a>	Rezoning approved for Pavich office building <a href="#">March 3</a>
Estero joins National Flood Insurance Program	Established Special Magistrate process for code enforcement <a href="#">October 7</a>	Estero Grande approved	Springhill Suites hotel approved			Rezoning approved for Via Coconut mixed use development <a href="#">October 20</a>
Adopted flood hazard ordinance <a href="#">November 18</a>	Genova rezoning & condos approved <a href="#">July 13</a>	The Reef student housing approved	Phoenix assisted living approved <a href="#">April 12</a>			West Bay zoning approved for high rise building <a href="#">November 17</a>
Adopted oil and natural gas fracking prohibition ordinance on <a href="#">December 2</a>	Springs at Gulf Coast approved <a href="#">April 23</a>		Primrose School approved <a href="#">July 25</a>			

**Strategic Planning:**

The inaugural *Village Comprehensive Plan* was adopted August 13, 2018. This document serves as the guiding vision document for development in the Village, both present and future. The purpose of the Plan is provided below.

**Purpose**

The Comprehensive Plan provides the guiding principles for a balanced economic, social, physical, environmental, and fiscal future for Estero. This is a tool for members of the community, including Village officials, staff and residents, outlining a general framework for how the community is envisioned to grow. The Comprehensive Plan consists of separate Elements (or chapters) as prescribed in Chapter 163 of the Florida Statutes, specifically designed to address local circumstances. Within each Element are Goals, Objectives and Policies with increasing degrees of specificity to guide decision making related to all aspects of managing future growth in the Village. The content of the Plan is based on data, analysis and input from the public received during the preparation of the Plan.

What does the Comprehensive Plan achieve?

- Creates a collective vision to maintain the quality of life in Estero and to guide future growth and development
- Establishes the guidelines focused on ensuring Estero is a community with unique quality of life, distinct character, and diverse housing, economic, recreational, and social opportunities
- Seeks an interconnected transportation network that successfully links residential, commercial and recreational areas safely, economically and efficiently
- Establishes the importance of protecting and enhancing residential neighborhoods
- Ensures the public health, safety, and welfare of the community through appropriate coordination and management of infrastructure services
- Emphasizes a priority on both the protection of and access to Estero's natural resources
- Asserts the value placed on recreational opportunities and open spaces
- A commitment to annually analyze existing conditions and available finances to prioritize and implement capital improvements to maintain established level of service (LOS) standards
- Establishes coordination between the Village and the public school system to enhance and enrich both the community and the students of Estero
- Emphasizes the priority given to community participation in the Plan's creation and advocates ongoing involvement from the public in its implementation

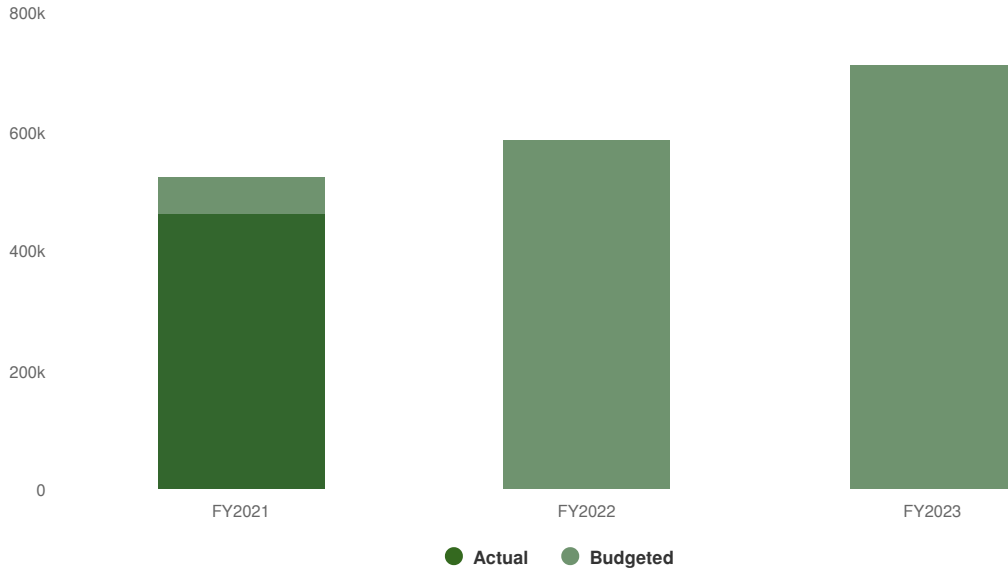
**Workload and Performance Indicators:**

<b>Type of Permit (Days to Close)</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Residential Single Family Residence	N/A	N/A	N/A	25 (45.5 days)	46 (67.56 days)
Residential Single Family Attached (Townhomes)	N/A	N/A	N/A	4 (14.0 days)	0
New Commercial Construction	N/A	N/A	N/A	7 (124.3 days)	12 (118 days)
Commercial Multi-Family	N/A	N/A	N/A	0 (N/A)	5 (243.4 days)
Commercial Pool	N/A	N/A	N/A	7 (54.7 days)	1 (40 days)
Commercial Roof	N/A	N/A	N/A	135 (6.4 days)	180 (19.12 days)
Miscellaneous Commercial	N/A	N/A	N/A	23 (24.7 days)	28 (87.78 days)
Residential/A/C Change-out	N/A	N/A	N/A	845 (15.2 days)	671 (17.48 days)
Residential Accessory Structure	N/A	N/A	N/A	352 (23.9 days)	265 (33.31 days)
Commercial/A/C/ Change-out	N/A	N/A	N/A	505 (14.7 days)	476 (20.47 days)
Residential SFR/Multi Family Window/Door/Shutter w	N/A	N/A	N/A	297 (20.2 days)	216 (27.19 days)
Residential Roof	N/A	N/A	N/A	949 (6.0 days)	724 (6.65 days)
Residential SFR/Multi-Family Window/Door/Shutter	N/A	N/A	N/A	530 (26.9 days)	375 (28.19 days)
Residential Fuel/Gas	N/A	N/A	N/A	246 (21.7 days)	137 (32.95 days)
Residential Pool	N/A	N/A	N/A	88 (27.5 days)	53 (40.43 days)
Commercial Alteration/Renovation	N/A	N/A	N/A	101 (44.5 days)	120 (47.91 days)
Sign w/electric	N/A	N/A	N/A	93 (57.7 days)	106 (43.63 days)
Other	N/A	N/A	N/A	1,450 (37.4 days)	1286 (63.5 days)

# Development Services

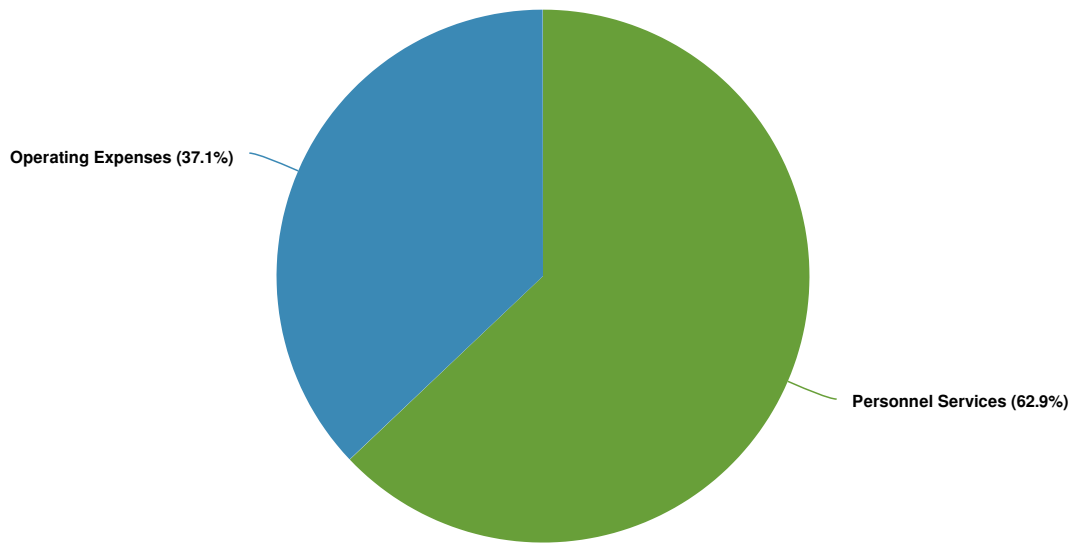
**\$710,900** **\$123,500**  
(21.02% vs. prior year)

Development Services Proposed and Historical Budget vs. Actual

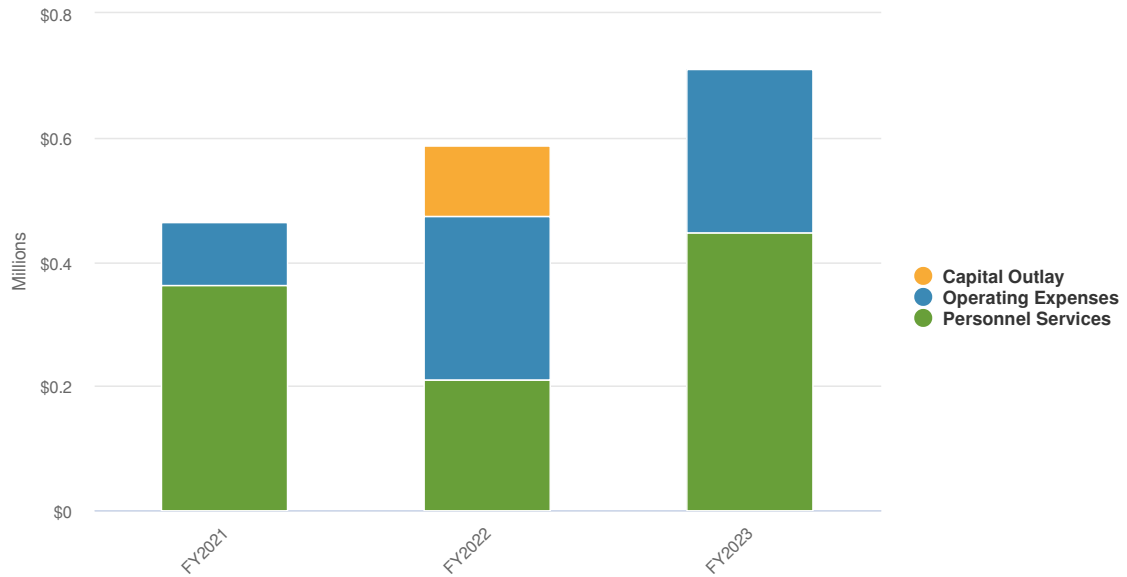


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Development Services Budgeted and Historical Expenditures by Expense Type



Name	FY2021 Actual	FY2022 Adopted	FY2022 Amended	FY2022 Projected	FY2023 Adopted	FY2022 Amended vs. FY2023 Budgeted (% Change)
<b>Expenditures</b>						
<b>General Government</b>						
<b>Development Services</b>						
Regular Salaries & Wages	\$244,102	\$154,200	\$154,200	\$270,498	\$289,600	87.8%
FICA Taxes	\$18,352	\$11,800	\$11,800	\$20,693	\$23,200	96.6%
Retirement Contributions	\$31,006	\$16,200	\$16,200	\$31,061	\$45,200	179%
Group Insurance	\$64,184	\$26,700	\$26,700	\$67,666	\$82,000	207.1%
Worker's Compensation	\$3,496	\$1,900	\$1,900	\$5,041	\$6,400	236.8%
Unemployment Compensation	\$854	\$500	\$500	\$800	\$900	80%
Land Development Code	\$44,329	\$40,000	\$40,000	\$10,500	\$40,000	0%
Comp Plan/Land Dev Regulations	\$0	\$30,000	\$30,000	\$0	\$30,000	0%
Growth Model Svcs	\$0	\$10,000	\$10,000	\$0	\$10,000	0%
Development Svcs Manager	\$19,050	\$40,000	\$40,000	\$0	\$40,000	0%
Misc Professional Services	\$0	\$65,000	\$65,000	\$13,000	\$65,000	0%
Economic Development	\$27,500	\$60,000	\$60,000	\$3,500	\$60,000	0%
Travel & Per Diem	\$281	\$2,000	\$2,000	\$222	\$2,000	0%
Legal Notices-Plan & Zoning	\$5,158	\$6,000	\$6,000	\$244	\$6,000	0%
Books, Pub & Memberships	\$4,696	\$10,000	\$10,000	\$6,695	\$10,000	0%
Training	\$165	\$600	\$600	\$632	\$600	0%
Capital Outlay	\$0	\$112,500	\$112,500	\$0	\$0	-100%
<b>Total Development Services:</b>	<b>\$463,173</b>	<b>\$587,400</b>	<b>\$587,400</b>	<b>\$430,552</b>	<b>\$710,900</b>	<b>21%</b>
<b>Total General Government:</b>	<b>\$463,173</b>	<b>\$587,400</b>	<b>\$587,400</b>	<b>\$430,552</b>	<b>\$710,900</b>	<b>21%</b>
<b>Total Expenditures:</b>	<b>\$463,173</b>	<b>\$587,400</b>	<b>\$587,400</b>	<b>\$430,552</b>	<b>\$710,900</b>	<b>21%</b>

# Planning, Zoning & Development

*Function:*

Planning and Development Services are two functions within the Community Development Department. They provide a comprehensive range of services to the public and the development community including, but not limited to, review of development proposals and site plans; changes to the Village's Comprehensive Plan; implementation of the Village's Land Development Code, and review of redevelopment plans and rezoning proposals.

*History:*

See history provided in the *Development Services* cost center.

*Strategic Planning:*

See Comprehensive Plan excerpts provided in the *Development Services* cost center.

**Workload and Performance Indicators:**

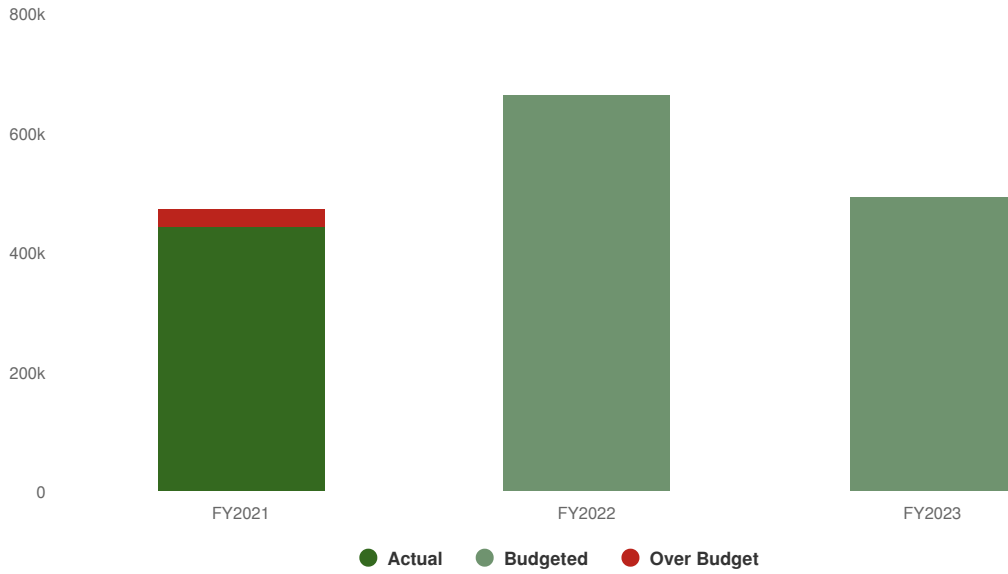
See Development Services cost center.



# Expenditures Summary

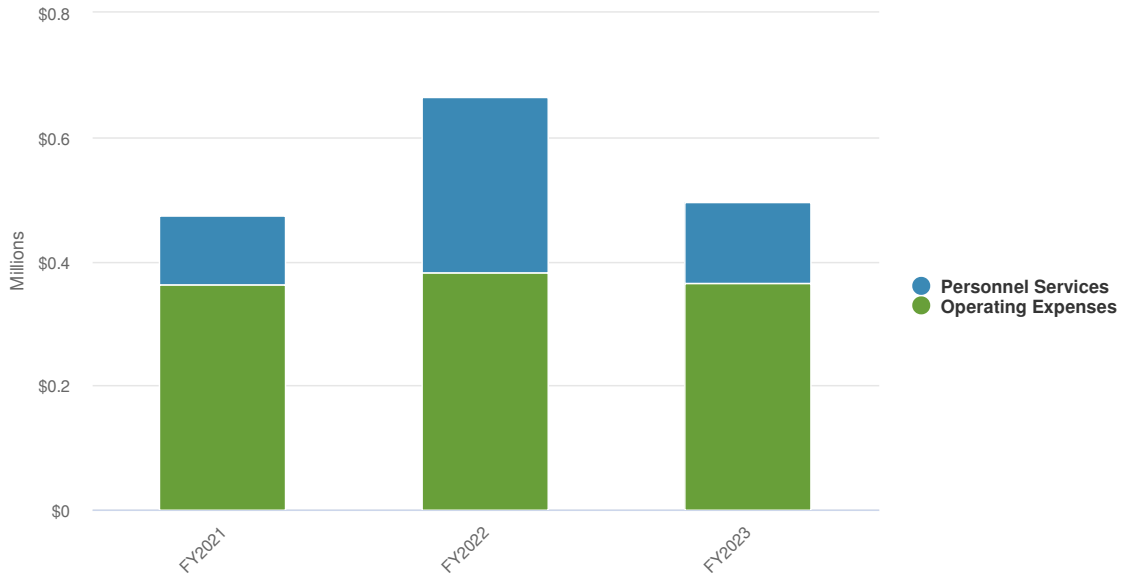
**\$494,300** **-\$171,018**  
(-25.70% vs. prior year)

## Planning, Zoning & Development Proposed and Historical Budget vs. Actual



## Expenditures by Expense Type

### Planning, Zoning & Development Budgeted and Historical Expenditures by Expense Type



## Planning, Zoning & Development

Name	FY2021 Actual	FY2022 Adopted	FY2022 Amended	FY2022 Projected	FY2023 Adopted	FY2022 Amended vs. FY2023 Budgeted (% Change)
<b>Expenditures</b>						
<b>General Government</b>						
<b>Planning, Zoning &amp; Development</b>						
Cost Recovery-Wages	\$102,939	\$228,300	\$228,300	\$97,042	\$119,600	-47.6%
Cost Recovery FICA Taxes	\$7,719	\$17,500	\$17,500	\$7,199	\$8,000	-54.3%
Retirement Contributions	\$0	\$24,000	\$24,000	\$0	\$0	-100%
Insurance	\$0	\$6,200	\$6,200	\$0	\$0	-100%
Cost Recovery Worker's Comp	\$0	\$6,200	\$6,200	\$0	\$1,400	-77.4%
Cost Recovery Unemploy Comp	\$0	\$1,600	\$1,600	\$0	\$300	-81.2%
Cost Recovery Prof Services	\$21,189	\$17,518	\$17,518	\$1,500	\$15,000	-14.4%
Planning & Zoning-Fixed Fee	\$341,100	\$364,000	\$364,000	\$271,024	\$350,000	-3.8%
<b>Total Planning, Zoning &amp; Development:</b>	<b>\$472,946</b>	<b>\$665,318</b>	<b>\$665,318</b>	<b>\$376,765</b>	<b>\$494,300</b>	<b>-25.7%</b>
<b>Total General Government:</b>	<b>\$472,946</b>	<b>\$665,318</b>	<b>\$665,318</b>	<b>\$376,765</b>	<b>\$494,300</b>	<b>-25.7%</b>
<b>Total Expenditures:</b>	<b>\$472,946</b>	<b>\$665,318</b>	<b>\$665,318</b>	<b>\$376,765</b>	<b>\$494,300</b>	<b>-25.7%</b>

# Information Technology

**Function:**

Information Technology services provide information technology support and solutions for the needs of the Village. IT services are contracted through a private service provider and are operated as part of the Community Development Department.

**History:**

2015	2016	2017	2020	2021
Village begins operations at Estero Fire Rescue building, with IT support provided by Estero Fire Rescue.	The Village enters into a contract with Calvin Giordano and Associates to provide It services, in addition to Community Development services.	The Village responds to Hurricane Irma, effectively protecting Village It infrastructure during the storm and restoring full operations within 24 hours post-storm.	The Village responds to the COVID-19 pandemic by transitioning all employees to remote work. To support long-term remote working, the Village replaces desktop computer with mobile workstations.	The Village approves multiple contracts that will transition all operation and data storage to "the cloud."

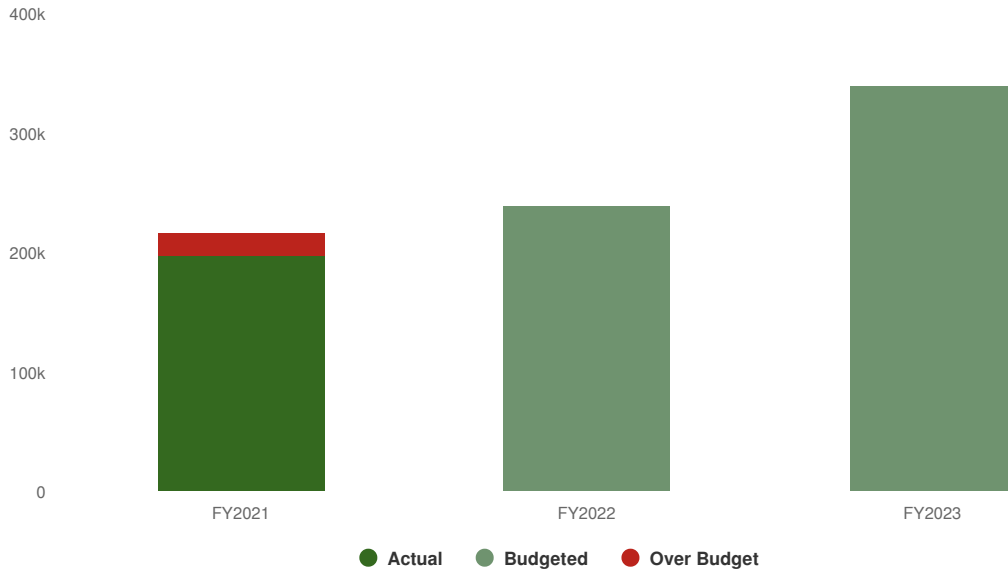
**Workload and Performance Indicators:**

	2017	2018	2019	2020	2021
Expenditures per capita	\$0.97	\$3.11	\$4.62	\$5.55	\$5.82
Percent of Village expenditures	0.55%	1.81%	0.47%	1.05%	1.65%

# Expenditures Summary

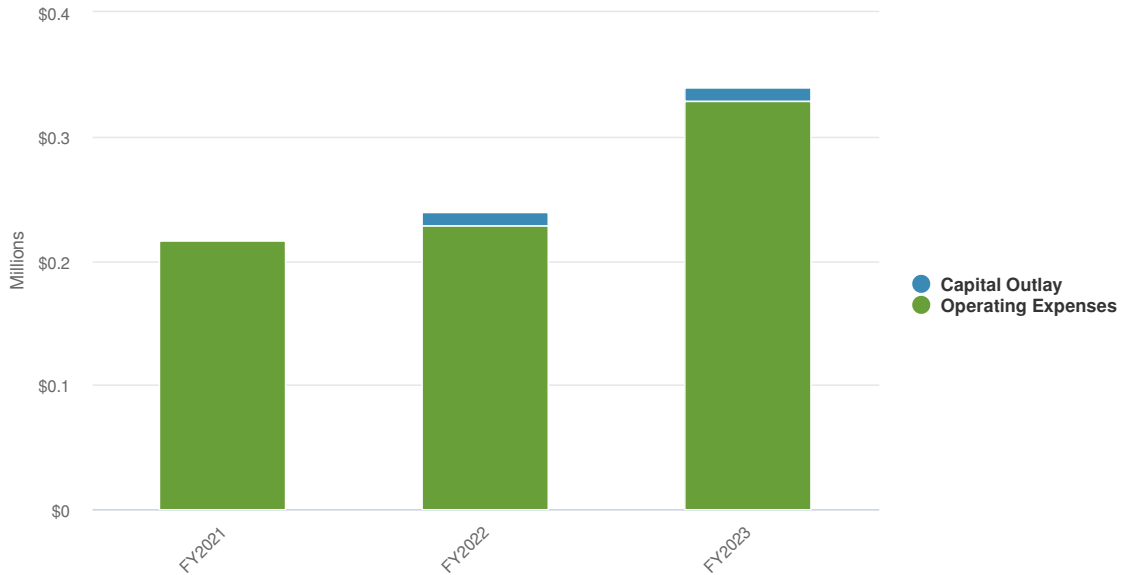
**\$339,000** **\$100,200**  
(41.96% vs. prior year)

## Information Technology Proposed and Historical Budget vs. Actual



# Expenditures by Expense Type

## Information Technology Budgeted and Historical Expenditures by Expense Type



## Information Technology

Name	FY2021 Actual	FY2022 Adopted	FY2022 Amended	FY2022 Projected	FY2023 Adopted	FY2022 Amended vs. FY2023 Budgeted (% Change)
<b>Expenditures</b>						
<b>General Government</b>						
<b>Information Technology</b>						
Webmaster Srvs & Maintenance	\$7,325	\$9,000	\$9,000	\$7,600	\$9,000	0%
Software Licensing	\$37,609	\$30,000	\$30,000	\$68,290	\$70,000	133.3%
Information Technology Srvs	\$126,831	\$130,000	\$130,000	\$118,101	\$120,000	-7.7%
Audio Visual Services	\$44,685	\$46,000	\$46,000	\$112,417	\$120,000	160.9%
Small tools & equipment	\$0	\$13,800	\$13,800	\$5,000	\$10,000	-27.5%
Capital Outlay	\$0	\$10,000	\$10,000	\$5,000	\$10,000	0%
<b>Total Information Technology:</b>	<b>\$216,449</b>	<b>\$238,800</b>	<b>\$238,800</b>	<b>\$316,408</b>	<b>\$339,000</b>	<b>42%</b>
<b>Total General Government:</b>	<b>\$216,449</b>	<b>\$238,800</b>	<b>\$238,800</b>	<b>\$316,408</b>	<b>\$339,000</b>	<b>42%</b>
<b>Total Expenditures:</b>	<b>\$216,449</b>	<b>\$238,800</b>	<b>\$238,800</b>	<b>\$316,408</b>	<b>\$339,000</b>	<b>42%</b>

# General Government

**Function:**

General Government Operations include cost of Village administrative operations which are not allocated to the special revenue or capital project funds or a specific department.

**History:**

See "history" section in Village Manager section.

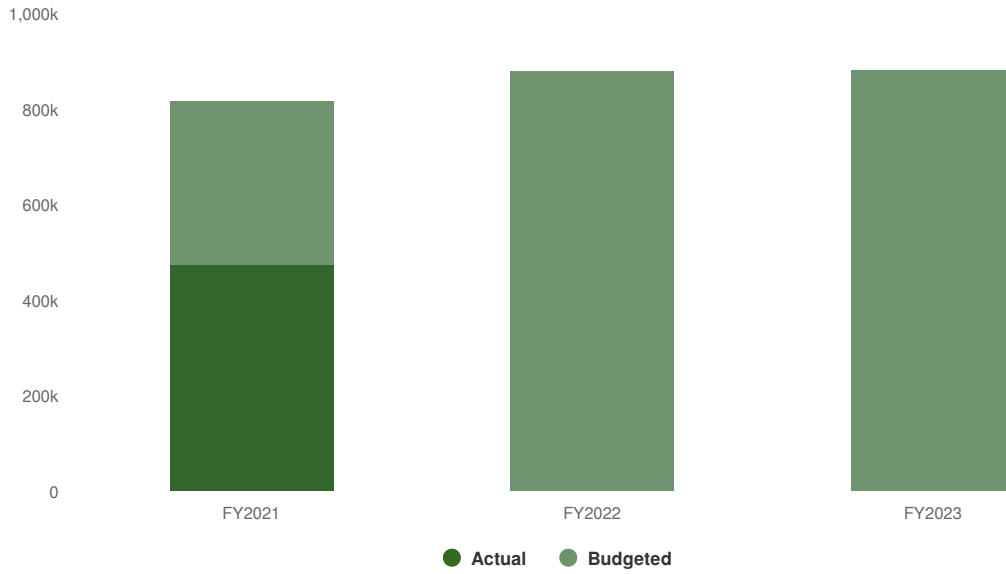
**Workload and Performance Indicators:**

	2017	2018	2019	2020	2021
Expenditures per capita	\$10.84	\$19.11	\$13.41	\$13.21	\$12.76
Percent of Village expenditures	6.20%	11.11%	1.37%	2.50%	3.61%

# Expenditures Summary

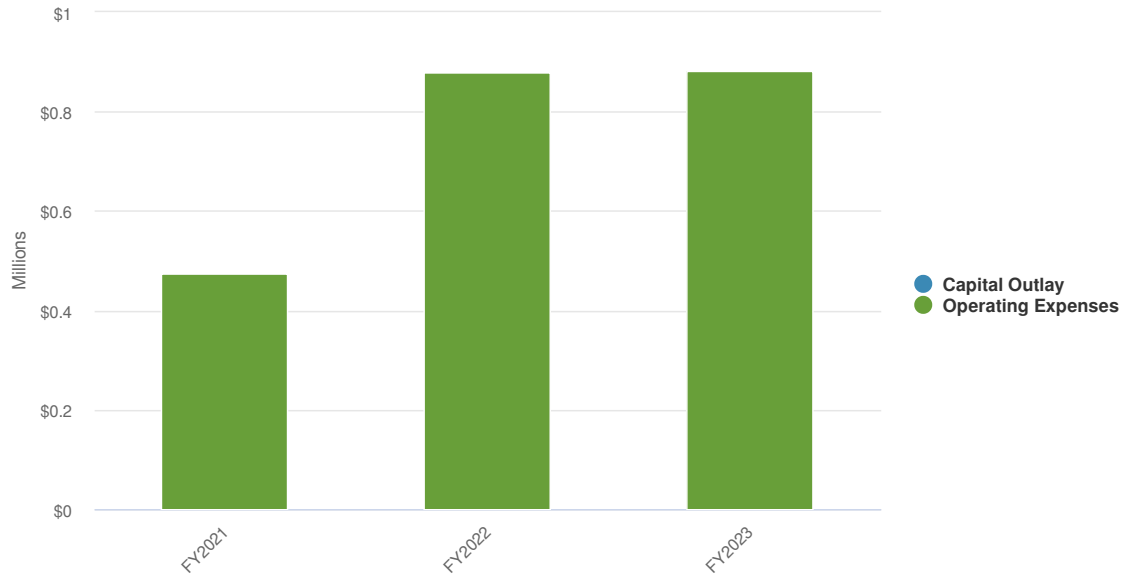
**\$882,550** **\$2,000**  
(0.23% vs. prior year)

## General Government Proposed and Historical Budget vs. Actual



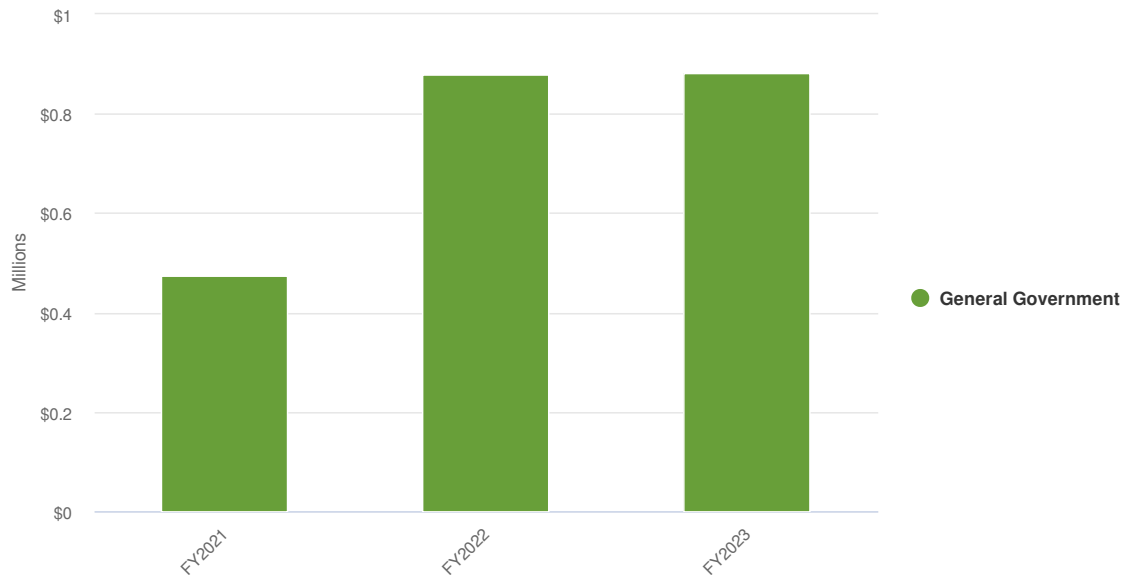
# Expenditures by Expense Type

## General Government Budgeted and Historical Expenditures by Expense Type



# General Government

## Budgeted and Historical Expenditures by Function





Name	FY2021 Actual	FY2022 Adopted	FY2022 Amended	FY2022 Projected	FY2023 Adopted	FY2022 Amended vs. FY2023 Budgeted (% Change)
<b>Expenditures</b>						
<b>General Government</b>						
<b>General Government</b>						
Lobbying Services	\$27,500	\$100,000	\$100,000	\$36,000	\$80,000	-20%
State Administrative Fees	\$9,338	\$9,500	\$9,500	\$7,912	\$9,500	0%
Tax Collector Fees	\$3,700	\$3,750	\$3,750	\$0	\$3,750	0%
Audio Visual Services	\$32,378	\$0	\$0	\$18,840	\$20,000	N/A
Misc Contractual Srvcs	\$3,235	\$250,000	\$250,000	\$4,267	\$250,000	0%
Communications	\$5,505	\$5,000	\$5,000	\$4,436	\$5,000	0%
Freight & Postage	\$2,796	\$3,500	\$3,500	\$1,367	\$3,500	0%
Utilities	\$23,335	\$17,500	\$17,500	\$23,877	\$17,500	0%
Equipment Rental & Leases	\$11,599	\$10,000	\$10,000	\$9,738	\$10,000	0%
Office Lease-Corkscrew Palms	\$229,175	\$257,400	\$257,400	\$245,412	\$259,400	0.8%
Insurance	\$68,050	\$78,700	\$78,700	\$73,702	\$78,700	0%
Repairs & Maintenance	\$16,710	\$20,000	\$20,000	\$14,186	\$20,000	0%
Printing	\$0	\$1,500	\$1,500	\$0	\$1,500	0%
Contingency	\$0	\$104,200	\$104,200	\$0	\$104,200	0%
Office Supplies	\$4,748	\$6,500	\$6,500	\$3,673	\$6,500	0%
Operating Supplies	\$36,388	\$11,000	\$11,000	\$11,466	\$11,000	0%
Books Pub & Membership	\$101	\$2,000	\$2,000	\$17,175	\$2,000	0%
Capital Outlay	\$350	\$0	\$0	\$0	\$0	0%
<b>Total General Government:</b>	<b>\$474,909</b>	<b>\$880,550</b>	<b>\$880,550</b>	<b>\$472,051</b>	<b>\$882,550</b>	<b>0.2%</b>
<b>Total General Government:</b>	<b>\$474,909</b>	<b>\$880,550</b>	<b>\$880,550</b>	<b>\$472,051</b>	<b>\$882,550</b>	<b>0.2%</b>
<b>Total Expenditures:</b>	<b>\$474,909</b>	<b>\$880,550</b>	<b>\$880,550</b>	<b>\$472,051</b>	<b>\$882,550</b>	<b>0.2%</b>

# Disaster Response

**Function:**

Disaster Services operations include debris removal, flood mitigation and other disaster response and preparedness related cost.

**History:**

2017	2020	2021
Village provides emergency response to Hurricane Irma, beginning on <u>September 10</u> .	Village provides emergency response to COVID-19 pandemic, including the provision of testing sites and PPE. In total, ~100,000 masks branded masks were provided to residents free of charge.	Village continues to provide response to COVID-19 pandemic. No Village employees ever test positive for COVID-19. The Village approves a transition plan to “cloud computing”, which will buttress the previous transition to mobile workstations, to increase mobility for future emergencies.

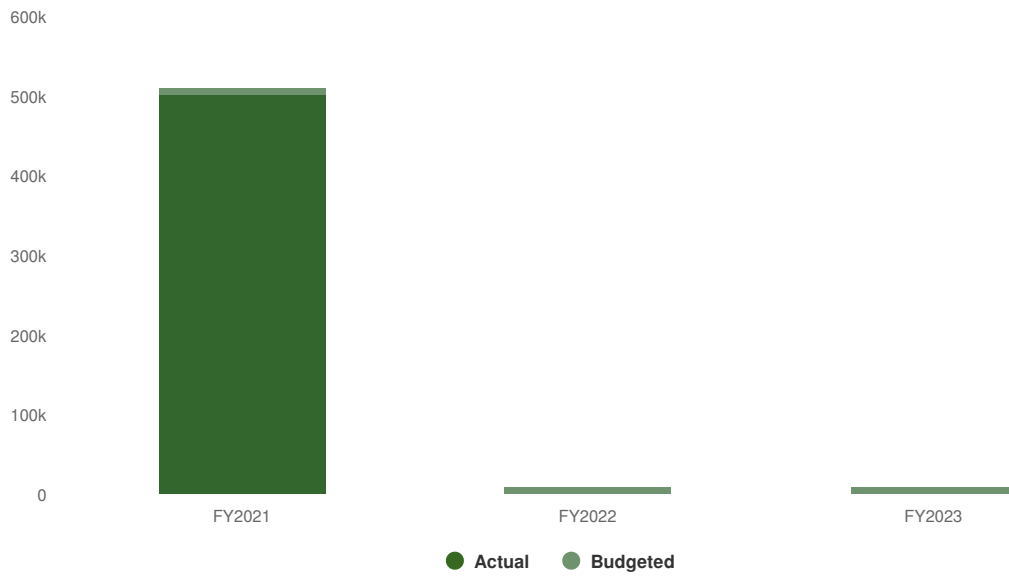
**Workload and Performance Indicators:**

None

# Expenditures Summary

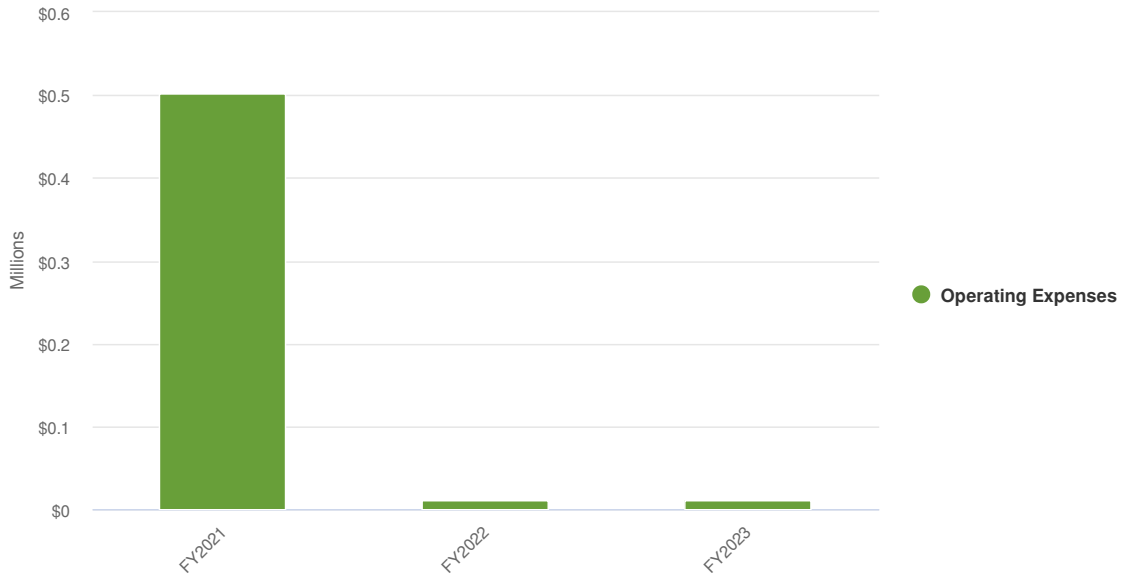
**\$10,000** **\$0**  
(0.00% vs. prior year)

## Disaster Response Proposed and Historical Budget vs. Actual



# Expenditures by Expense Type

## Disaster Response Budgeted and Historical Expenditures by Expense Type



## Disaster Response

Name	FY2021 Actual	FY2022 Adopted	FY2022 Amended	FY2022 Projected	FY2023 Adopted	FY2022 Amended vs. FY2023 Budgeted (% Change)
<b>Expenditures</b>						
<b>General Government</b>						
<b>COVID</b>						
Covid Contractual Expenditures	\$192,496	\$0	\$0	\$0	\$0	0%
Repair and Maintenance	\$4,950	\$0	\$0	\$0	\$0	0%
Covid Supplies	\$304,409	\$0	\$0	\$0	\$0	0%
<b>Total COVID:</b>	<b>\$501,855</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
<b>Disaster Response</b>						
Disaster Preparedness Services	\$0	\$10,000	\$10,000	\$0	\$10,000	0%
<b>Total Disaster Response:</b>	<b>\$0</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$0</b>	<b>\$10,000</b>	<b>0%</b>
<b>Total General Government:</b>	<b>\$501,855</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$0</b>	<b>\$10,000</b>	<b>0%</b>
<b>Total Expenditures:</b>	<b>\$501,855</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$0</b>	<b>\$10,000</b>	<b>0%</b>

# Public Safety

**Function:**

Law Enforcement and security services are provided by the Lee County Sherriff's office.

**History:**

2015	2018
Law Enforcement services are provided, Village-wide, by the Lee County Sheriff's Office, at no charge to the Village. This continues through the present day.	The Village receives a grant from the West Coast Inland Navigation District (WCIND) to provide marine patrols along the Estero River, to increase boater safety. This continues through the present day.

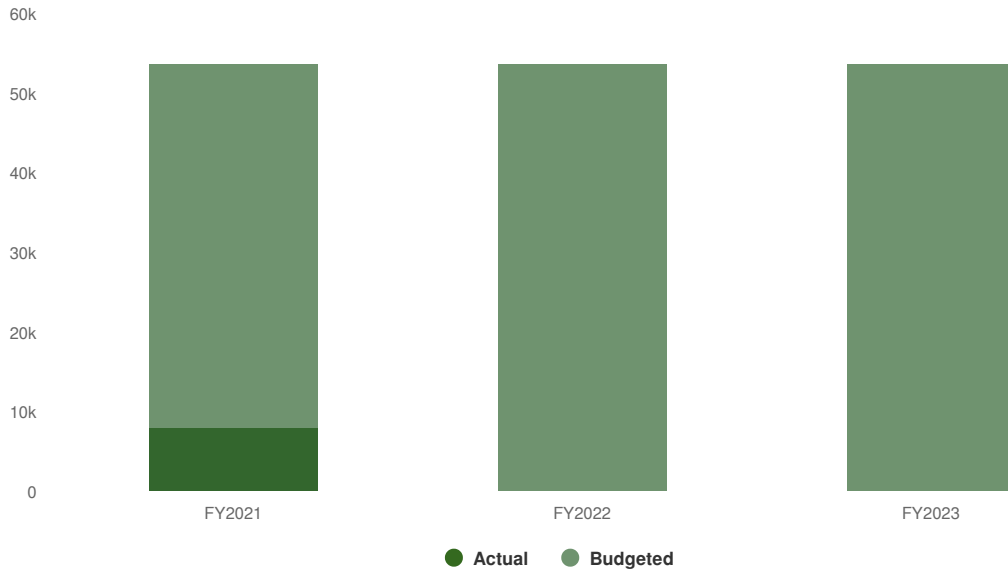
**Workload and Performance Indicators:**

	2017	2018	2019	2020	2021
Lee County Total Offenses	N/A	N/A	N/A	N/A	1565
Homicide	N/A	N/A	N/A	N/A	1
Aggravated Assault	N/A	N/A	N/A	N/A	15
Simple Assault	N/A	N/A	N/A	N/A	69
Rape	N/A	N/A	N/A	N/A	9
Forcible Fondling	N/A	N/A	N/A	N/A	5
Burglary	N/A	N/A	N/A	N/A	21
Robbery	N/A	N/A	N/A	N/A	8
Arson	N/A	N/A	N/A	N/A	1
Simple Stalking	N/A	N/A	N/A	N/A	0
Threat/Intimidation	N/A	N/A	N/A	N/A	1
Motor Vehicle Theft	N/A	N/A	N/A	N/A	20
Larceny Theft	N/A	N/A	N/A	N/A	240

# Expenditures Summary

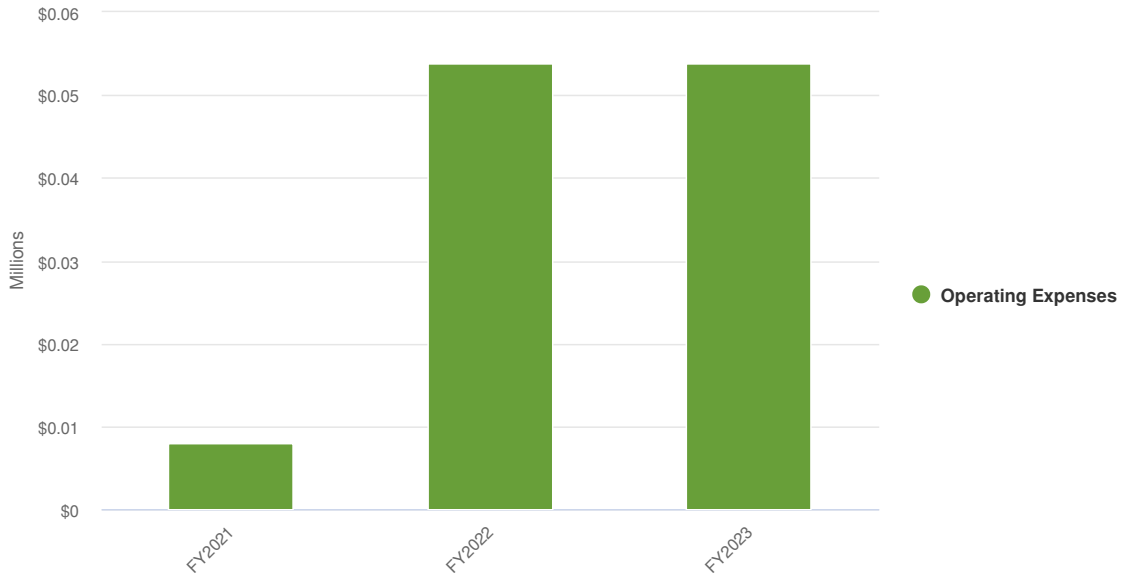
**\$53,860** **\$0**  
(0.00% vs. prior year)

## Public Safety Proposed and Historical Budget vs. Actual



# Expenditures by Expense Type

## Public Safety Budgeted and Historical Expenditures by Expense Type



## Public Safety

Name	FY2021 Actual	FY2022 Adopted	FY2022 Amended	FY2022 Projected	FY2023 Adopted	FY2022 Amended vs. FY2023 Budgeted (% Change)
<b>Expenditures</b>						
<b>Public Safety</b>						
<b>Law Enforcement/Marine Services</b>						
Lee Cty Law Enforcement	\$5,184	\$10,000	\$10,000	\$4,000	\$10,000	0%
<b>Total Law Enforcement/Marine Services:</b>	<b>\$5,184</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$4,000</b>	<b>\$10,000</b>	<b>0%</b>
<b>Lee County Marine</b>						
Lee Cty Marine Patrol	\$2,720	\$43,860	\$43,860	\$0	\$43,860	0%
<b>Total Lee County Marine:</b>	<b>\$2,720</b>	<b>\$43,860</b>	<b>\$43,860</b>	<b>\$0</b>	<b>\$43,860</b>	<b>0%</b>
<b>Total Public Safety:</b>	<b>\$7,904</b>	<b>\$53,860</b>	<b>\$53,860</b>	<b>\$4,000</b>	<b>\$53,860</b>	<b>0%</b>
<b>Total Expenditures:</b>	<b>\$7,904</b>	<b>\$53,860</b>	<b>\$53,860</b>	<b>\$4,000</b>	<b>\$53,860</b>	<b>0%</b>

# Code Compliance

*Function:*

Code Compliance perform inspections through-out the Village to ensure compliance with the rules and regulations and is operated as part of the Community Development Department. Code Compliance officers perform inspections for zoning and nuisance code violations such as overgrown grass, building without permits, and similar violations.

***History:***

See history provided in the *Development Services* cost center.

***Strategic Planning:***

See Comprehensive Plan excerpts provided in the *Development Services* cost center.

**Workload and Performance Indicators:**

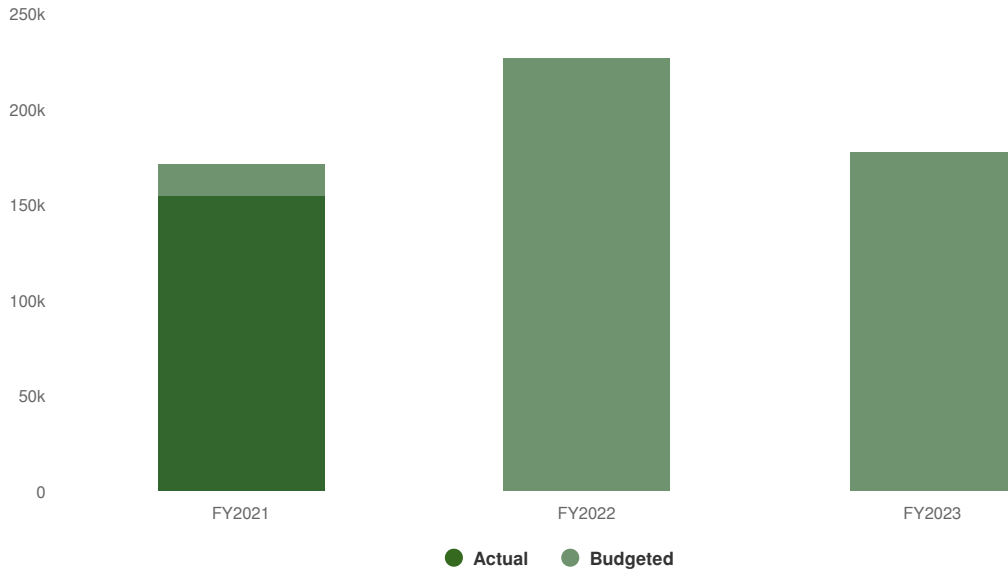
See data provided in Development Services cost center.



# Expenditures Summary

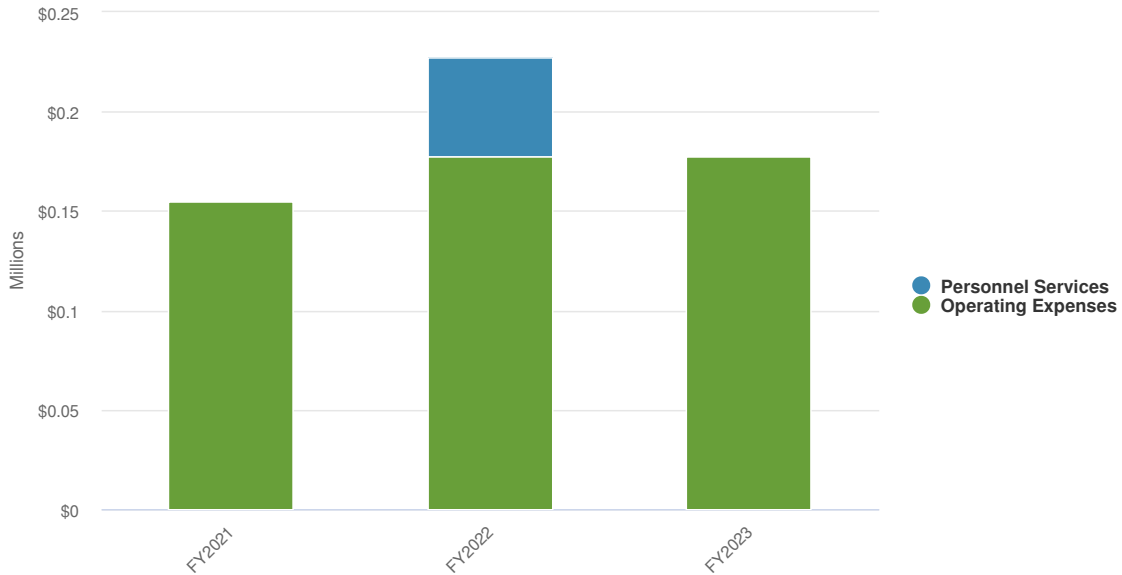
**\$177,360** **-\$49,900**  
(-21.96% vs. prior year)

## Code Compliance Proposed and Historical Budget vs. Actual



# Expenditures by Expense Type

## Code Compliance Budgeted and Historical Expenditures by Expense Type



## Code Compliance

Name	FY2021 Actual	FY2022 Adopted	FY2022 Amended	FY2022 Projected	FY2023 Adopted	FY2022 Amended vs. FY2023 Budgeted (% Change)
<b>Expenditures</b>						
<b>Public Safety</b>						
<b>Code Compliance</b>						
Regular Salaries & Wages	\$0	\$36,300	\$36,300	\$0	\$0	-100%
FICA Taxes	\$0	\$2,800	\$2,800	\$0	\$0	-100%
Retirement Contributions	\$0	\$3,800	\$3,800	\$0	\$0	-100%
Insurance	\$0	\$6,200	\$6,200	\$0	\$0	-100%
Workers Compensation	\$0	\$500	\$500	\$0	\$0	-100%
Unemployment Compensation	\$0	\$300	\$300	\$0	\$0	-100%
Special Magistrate Svcs	\$10,938	\$16,000	\$16,000	\$12,500	\$16,000	0%
Code Compliance Contract Svcs	\$144,051	\$160,160	\$160,160	\$130,000	\$160,160	0%
Other Chrges-Filing Fees	\$170	\$1,200	\$1,200	\$300	\$1,200	0%
<b>Total Code Compliance:</b>	<b>\$155,159</b>	<b>\$227,260</b>	<b>\$227,260</b>	<b>\$142,800</b>	<b>\$177,360</b>	<b>-22%</b>
<b>Total Public Safety:</b>	<b>\$155,159</b>	<b>\$227,260</b>	<b>\$227,260</b>	<b>\$142,800</b>	<b>\$177,360</b>	<b>-22%</b>
<b>Total Expenditures:</b>	<b>\$155,159</b>	<b>\$227,260</b>	<b>\$227,260</b>	<b>\$142,800</b>	<b>\$177,360</b>	<b>-22%</b>

# Physical Environment/Public Works

**Function:**

Public Works – Physical Environment is responsible for maintenance, construction, operations, and engineering support for the Village’s environmental and stormwater infrastructure. It is also responsible for the preparation, implementation, execution and tracking of the capital improvement program which are related to the environment and stormwater. This include responding to citizens requests for action as they related to the environment and stormwater.

**History:**

2017	2018	2020	2021
Village provides emergency response to Hurricane Irma, beginning on <u>September 10</u>	Village provides emergency response to Hurricane Irma, beginning on <u>September 10</u>	Village of Estero water monitoring begins	Village hires engineer to design and permit Estero River North Branch Drainage Improvements

**Strategic Stormwater Planning:**

In 2018, the Village of Estero completed its first Stormwater Master Plan. Provided below is a summary of the master plan.

This Stormwater Master Plan provides the details of the current regional hydrology affecting the Village and the current conditions of stormwater/surface water networks within the Village. The important benefit of this Master Plan is the development of an updated regional-scale model and detailed local-scale model. Both models can be utilized to evaluate the impacts of infrastructure projects or development projects on the existing stormwater system. Additional goals of the Stormwater Master Plan project are as follows:

- o Provide a framework for evaluating Stormwater improvement projects and new developments;
- o Identify drainage issues;
- o Identify flood mitigation projects;
- o Identify locations where additional water level/flow monitoring stations should be installed; and
- o Develop regulatory standards and guidelines.

From a regional perspective, the overall Estero River watershed covers approximately 39,163 acres. The watershed includes quarries, Florida Gulf Coast University, Gulf Coast Town Center, Miromar Outlet Mall, and numerous residential communities. The Estero River North Branch sub-watershed begins at State Road 82 and extends southwest towards I-75 and then westward until it reaches the junction with the Estero River (Main Branch). The Estero River South Branch sub-watershed (South Branch) extends east of I-75 along the Corkscrew Road corridor, south of the Stoneybrook development and west to the junction point with the North Branch sub-watershed. The Halfway Creek main stream originates in a broad marsh system located east of I-75. The watershed boundary for Halfway Creek extends to the southern boundary of The Brooks, runs west of US-41, extends north at El Dorado Acres and continues north containing portions of West Bay Club and Pelican Sound before reaching the limits of the Estero River Main Branch watershed. The eastern southern boundary of the Estero River watershed is adjacent to the Imperial River watershed. Based on conditions east of I-75 and south of Corkscrew Road, there are no known barriers or structures to separate the flow. Surface water can interact between the Estero River/Halfway Creek and Imperial River watersheds.

For the Halfway Creek existing conditions analysis, the critical portion of the creek is the area located between the south end of the West Bay Club community and the U.S 41 crossing. This portion of the creek is a large natural area containing wetlands and uplands and the creek is not well-defined. The model results reflect significant increases in peak water surface elevations within this area. This is an area of concern since there are residential communities, such as Marsh Landing and Fountain Lakes, that discharge to this portion of Halfway Creek. The analyses of the other portions of Halfway Creek did not present any concerns.

For the Estero River South Branch existing conditions analysis, the most critical portion of the waterway is the area located upstream of the Three Oaks Parkway crossing to the Sanctuary Drive crossing. Within this portion, the waterway channel becomes narrower, forcing water to flow within the over banks that contain more vegetation and

debris. The existing conditions model results reflect significant increases in peak water surface elevations within this area.

The existing conditions analysis for the Estero River North Branch identified several areas of concern within the waterway. One of the areas of concern is located within the Villages at Country Creek community. Within this area, there are significant increases in water levels along the river. Another portion of the North Branch that presented concerns is the section located between the north boundary of Villages at Country Creek and the Rookery Drive crossing. The model indicates significant increases in water levels through this portion of the North Branch. Within the north diversion portion of the North Branch, which extends from Rookery Pointe, under Three Oaks Parkway and along the north side of Village, the model presents another condition of significant increases in water levels. Specifically, the increases in peak stages occur in the section of the north diversion that travels through the natural area north of Village.

The existing conditions analysis for the Estero River Main Branch identified a couple of concerns. During the 25-year and 100-year design storm simulations, the model indicates moderate velocities of flow within the channel, located downstream of the U.S. 41 crossing. The high velocities allow the potential of the flow to transport sediments from upstream and into the Bay. During all four (4) design storm simulations, the model indicates significant increase in water levels within the section of the river located between the Seminole Gulf Railroad crossing and the Sandy Lane crossing. This is an area where the river channel begins to change, becoming narrower, which cause water to flow within and above the banks of the river where there is more vegetation.

As part of this Stormwater Master Plan, the existing stormwater infrastructure conditions were evaluated to determine potential improvement projects. Local flooding during the late August and early September 2017 rainfall events aided in the identification of areas in need of improvements. The evaluation resulted in the identification of a total of ten (10) potential improvement projects. Eight (8) of the projects were evaluated through additional hydraulic modeling. The improvement projects were grouped by the sub-watershed in which they are located. The projects are as follows:

#### Estero River Main Branch

- Project Seven: Estero River Side Bank Sediment Removal Project Eight: Broadway Ave. Main Tributary
- Project Ten: Maintenance of the Seminole Gulf Railroad Ditch Project Nine: U.S. 41 Roadside Drainage Modifications

#### Estero River North Branch

- Project One: Villages at Country Creek Bypass Swale
- Project Two: Three Oaks Parkway Drainage Improvements
- Project Three: Village / Estero Parkway Drainage Improvements
- Project Four: Estero Parkway Culvert
- Project Six: Dry Creek Bed Sediment Removal

#### Estero River South Branch

- Project Five: River Ranch Road Drainage Improvements
- Project Ten: Maintenance of the South Branch south of Corkscrew Road

#### Halfway Creek

- Project Ten: Maintenance of Halfway Creek West of U.S. 41

The projects were ranked by priority, with the highest priority being a project to be implemented within 1-5 years. The ranking of the projects was based upon the following factors:

- Magnitude of Potential Benefits to the Overall System;
- Estimated Construction Cost for the Improvements or Activities;
- Ease or Difficulty of Implementing the Improvements or Activities: Permit Requirements, Coordination with Other Entities, etc.

In addition to recommended improvement projects, there are other activities the Village can implement to mitigate issues with negative impacts on the stormwater management system and damages related to flooding. These activities include placing language within the Land Development Code and Comprehensive Plan documents to establish policies and guidelines with respect to stormwater management. The recommended rule changes include minimum finished floor elevation criteria and setting a criterion for allowable discharge rates for new development projects. All the recommended rule changes and improvement projects will further aid the Village in addressing current and potential stormwater system issues.

The preparation of the Stormwater Master Plan successfully resulted in a greater understanding of the regional hydrology affecting the Village of Estero and the existing stormwater facilities within the Village. Collecting data of the Village's existing land uses, soil types, main drainage conveyance systems, conveyance structures and the conditions of the Estero River and Halfway Creek, allowed for the creation of the Local-Scale ICPR4 model.

**Strategic Utilities Planning:**

The Village of Estero is not a water or sewer provider. Residents within Estero are provided water and sewer services by Lee County Utilities (LCU) or Bonita Springs Utilities (BSU). Following is a summary of the recent potable water quality parameters available from LCU and BSU.

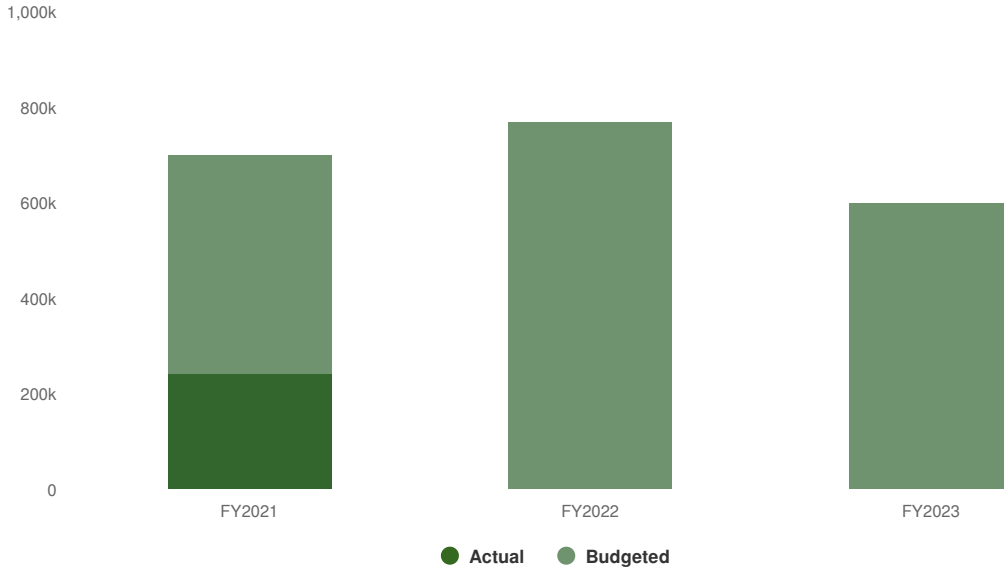
**Workload and Performance Indicators:**

<b>Type of Request (Days to Close)</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Animals	N/A	N/A	N/A	6 (5.0 days)	4 (19.8 days)
Drainage	N/A	N/A	N/A	16 (23.3 days)	19 ( 22.6 days)
Landscaping	N/A	N/A	N/A	45 (26.2 days)	40 (10.8 days)
Other	N/A	N/A	N/A	33 (29.5 days)	43 (35.9 days)
Road Condition	N/A	N/A	N/A	53 (37.2 days)	56 (16.0 days)
Roadway Traffic	N/A	N/A	N/A	39 (66.8 days)	29 (55.6 days)
Trash	N/A	N/A	N/A	29 (7.6 days)	29 (8.7 days)
Water & Sewer	N/A	N/A	N/A	14 (9.9 days)	12 (5.4 days)

# Expenditures Summary

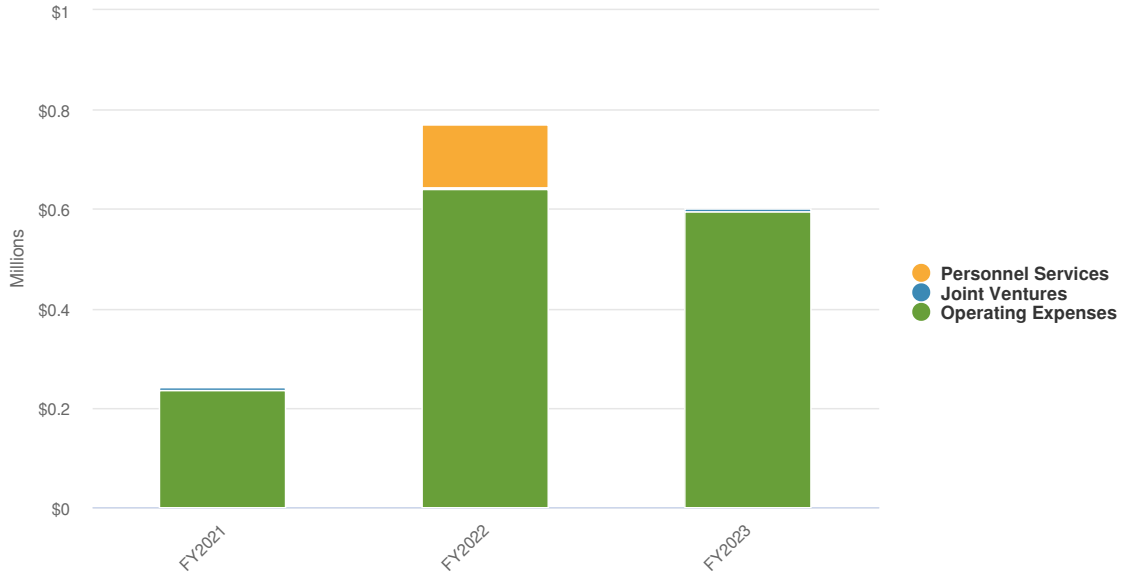
**\$600,000** **-\$171,000**  
(-22.18% vs. prior year)

## Physical Environment Proposed and Historical Budget vs. Actual

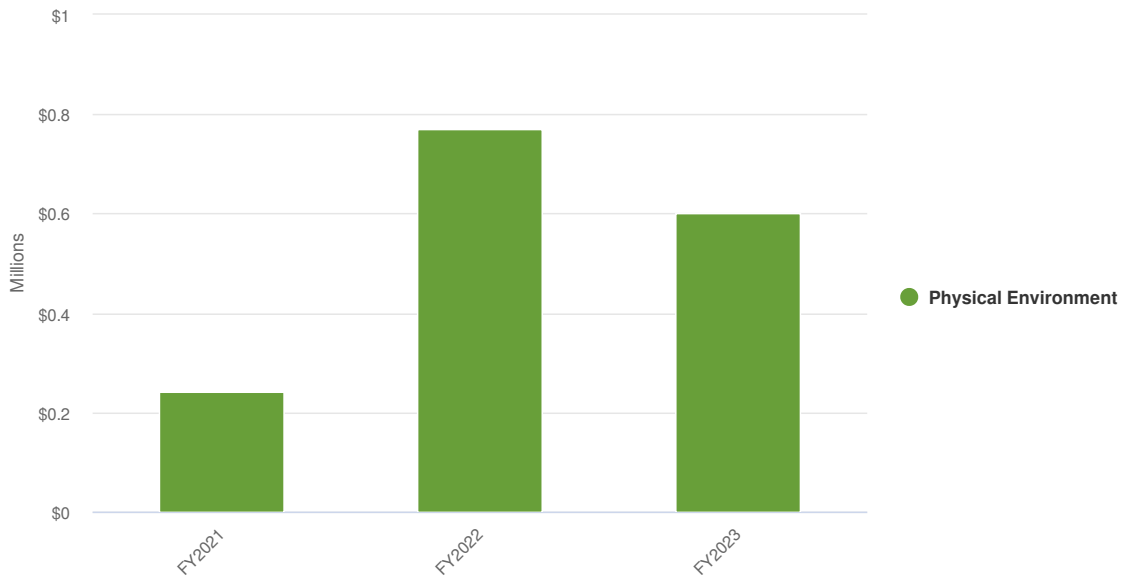


# Expenditures by Expense Type

## Physical Environment Budgeted and Historical Expenditures by Expense Type



## Budgeted and Historical Expenditures by Function



Name	FY2021 Actual	FY2022 Adopted	FY2022 Amended	FY2022 Projected	FY2023 Adopted	FY2022 Amended vs. FY2023 Budgeted (% Change)
<b>Expenditures</b>						
<b>Physical Environment</b>						
<b>Public Works</b>						
Regular Salaries & Wages	\$0	\$87,800	\$87,800	\$0	\$0	-100%
FICA Taxes	\$0	\$6,700	\$6,700	\$0	\$0	-100%
Retirement Contributions	\$0	\$9,200	\$9,200	\$0	\$0	-100%
Insurance	\$0	\$19,400	\$19,400	\$0	\$0	-100%
Workers Compensation	\$0	\$2,600	\$2,600	\$0	\$0	-100%
Unemployment Compensation	\$0	\$300	\$300	\$0	\$0	-100%
Flood Plain-Com Rating System	\$16,824	\$150,000	\$150,000	\$10,425	\$150,000	0%
NPDES Compliance	\$0	\$10,000	\$10,000	\$0	\$5,000	-50%
Water Level & Quality Monitor	\$72,697	\$130,000	\$130,000	\$63,605	\$100,000	-23.1%
Estero River Sediment Analysis	\$0	\$30,000	\$30,000	\$0	\$20,000	-33.3%
Community Monitoring	\$0	\$20,000	\$20,000	\$275	\$20,000	0%
Miscellaneous Stormwater Maint	\$13,826	\$300,000	\$300,000	\$338,664	\$300,000	0%
Estero River Maintenance	\$250	\$0	\$0	\$0	\$0	0%
Miscellaneous Stormwater Maint	\$132,511	\$0	\$0	\$0	\$0	0%
Water Quality Joint Advocacy	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	0%
<b>Total Public Works:</b>	<b>\$241,108</b>	<b>\$771,000</b>	<b>\$771,000</b>	<b>\$417,969</b>	<b>\$600,000</b>	<b>-22.2%</b>
<b>Total Physical Environment:</b>	<b>\$241,108</b>	<b>\$771,000</b>	<b>\$771,000</b>	<b>\$417,969</b>	<b>\$600,000</b>	<b>-22.2%</b>
<b>Total Expenditures:</b>	<b>\$241,108</b>	<b>\$771,000</b>	<b>\$771,000</b>	<b>\$417,969</b>	<b>\$600,000</b>	<b>-22.2%</b>



# Transportation/Public Works

**Function:**

Public Works – Transportation is responsible for maintenance, construction, operations and engineering support for the Village’s roadway infrastructure, which includes roads, bridges, and roadway storm water systems, etc. It is also responsible for the preparation, implementation, execution and tracking of the capital improvements related to transportation. This include responding to citizens requests for action as they related to the environment and stormwater.

**History:**

2015	2017	2018	2019	2020	2021
Lee County provides transportation services, via contract, for the <u>2015 &amp; 2016 fiscal years.</u>	Village assumes road ownership and capital & maintenance duties from Lee County on <u>January 7</u>	Broadway Ave W Culvert Replacement Completed <u>December 2018</u>	US-41 median landscaping project begins on <u>June 19</u>	US-41 Median landscaping installation completed	Estero Parkway Roadway Improvements completed
	Village implements an online resident request system on <u>January 7</u>		I-75 at Corkscrew Road interchange improvement project begins on <u>October 16</u>	Trailside Drive & Poinciana Ave resurfacing completed	
	Village implements data metrics on <u>January 7</u>			Estero High/Williams Rd Turn Lanes completed	

**Strategic Planning:**

The Village of Estero completed a Village wide traffic study in 2017. Provided below is a summary of the Traffic Study’s findings.

The Area-Wide Traffic Study included an analysis of the existing and projected future roadway and intersection conditions. The results of the analysis are outlined in more detail in the report.

The roadway analysis indicates that Corkscrew Road from Three Oaks Parkway to Bella Terra Boulevard is anticipated to operate over capacity in future conditions during the p.m. peak hour. Since the completion of the study Lee County has started construction on the widening of Corkscrew Road, which will address the future capacity issues.

The intersection analysis for this study indicates several intersections within The Village of Estero are currently operating with approaches at an unacceptable level of service during the a.m. peak-hour and/or p.m. peak-hour including the following:

- o Corkscrew Road & Bella Terra Boulevard – Improvements under construction
- o Corkscrew Road & Cypress Shadows Boulevard – Improvements under construction
- o Corkscrew Road & Ben Hill Griffin Parkway – Improvements under construction
- o Corkscrew Road & I-75 Northbound Ramps – Improvements completed in 2022
- o Corkscrew Road & I-75 Southbound Ramps – Improvements completed in 2022
- o Corkscrew Road & Three Oaks Parkway
- o Corkscrew Road & US 41
- o US 41 & Estero Parkway
- o US 41 & Broadway
- o US 41 & Pelican Sound Drive
- o US 41 & Williams Road
- o US 41 & Fountain Lakes Boulevard

Programmed improvements that are anticipated within the ten-year analysis period of this study, from the FDOT, Lee County DOT, Village of Estero, and various development were included in the analysis.

In addition to the existing intersection deficiencies, the future (2027) analysis indicates the following intersection is anticipated to operate unacceptably during the p.m. peak hour period.

- Corkscrew Road & Bella Terra Boulevard – Improvements under construction
- Coconut Road & Three Oaks Parkway

The following potential improvements were recommended to correct existing and future deficiencies (when warranted), for study area intersections in order to improve operations:

- Create median storage for the northbound left-turn at the intersection of Corkscrew Road & Cypress Shadows Boulevard – Improvements completed
- Extend the southbound left-turn lane at Corkscrew Road & Ben Hill Griffin Parkway and re-time the intersection – Improvements under construction
- Provide interim safety improvements at the intersection of Corkscrew Road & Corkscrew Woodlands Boulevard – Intersection closure expected late 2022
- Re-time intersection, extend the eastbound left-turn lane at Corkscrew Road & Three Oaks Parkway, and add an additional northbound right-turn lane (for dual northbound right-turn lanes), depending on available right-of way
- Re-time the intersection of US 41 & Corkscrew Road and add an additional westbound right-turn lane (for dual westbound right-turn lanes), depending on available right-of way
- Re-time the intersection of US 41 & Estero Parkway and explore the possibility of an additional westbound right-turn (for dual westbound right-turns)
- Add a right-turn lane at the intersection of US 41 & Williams Road and extend the eastbound left-turn lane (along with the closure of the driveway on the west leg of Williams Road)
- Signalize the intersection of US 41 & Fountain Lakes Boulevard (when warranted)
- Re-time the intersection of Three Oaks Parkway & Coconut Road including changing the signal cycle length

The safety analysis indicated that the study intersection signals appear to be in good shape as far as backplates, borders, and signal heads. It is recommended to confirm with Lee County DOT that the signal clearance interval times (yellow and all-red times) are adequate. It is also recommended to consider pavement friction improvements if skid numbers or visual inspection show poor pavement at the intersections of Ben Hill Griffin Parkway & Estero Parkway and Three Oaks Parkway & Williams Road. It is also recommended to consider lighting improvements at the intersection of Ben Hill Griffin Parkway & Estero Parkway and Three Oaks Parkway & Estero Parkway (Lighting improvements have been completed).

The public works department handles the requests for action (RFA) received by the Village related to public infrastructure. The Villages tracks RFA regarding Animals, Drainage, Landscaping, Road Condition, Roadway Traffic, Trash, Water & Sewer, and Other.

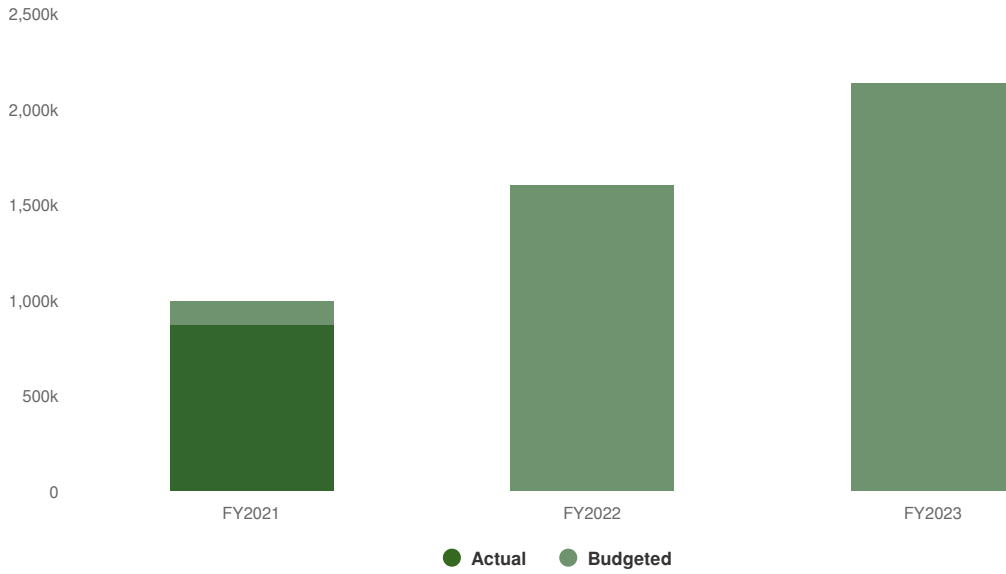
### **Workload and Performance Indicators:**

See Physical Environment Cost Center.

# Expenditures Summary

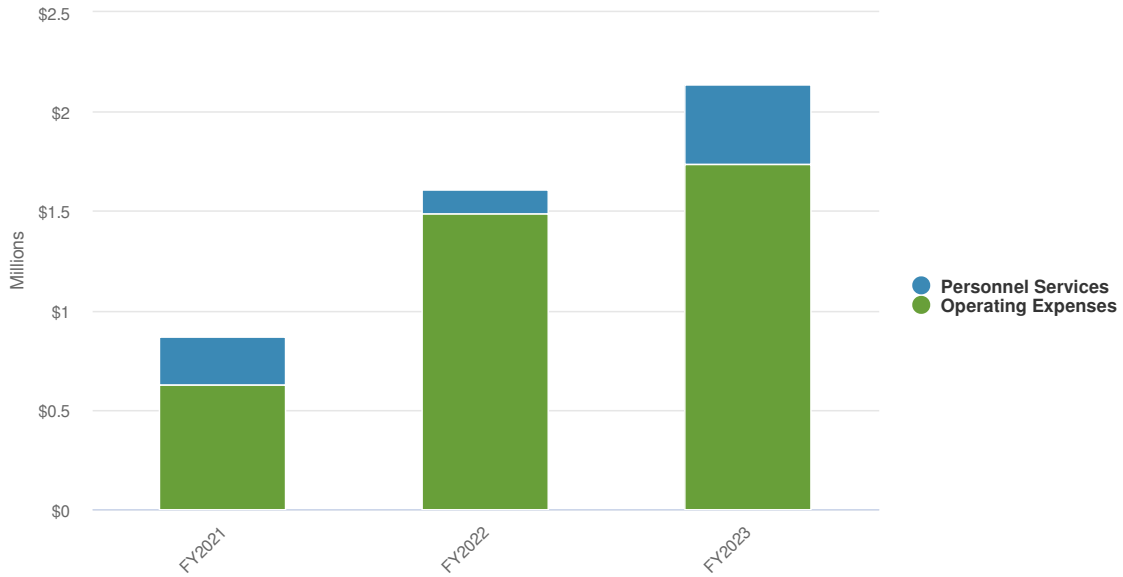
**\$2,136,170** **\$531,018**  
(33.08% vs. prior year)

## Transportation Proposed and Historical Budget vs. Actual



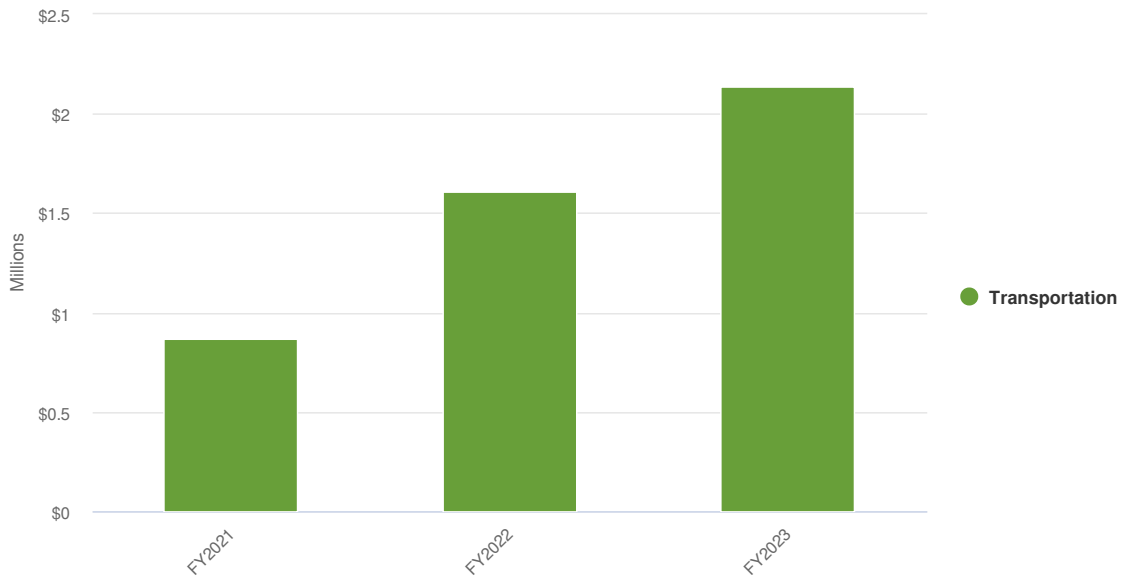
# Expenditures by Expense Type

## Transportation Budgeted and Historical Expenditures by Expense Type



# Transportation

## Budgeted and Historical Expenditures by Function



Name	FY2021 Actual	FY2022 Adopted	FY2022 Amended	FY2022 Projected	FY2023 Adopted	FY2022 Amended vs. FY2023 Budgeted (% Change)
<b>Expenditures</b>						
<b>Transportation</b>						
<b>Public Works Transportation</b>						
Regular Salaries & Wages	\$0	\$79,800	\$79,800	\$169,714	\$301,300	277.6%
Public Works Wages	\$172,861	\$0	\$0	\$0	\$0	0%
FICA Taxes	\$12,652	\$6,100	\$6,100	\$11,787	\$22,000	260.7%
Retirement Contribution	\$13,111	\$8,400	\$8,400	\$12,849	\$20,600	145.2%
Group Insurance	\$39,035	\$19,400	\$19,400	\$39,096	\$44,900	131.4%
Worker's Compensation	\$4,439	\$2,600	\$2,600	\$3,626	\$8,700	234.6%
Unemployment Compensation	\$590	\$300	\$300	\$527	\$900	200%
Traffic Counts	\$11,763	\$16,500	\$16,500	\$24,985	\$16,500	0%
Misc Professional Services	\$84,942	\$60,000	\$60,000	\$1,616	\$60,000	0%
Misc Engineering Srvc	\$46,711	\$0	\$0	\$0	\$0	0%
Misc Construction Services	\$29,850	\$60,000	\$60,000	\$17,133	\$60,000	0%
Bridge Maintenance	\$0	\$10,000	\$10,000	\$0	\$10,000	0%
Guardrail Maintenance	\$0	\$0	\$0	\$767	\$0	0%
Irrigation Maintenance	\$8,763	\$0	\$0	\$15,823	\$0	0%
Landscape Maintenance	\$51,000	\$152,500	\$152,500	\$108,993	\$152,500	0%
Mowing Maintenance	\$108,425	\$0	\$0	\$46,484	\$0	0%
Ditch Maintenance	\$2,500	\$0	\$0	\$7,664	\$0	0%
Sidewalk Maintenance	\$0	\$0	\$0	\$23,802	\$0	0%
Street Light Maintenance	\$11,296	\$80,400	\$80,400	\$0	\$50,000	-37.8%
Street Sweeping Services	\$19,000	\$22,000	\$22,000	\$11,627	\$22,000	0%
Traffic Sign Maintenance	\$4,989	\$5,000	\$5,000	\$3,366	\$5,000	0%
Traffic Signal Maintenance	\$45,143	\$0	\$0	\$6,852	\$6,000	N/A
Right-of-Way Permit Review	\$16,904	\$20,000	\$20,000	\$13,427	\$20,000	0%
Railroad Maintenance	\$18,000	\$18,000	\$18,000	\$24,000	\$150,000	733.3%
Misc Traffic Safety Projects	\$8,163	\$0	\$0	\$0	\$0	0%
Misc Landscape Projects	\$5,588	\$0	\$0	\$36,433	\$20,000	N/A
Sandy Lane Bridge Maint/Access	\$24,818	\$0	\$0	\$20,655	\$0	0%
Resurf/Drainage-Poinciana Trail	\$51,857	\$0	\$0	\$0	\$0	0%
Road Maintenance	\$2,040	\$250,000	\$250,000	\$8,373	\$250,000	0%
US41 Traffic Signal Maint	\$0	\$30,000	\$30,000	\$0	\$30,000	0%
US41 Landscape Maint	\$0	\$333,026	\$333,026	\$179,290	\$333,000	0%
Estero Parkway Landscape Maint	\$0	\$364,856	\$364,856	\$235,078	\$486,500	33.3%
Travel	\$2,992	\$5,000	\$5,000	\$3,010	\$5,000	0%
Communications	\$499	\$500	\$500	\$554	\$500	0%
Utilities	\$53,590	\$35,270	\$35,270	\$55,107	\$35,270	0%

Name	FY2021 Actual	FY2022 Adopted	FY2022 Amended	FY2022 Projected	FY2023 Adopted	FY2022 Amended vs. FY2023 Budgeted (% Change)
Equipment & leases	\$2,604	\$2,500	\$2,500	\$2,500	\$2,500	0%
Street Light Insurance	\$12,857	\$16,500	\$16,500	\$12,857	\$16,500	0%
Operating Supplies	\$1,730	\$3,000	\$3,000	\$4,986	\$3,000	0%
Books, Publications & Members	\$435	\$1,500	\$1,500	\$1,347	\$1,500	0%
Training	\$427	\$2,000	\$2,000	\$465	\$2,000	0%
<b>Total Public Works Transportation:</b>	<b>\$869,574</b>	<b>\$1,605,152</b>	<b>\$1,605,152</b>	<b>\$1,104,793</b>	<b>\$2,136,170</b>	<b>33.1%</b>
<b>Total Transportation:</b>	<b>\$869,574</b>	<b>\$1,605,152</b>	<b>\$1,605,152</b>	<b>\$1,104,793</b>	<b>\$2,136,170</b>	<b>33.1%</b>
<b>Total Expenditures:</b>	<b>\$869,574</b>	<b>\$1,605,152</b>	<b>\$1,605,152</b>	<b>\$1,104,793</b>	<b>\$2,136,170</b>	<b>33.1%</b>

# Animal Control

**Function:**

Animal Services are provided via an interlocal agreement with Lee County and provide animal control services through education, enforcement of laws and ordinances, community complaint resolution, and programs and services that include lost and found pets, adoptions, low-cost spay/neuter assistance and sheltering of stray and abused animals.

**History:**

The Village, operating under the “government lite” mode, has a need for contractual assistance across a variety of disciplines. Animal Control is one such discipline. So, the Village has contracted with Lee County Animal Services, as multiple cities do in Lee County, to provide this service for Estero residents.

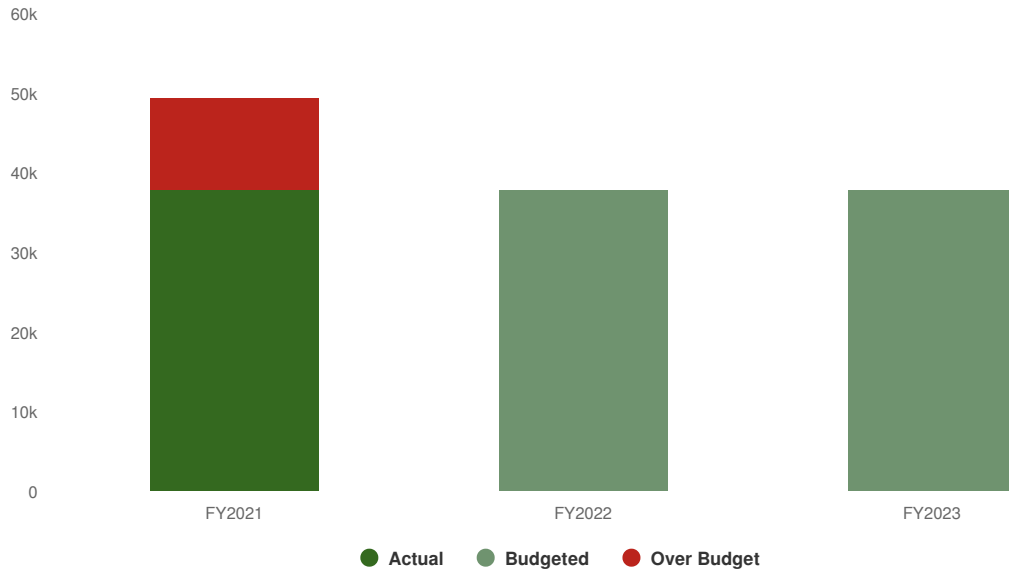
**Workload and Performance Indicators:**

Type of Request (Days to Close)	2017	2018	2019	2020	2021
Animals	N/A	N/A	N/A	6 (5.0 days)	4 (19.8 days)

# Expenditures Summary

**\$38,000** **\$0**  
(0.00% vs. prior year)

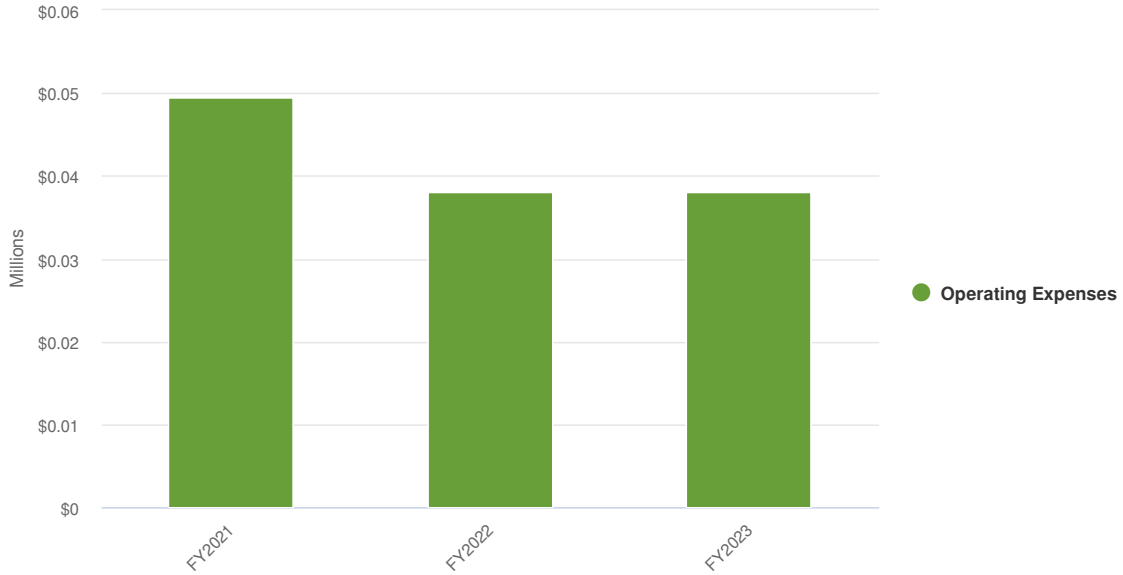
## Animal Control Proposed and Historical Budget vs. Actual





# Expenditures by Expense Type

## Animal Control Budgeted and Historical Expenditures by Expense Type



## Animal Control

Name	FY2021 Actual	FY2022 Adopted	FY2022 Amended	FY2022 Projected	FY2023 Adopted	FY2022 Amended vs. FY2023 Budgeted (% Change)
<b>Expenditures</b>						
<b>Human Services</b>						
<b>Animal Control</b>						
Lee Cty Animal Control Svcs	\$49,523	\$38,000	\$38,000	\$0	\$38,000	0%
<b>Total Animal Control:</b>	<b>\$49,523</b>	<b>\$38,000</b>	<b>\$38,000</b>	<b>\$0</b>	<b>\$38,000</b>	<b>0%</b>
<b>Total Human Services:</b>	<b>\$49,523</b>	<b>\$38,000</b>	<b>\$38,000</b>	<b>\$0</b>	<b>\$38,000</b>	<b>0%</b>
<b>Total Expenditures:</b>	<b>\$49,523</b>	<b>\$38,000</b>	<b>\$38,000</b>	<b>\$0</b>	<b>\$38,000</b>	<b>0%</b>

# Parks & Recreation

**Function:**

Parks and Recreation is responsible for park facilities within the Village. Currently, the Village owns several plots of land and provides programming via the YMCA.

**History:**

2018	2019	2020
Village agrees to purchase Estero on the River Property (62 acres along Estero River) on <u>September 20</u>	Village receives, via donation, the Happehatchee Center on <u>December 18</u> . This is a 5 acre strip of land between the Village-owned Estero on the River parcel.	The Village enters into a maintenance and programming contract with the YMCA for the Happehatchee site (now called "Camp Estero") on <u>June 17</u> . Programming begins onsite.

**Strategic Planning:**

Provided below is the executive summary from the Village Inaugural Parks, Recreation and Open Space Master Plan, which was adopted in 2020 (the text of this summary is provided below, while accompanying graphics may be found in the full report).

The Village of Estero selected Barth Associates to develop the Village’s first Parks, Recreation, and Open Space Master Plan in summer 2018. The Master Plan assessed the current conditions, identified and prioritized recreation and open space needs and desires of the community, and addressed future opportunities related to the Estero Community Park and other existing parks. The Parks Master Plan was completed in four phases:

- o Phase 1- Existing Conditions Analysis
- o Phase 2- Needs and Priorities Assessment
- o Phase 3- Long-Range Vision
- o Phase 4- Implementation Strategy and Final Master Plan

**1. Existing Conditions Analysis**

The Village has thousands of acres of public and private natural areas that are protected as State parks, public lands or private preserve areas. These areas offer tremendous ecological, environmental, recreational and community benefits to the Village. The majority of residents live in planned neighborhoods that provide private recreation and amenity areas. There is also a large community park (Estero Community Park) run by Lee County, and another community park (Three Oaks Park) nearby.

The Village has been incorporated for only 5 years and does not own any park or recreation lands. The Village recently purchased approximately 66 acres of land along the Estero River. At the time of this report the property was not yet used for parks, recreation or open space. But, it may likely be used for park and open space in the future. The Village’s population is currently growing at approximately 2.9% per year, which is well above the national annual growth rate. The Village has a median age of 61.3 years old and is projected to continue its current aging trend. Over the next 15 years, the 55+ population is expected to grow to represent nearly two-thirds of the Village’s total population. This is largely due to increased life expectancies and the remainder of the Baby Boomer generation shifting into the senior age groups.

**2. Existing Parks and Recreation System**

Even though the Village does not currently own any parks or recreation areas, residents have access to a wide variety of parks and recreation facilities. The existing parks and recreation system is comprised of the following “subsystems”, including both public and private facilities as shown on the following map:

- o Local and Community Parks (County, State, Homeowner Associations)
- o Recreation Centers (County, Homeowner Associations)
- o Athletics Fields (County, School District, Homeowner Associations)
- o Trails and Bikeways (Village, Homeowner Associations, County, State)
- o Natural Lands (State, County, Homeowner Associations)
- o Aquatics (County, Homeowner Associations)
- o Water Access (County, State, Homeowner Associations)
- o Programs (Villa

### 3. Needs and Priorities Assessment

Barth Associates uses a mixed-methods, triangulated approach to needs assessments. Mixed-methods research combines the use of primary data collected through the planning process, and secondary data from other sources such as census data and previous reports. The primary data includes both quantitative and qualitative research techniques and data.

The term *triangulation* refers to the comparison of findings from the various techniques to identify consistent themes and top priorities. For example, the findings from the mail/ telephone survey – the most statistically valid, quantitative technique available – are compared to the findings from the other techniques to identify consistent priorities. Specific needs assessment techniques used for the Village of Estero parks and recreation system included a Statistically-Representative Mail/Telephone Survey, On-line Survey, Level-of-Service Analysis, Interviews and Focus Groups, and a Public Open House.

Over 800 people participated in the needs assessment process. Based on a review of the findings from all of the needs assessment techniques, residents' top priorities include:

#### Facility Priorities

1. Natural Areas/Nature Parks
2. Multi-purpose Trails
3. Performance Arts Center
4. Sidewalks
5. Restrooms for Existing Parks
6. Community Gardens
7. Athletic Fields
8. Boating Access

#### Program Priorities

1. Community Special Events
2. Fitness/Wellness Programs
3. Nature Programs/Environmental Education
4. Senior Leisure Programs

### 4. Long-Range Vision

There are no state or national standards to guide the development of a long-range parks and recreation vision in response to residents' needs and priorities; each community must develop its own vision based on its values, priorities, and resources. Therefore, Village staff and consultants developed a long-range vision that:

- Leverages existing Village, county, state, federal, institutional, and private assets;
- Responds to residents' top priority needs;
- Reflects the Village's "government-light" philosophy;
- Is based on sound planning principles and aspirational level-of-service guidelines;
- Respects existing land development patterns and character.

The Village's vision for its parks and recreation system is to create:

- A high-quality, beautifully-maintained parks and recreation system that meets the needs of all Village residents including youth, families, adults, and retirees. The system will include parks, open space, and recreation areas owned by the Village, homeowner associations (HOAs), Lee County, the State of Florida, the Lee County School District, and other facility and program providers.

The Parks and Recreation System can be conceptualized as a network of interconnected "subsystems," each with its own guiding principles, primary and secondary providers, and service-delivery models. The Village's proposed subsystems include:

*See chart in report*

Each existing and proposed park and open space should be designed and maintained to be consistent with the character of the surrounding "hub", as illustrated below. For example, the Estero-on-the-River site should be designed to be compatible with the surrounding "Eco-Historical Hub", while the proposed school/park campus in the "Village Center Hub" should be designed as a high-density, active, urban civic space.

In addition to the Estero-on-the-River site and the School/Park campus, the long-range vision also includes:

- Recommendations for enhancement of the Estero River, and protection of other natural areas;

- Expansion of facilities and programs at the existing Estero Community Center, and the development of a new private fitness center in the proposed town center;
- Expansion and improvement of athletic fields at Estero Community Park;
- Continued expansion and improvements to the Village's bikeways, trails, and greenways system;
- Continued enhancement of opportunities for both motorized and non-motorized water access.

The long-range vision also includes recommendations for operations, maintenance, and programming of the Village's parks and recreation system, consistent with the Village's "government light" management philosophy. The vision for parks and recreation operations and programming is to act as a facilitator and coordinator of recreation programs and special events for Village residents, rather than as a direct service provider. This can be accomplished by collaborating with the County Parks and Recreation Department, the State Park, and others to provide recreation services for Village residents. For example, the Village could hire private instructors to provide indoor or outdoor programs or events at sites owned by an HOA, the Village, the County, State, or other agency. This will require a Recreation Program Plan for the Village that evaluates what programs exist today, who these programs are provided for, and how to provide additional programs in response to residents' needs. The program plan should evaluate the quality of existing programs and facilities as well to determine if the Village should help strengthen these programs and facilities financially where appropriate to give residents a better experience.

A notable recommendation is to hire a well-qualified, energetic parks and recreation professional – with proven recreational and parks experience – to serve as the Village's first parks and recreation staff, a "Recreation Partnering Coordinator" (RPC). The RPC would provide and manage recreation facilities, programs, and special events so that other service providers will respect and appreciate the value this position brings to the area. This position would focus on developing and implementing an approved recreation plan for the Village residents in coordination with the County Parks and Recreation staff and State Parks staff, as well as other recreation providers. Many of these programs can be supported by user fees, based on the value they offer to the user.

The vision is to also partner with other agencies to improve the quality of their facilities to meet Estero's standards. This has proven difficult in other communities; the City of Weston, for example, concluded that they need to own their own facilities in order to ensure a level of excellence in both design and maintenance. The challenge will be to not duplicate other providers, but to enhance recreational opportunities by either providing additional programs or facilities, and/or improving the quality of existing programs and facilities.

## **5. Implementation Strategy**

Parks and recreation projects prioritized by residents, staff, and consultants for implementation include:

- Estero-on-the River – Create Master Plan, develop site including trails
- Village Center, Community Park and School Campus – Create Master Plan for Village Center, including expanded and improved community park, additional athletic fields
- Performing Arts Center – Identify potential partners and sites
- Recreation Program Partner Coordinator – Hire an energetic parks and recreation professional to coordinate programs with partners
- Village Program Plan - Develop a Village Program Plan based on residents' needs (e.g. additional community special events, fitness/wellness programs, nature and environmental education programs, and senior leisure programs)
- Open Space – Protect and enhance natural areas, particularly along Estero River Greenway
- Bicycle and Pedestrian Connectivity – Continue implementing the Bicycle and Pedestrian Master Plan
- Boating Access – Continue seeking opportunities to improve both motorized and non-motorized boating access, e.g. water taxi from Koreshan to Mound Key and Lovers Key

It is anticipated that the Village will use a variety of techniques to implement these, and other components of the long-range vision, in a fiscally conservative manner consistent with the government-light philosophy. Forms of implementation may include the Village's Capital Improvements Plan (CIP) as funding becomes available; partnerships; challenge grants; local, state, and federal grants; updates to the Comprehensive Plan and Land Development Codes; impact fees; roadway funding; other "pay-as-you-go" and "borrowing" funding alternatives; user fees; and philanthropy, including the Estero Forever Foundation. Village Council will strategically prioritize individual park improvements and programs as part of the annual budgeting process, as funding or other opportunities permit.

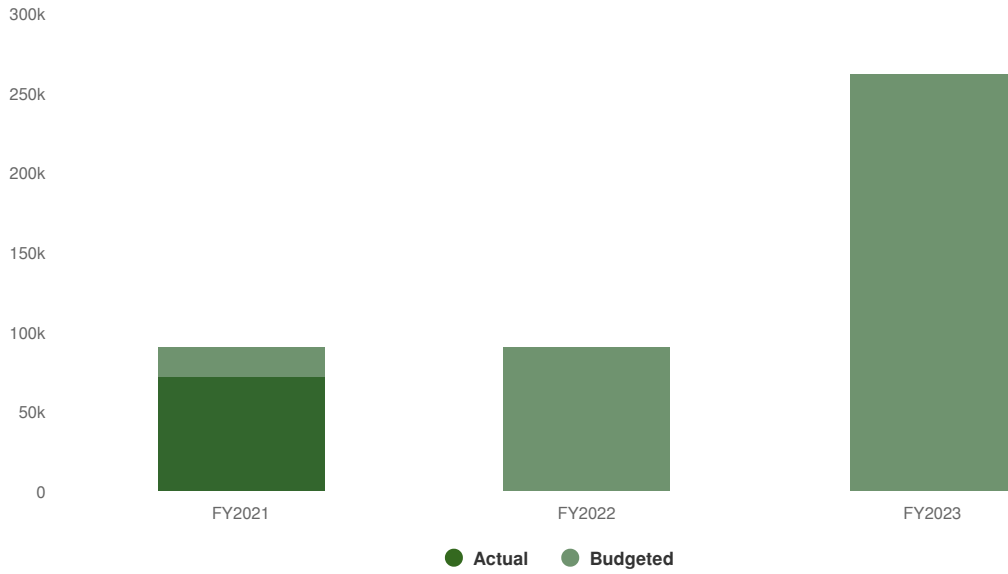
### **Workload and Performance Indicators:**

*None.*

# Expenditures Summary

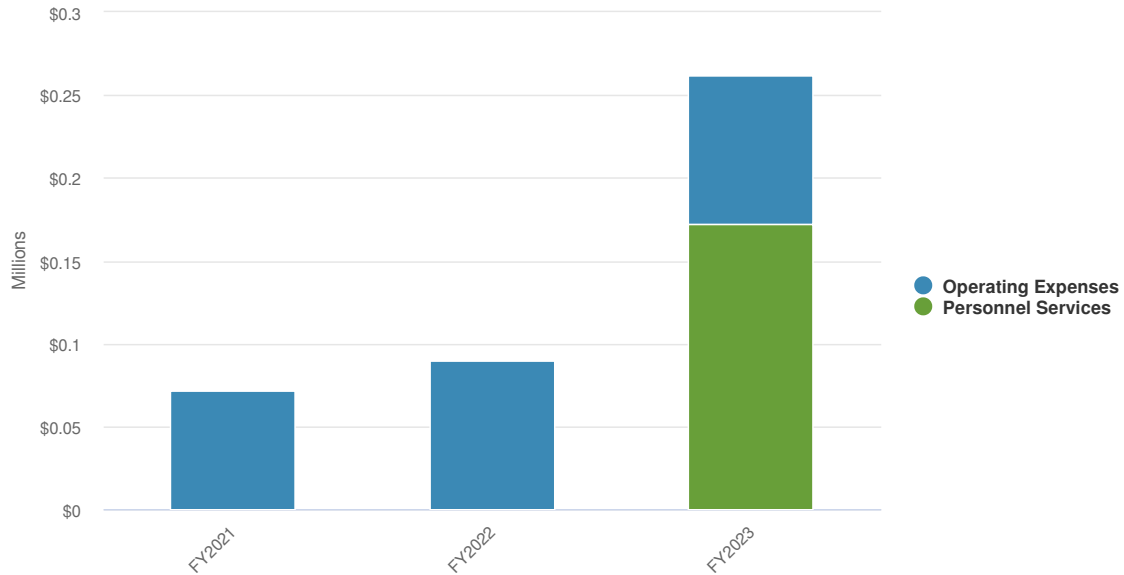
**\$262,000** **\$171,900**  
(190.79% vs. prior year)

## Parks & Recreation Proposed and Historical Budget vs. Actual



# Expenditures by Expense Type

## Parks & Recreation Budgeted and Historical Expenditures by Expense Type



## Parks & Recreation

Name	FY2021 Actual	FY2022 Adopted	FY2022 Amended	FY2022 Projected	FY2023 Adopted	FY2022 Amended vs. FY2023 Budgeted (% Change)
<b>Expenditures</b>						
<b>Culture &amp; Recreation</b>						
<b>Parks &amp; Recreation</b>						
Regular Salaries & Wages	\$0	\$0	\$0	\$0	\$115,000	N/A
FICA Taxes	\$0	\$0	\$0	\$0	\$8,800	N/A
Retirement Contributions	\$0	\$0	\$0	\$0	\$14,400	N/A
Group Insurance	\$0	\$0	\$0	\$0	\$30,000	N/A
Worker's Compensation	\$0	\$0	\$0	\$0	\$3,400	N/A
Unemployment Compensation	\$0	\$0	\$0	\$0	\$300	N/A
YMCA Operating Agreement	\$62,630	\$63,000	\$63,000	\$62,092	\$63,000	0%
Utilities	\$6,127	\$6,000	\$6,000	\$5,000	\$6,000	0%
Equipment Rent & Leases	\$559	\$1,100	\$1,100	\$767	\$1,100	0%
Repairs & Maint	\$2,530	\$20,000	\$20,000	\$2,500	\$20,000	0%
<b>Total Parks &amp; Recreation:</b>	<b>\$71,845</b>	<b>\$90,100</b>	<b>\$90,100</b>	<b>\$70,359</b>	<b>\$262,000</b>	<b>190.8%</b>
<b>Total Culture &amp; Recreation:</b>	<b>\$71,845</b>	<b>\$90,100</b>	<b>\$90,100</b>	<b>\$70,359</b>	<b>\$262,000</b>	<b>190.8%</b>
<b>Total Expenditures:</b>	<b>\$71,845</b>	<b>\$90,100</b>	<b>\$90,100</b>	<b>\$70,359</b>	<b>\$262,000</b>	<b>190.8%</b>

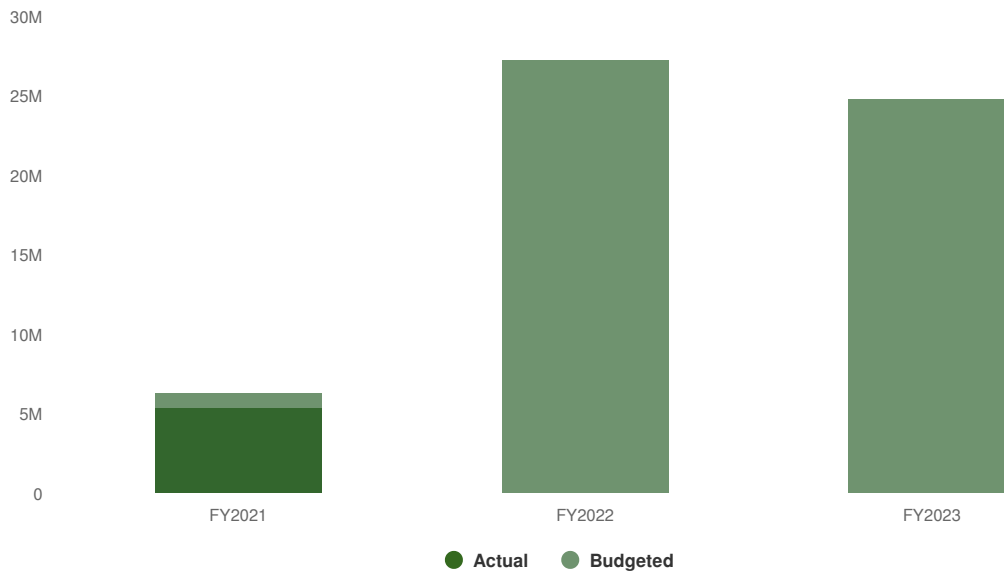
## Transfers to Other Funds

The Transfer to the Capital Projects fund is required to fund the Capital Improvement Plan approved by the Council. In fiscal 2023, there are no transfers required to the Debt Service Fund as the Village paid off the 2019 Revenue Note in FY 2022 which was 7 years prior to the original term.

## Expenditures Summary

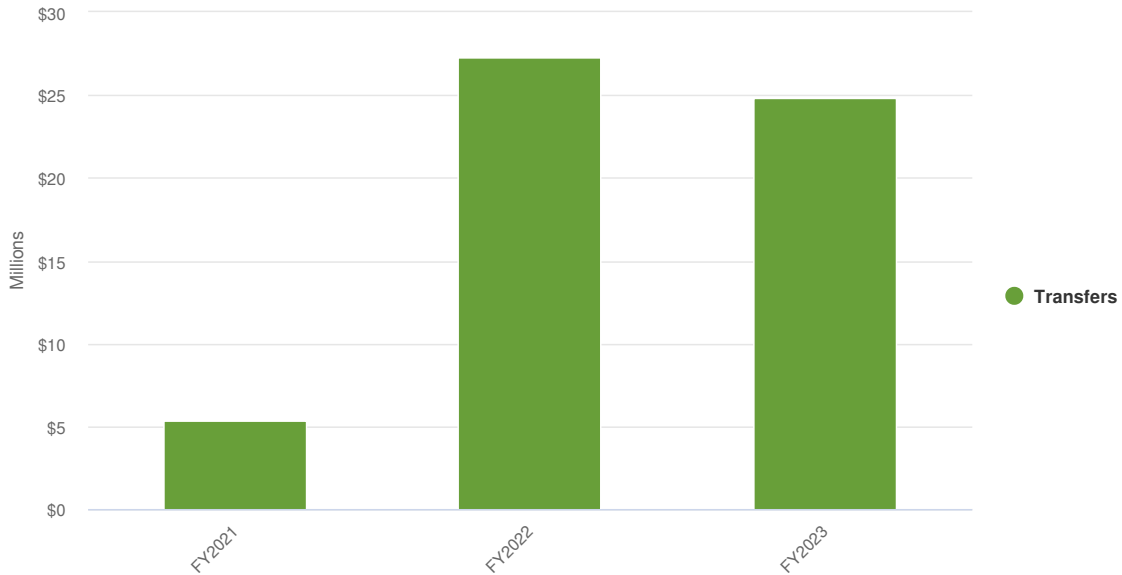
**\$24,817,030** **-\$2,439,503**  
(-8.95% vs. prior year)

### Transfers Proposed and Historical Budget vs. Actual



# Expenditures by Expense Type

## Transfers Budgeted and Historical Expenditures by Expense Type



## Transfers to Other Funds

Name	FY2021 Actual	FY2022 Adopted	FY2022 Amended	FY2022 Projected	FY2023 Adopted	FY2022 Amended vs. FY2023 Budgeted (% Change)
<b>Expenditures</b>						
<b>Transfers</b>						
<b>Transfers</b>						
Gen Fd Trans to Debt Service	\$2,515,197	\$2,515,800	\$12,360,133	\$12,359,424	\$0	-100%
Gen Fd Trans to Cap Projects	\$2,849,019	\$4,447,800	\$14,896,400	\$6,186,489	\$24,817,030	66.6%
Transfer to Driving Range Fund	\$0	\$0	\$0	\$4,400,000	\$0	0%
<b>Total Transfers:</b>	<b>\$5,364,216</b>	<b>\$6,963,600</b>	<b>\$27,256,533</b>	<b>\$22,945,913</b>	<b>\$24,817,030</b>	<b>-9%</b>
<b>Total Transfers:</b>	<b>\$5,364,216</b>	<b>\$6,963,600</b>	<b>\$27,256,533</b>	<b>\$22,945,913</b>	<b>\$24,817,030</b>	<b>-9%</b>
<b>Total Expenditures:</b>	<b>\$5,364,216</b>	<b>\$6,963,600</b>	<b>\$27,256,533</b>	<b>\$22,945,913</b>	<b>\$24,817,030</b>	<b>-9%</b>



## Building Fee Fund

The Community Development Department provides a comprehensive range of services to the public and the development community including, but not limited to, review of development proposals; building permits; changes to the Village's Comprehensive Plan and redevelopment plans; and compliance with Village ordinances. Building permit services operate within the Community Development Department.

The building section of Community Development provides information to the general public, as well as the development community relating to building permits, plan review, building inspections and building code requirements.

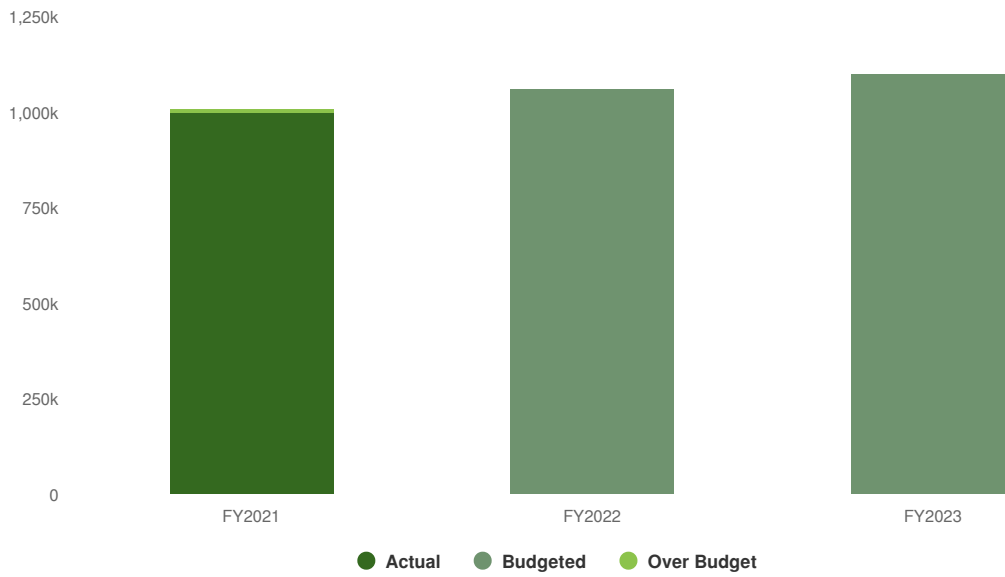
### *History:*

2016	2019	2020	2021
Village enters into contract with Calvin, Giordano and Associates (CGA) to provide community development services, including building services.	The Village begins the transition to accept fully digital permit applications and comes into full compliance with ADA digital accessibility guidelines.	The Village responds to the COVID-19 pandemic by continuing business via digital applications and paper application drop-offs, keeping both staff and the public safe while remaining productive. The Village reviews more permits during this challenging year than it did in 2019.	The Village receives approval to move forward with the procurement, purchase, and implementation of new building software, with the goal of improving customer service and staff efficiency, two tenets of the Village's "government lite" program.

## Revenues Summary

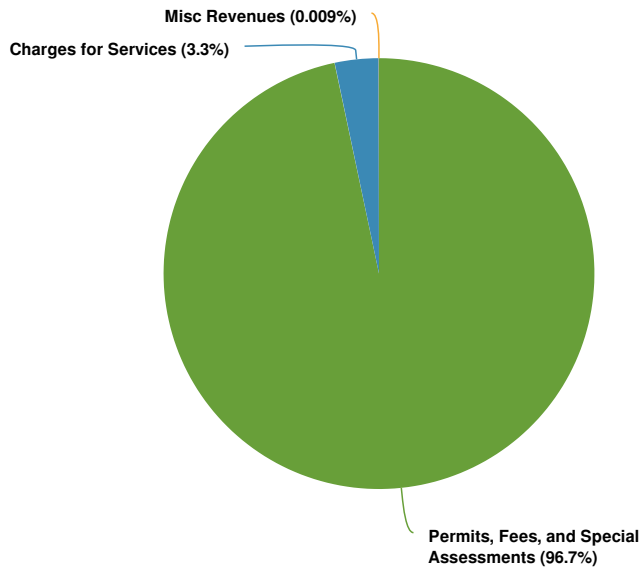
**\$1,102,000** **\$40,500**  
(3.82% vs. prior year)

### Building Fee Fund Revenues Budget vs. Actual

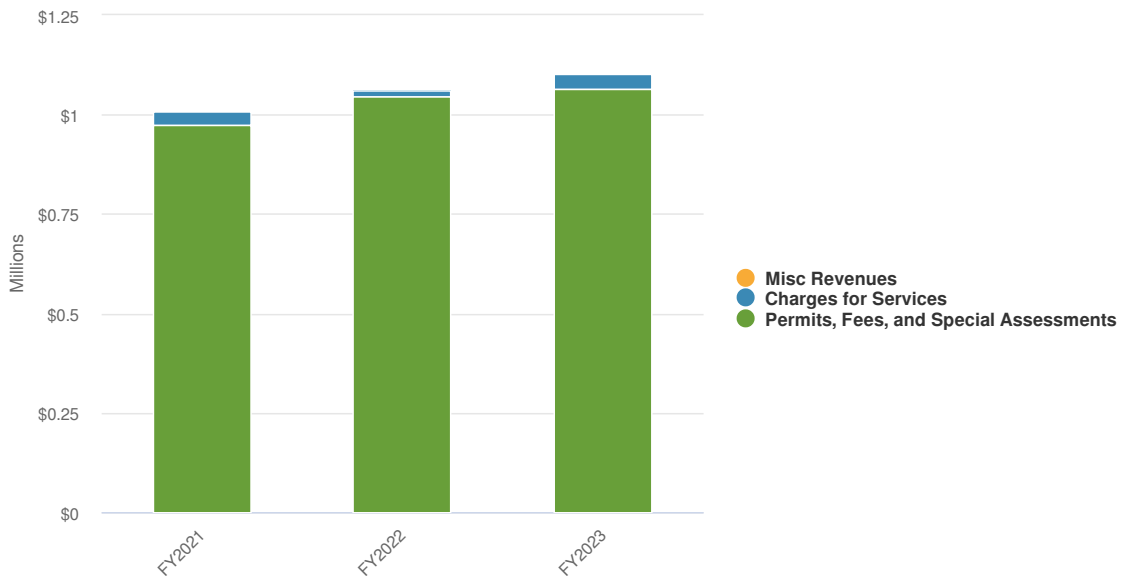


# Revenues by Source

## Building Fee Fund Budgeted Revenues by Source



## Building Fee Fund Budgeted and Historical 2023 Revenues by Source

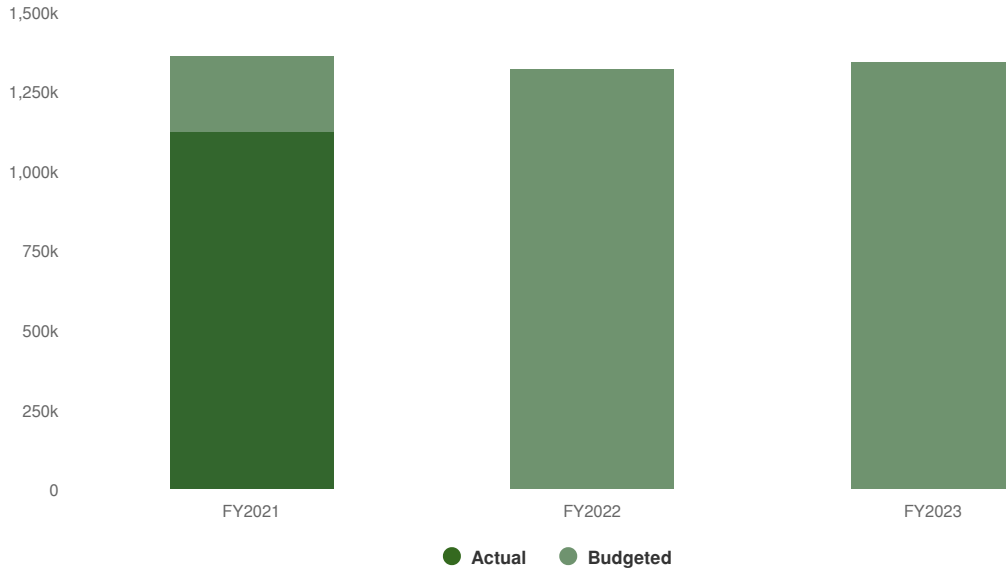


Name	FY2021 Actual	FY2022 Adopted	FY2022 Amended	FY2022 Projected	FY2023 Adopted	FY2022 Amended vs. FY2023 Budgeted (% Change)
<b>Revenue Source</b>						
<b>Permits, Fees, and Special Assessments</b>						
Building Fees	\$972,678	\$1,042,200	\$1,042,200	\$1,013,950	\$1,064,600	2.1%
Surcharge Fee Retained	\$2,890	\$3,300	\$3,300	\$929	\$1,000	-69.7%
<b>Total Permits, Fees, and Special Assessments:</b>	<b>\$975,568</b>	<b>\$1,045,500</b>	<b>\$1,045,500</b>	<b>\$1,014,879</b>	<b>\$1,065,600</b>	<b>1.9%</b>
<b>Charges for Services</b>						
Convenience Fee	\$33,961	\$15,000	\$15,000	\$35,252	\$36,300	142%
<b>Total Charges for Services:</b>	<b>\$33,961</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$35,252</b>	<b>\$36,300</b>	<b>142%</b>
<b>Misc Revenues</b>						
Interest income	\$161	\$1,000	\$1,000	\$115	\$100	-90%
<b>Total Misc Revenues:</b>	<b>\$161</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$115</b>	<b>\$100</b>	<b>-90%</b>
<b>Total Revenue Source:</b>	<b>\$1,009,690</b>	<b>\$1,061,500</b>	<b>\$1,061,500</b>	<b>\$1,050,246</b>	<b>\$1,102,000</b>	<b>3.8%</b>

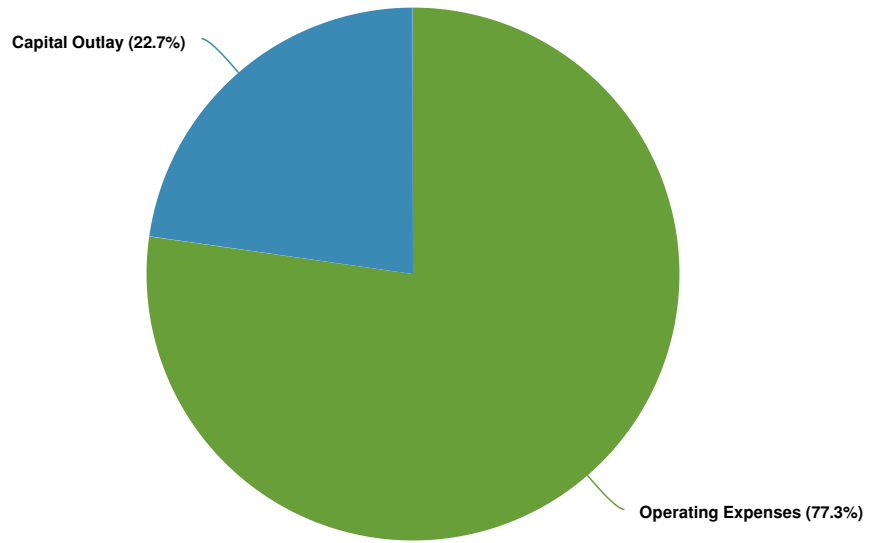
# Expenditures Summary

**\$1,342,000** **\$19,370**  
(1.46% vs. prior year)

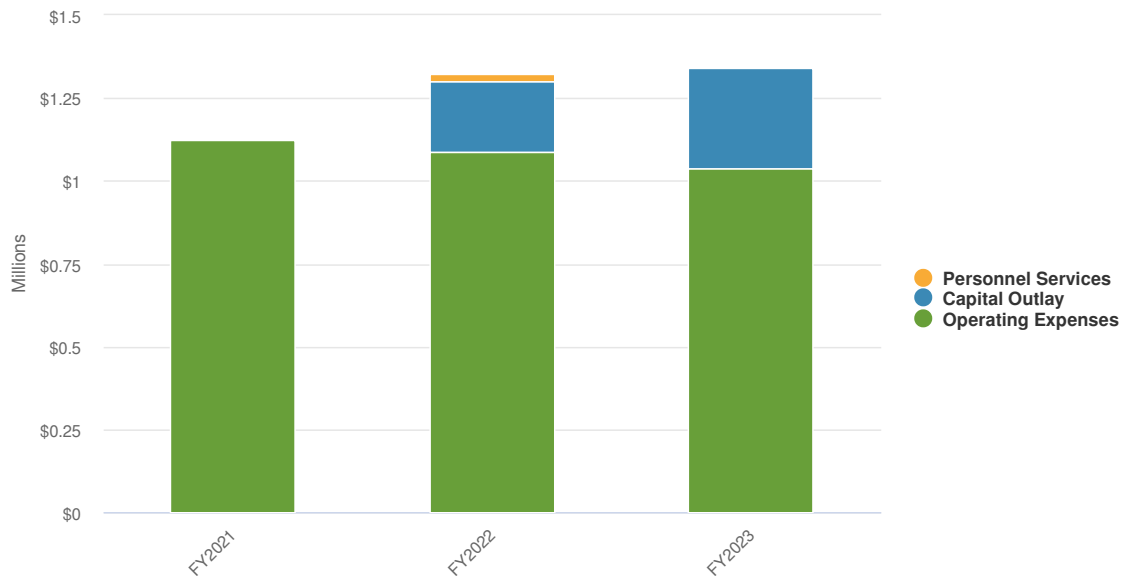
## Building Fee Fund Expenditures Budget vs. Actual



### Budgeted Expenditures by Expense Type



### Budgeted and Historical Expenditures by Expense Type



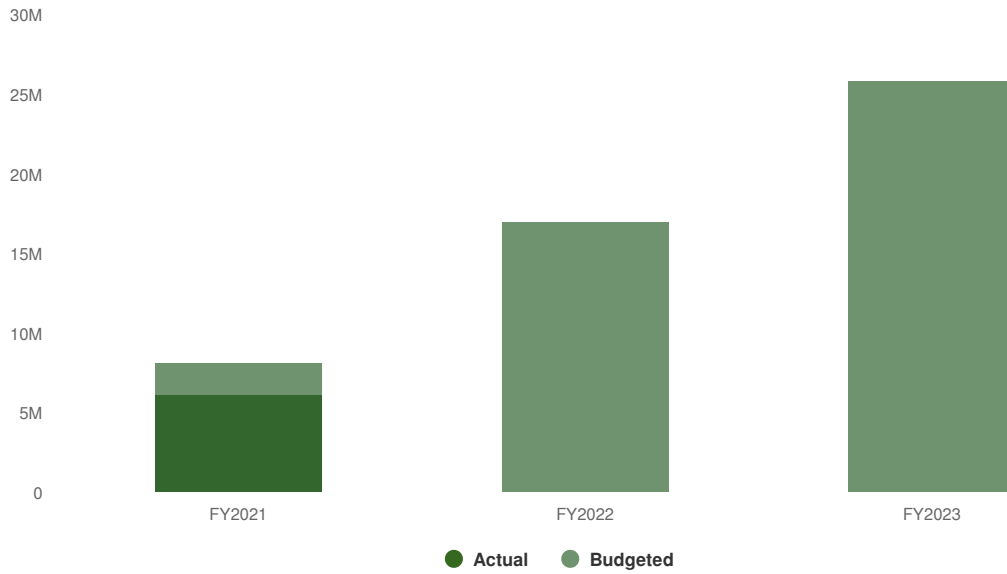
Name	FY2021 Actual	FY2022 Adopted	FY2022 Amended	FY2022 Projected	FY2023 Adopted	FY2022 Amended vs. FY2023 Budgeted (% Change)
<b>Expense Objects</b>						
<b>Personnel Services</b>						
Regular Salaries & Wages	\$0	\$12,100	\$12,100	\$0	\$0	-100%
FICA Taxes	\$0	\$1,000	\$1,000	\$0	\$0	-100%
Retirement Contributions	\$0	\$1,300	\$1,300	\$0	\$0	-100%
Insurance	\$0	\$6,200	\$6,200	\$0	\$0	-100%
Workers Compensation	\$0	\$500	\$500	\$0	\$0	-100%
Unemployment Compensation	\$0	\$200	\$200	\$0	\$0	-100%
<b>Total Personnel Services:</b>	<b>\$0</b>	<b>\$21,300</b>	<b>\$21,300</b>	<b>\$0</b>	<b>\$0</b>	<b>-100%</b>
<b>Operating Expenses</b>						
Building Service Contract	\$977,116	\$954,100	\$954,100	\$871,339	\$897,500	-5.9%
Laserfische Software	\$6,104	\$8,100	\$8,100	\$0	\$0	-100%
Building IT Contract Services	\$5,267	\$5,300	\$5,300	\$4,792	\$5,000	-5.7%
Records Imaging Services	\$15,309	\$0	\$0	\$0	\$0	0%
Inkforce Software	\$15,300	\$15,300	\$15,300	\$15,300	\$15,800	3.3%
Communications	\$1,561	\$1,400	\$1,400	\$1,600	\$1,600	14.3%
Freight & Postage	\$662	\$600	\$600	\$432	\$500	-16.7%
Utilities	\$2,682	\$3,000	\$3,000	\$2,875	\$3,000	0%
Equipment Lease	\$9,906	\$9,800	\$9,800	\$8,227	\$8,600	-12.2%
Office Lease-Corkscrew Palms	\$46,939	\$52,800	\$52,800	\$56,272	\$53,100	0.6%
Repairs & Maintenance	\$2,319	\$3,800	\$3,800	\$2,300	\$3,000	-21.1%
Credit Card Fees	\$34,975	\$27,800	\$27,800	\$37,434	\$38,600	38.8%
Office Supplies	\$2,697	\$3,000	\$3,000	\$2,032	\$2,100	-30%
Operating Supplies	\$1,449	\$4,800	\$4,800	\$7,949	\$8,200	70.8%
<b>Total Operating Expenses:</b>	<b>\$1,122,289</b>	<b>\$1,089,800</b>	<b>\$1,089,800</b>	<b>\$1,010,552</b>	<b>\$1,037,000</b>	<b>-4.8%</b>
<b>Capital Outlay</b>						
Capital outlay	\$0	\$211,530	\$211,530	\$50,600	\$305,000	44.2%
<b>Total Capital Outlay:</b>	<b>\$0</b>	<b>\$211,530</b>	<b>\$211,530</b>	<b>\$50,600</b>	<b>\$305,000</b>	<b>44.2%</b>
<b>Total Expense Objects:</b>	<b>\$1,122,289</b>	<b>\$1,322,630</b>	<b>\$1,322,630</b>	<b>\$1,061,152</b>	<b>\$1,342,000</b>	<b>1.5%</b>

# Capital Projects Fund

## Revenues Summary

**\$25,808,880**    **\$8,834,947**  
(52.05% vs. prior year)

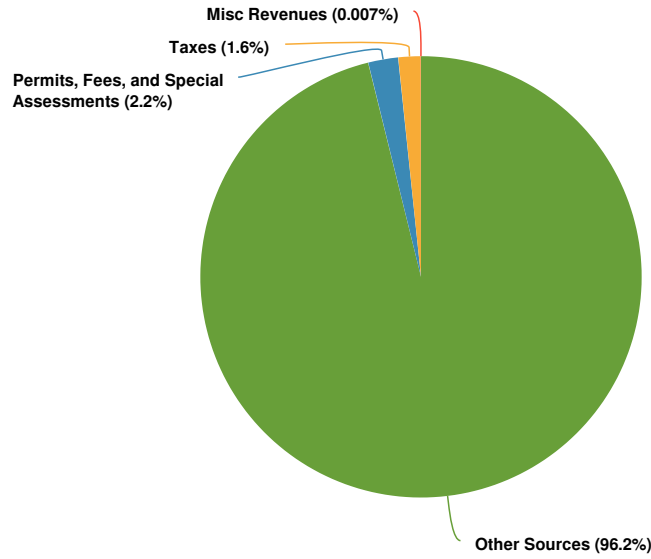
Capital Projects Fund Revenue Budget vs. Actual



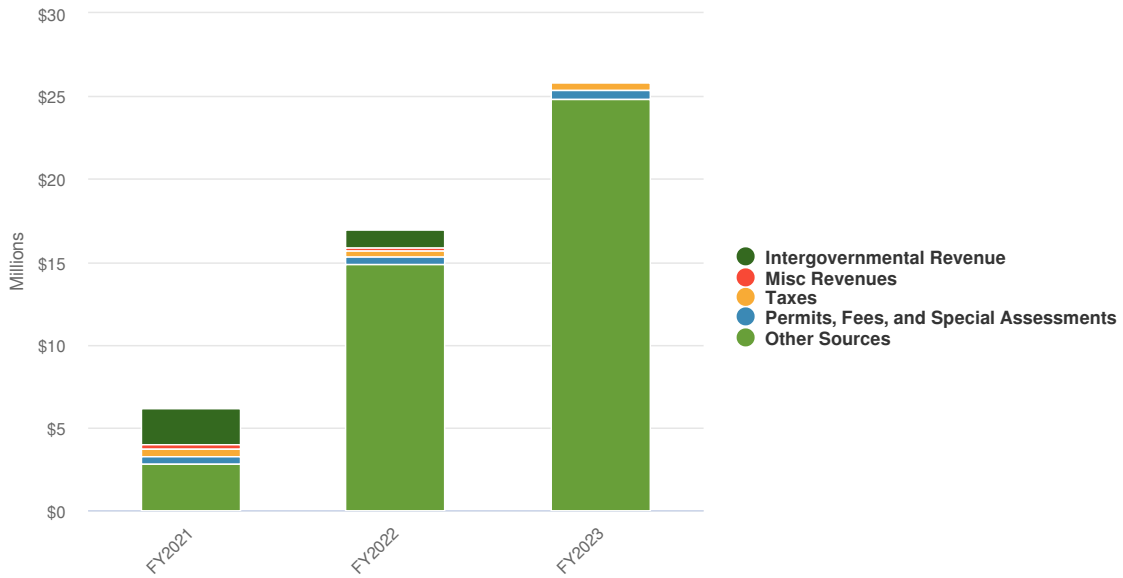


# Revenues by Source

## Capital Projects Fund Budgeted Revenues by Source



## Capital Projects Fund Budgeted and Historical 2023 Revenues by Source

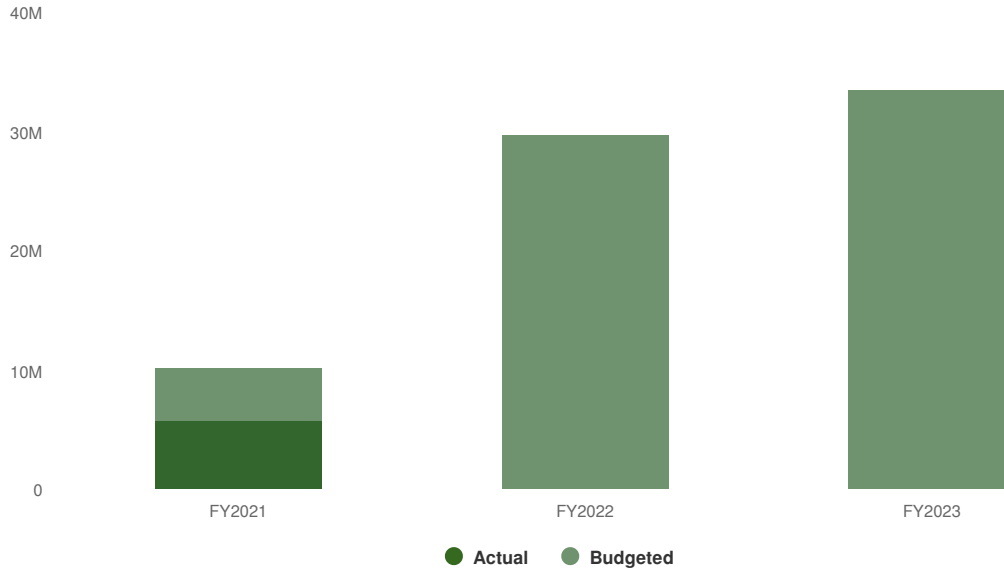


Name	FY2021 Actual	FY2022 Adopted	FY2022 Amended	FY2022 Projected	FY2023 Adopted	FY2022 Amended vs. FY2023 Budgeted (% Change)
<b>Revenue Source</b>						
<b>Taxes</b>						
Local Option Gas Tax 1-5 Cent	\$392,913	\$387,933	\$387,933	\$359,400	\$423,350	9.1%
<b>Total Taxes:</b>	<b>\$392,913</b>	<b>\$387,933</b>	<b>\$387,933</b>	<b>\$359,400</b>	<b>\$423,350</b>	<b>9.1%</b>
<b>Permits, Fees, and Special Assessments</b>						
Road Imp Fee-Residential	\$313,656	\$145,800	\$145,800	\$85,467	\$88,000	-39.6%
Road Imp Fees-Commercial	\$80,394	\$145,800	\$145,800	\$412,761	\$425,100	191.6%
Park Imp Fees-Residential	\$38,589	\$43,800	\$43,800	\$13,123	\$13,500	-69.2%
Park Imp Fee-Commercial	\$9,296	\$80,200	\$80,200	\$0	\$40,000	-50.1%
<b>Total Permits, Fees, and Special Assessments:</b>	<b>\$441,935</b>	<b>\$415,600</b>	<b>\$415,600</b>	<b>\$511,351</b>	<b>\$566,600</b>	<b>36.3%</b>
<b>Intergovernmental Revenue</b>						
Lee Cty Funding-Estero Prkway	\$2,196,213	\$0	\$0	\$0	\$0	0%
FDOT Funding-US 41 Landscaping	\$0	\$1,100,000	\$1,100,000	\$172,006	\$0	-100%
<b>Total Intergovernmental Revenue:</b>	<b>\$2,196,213</b>	<b>\$1,100,000</b>	<b>\$1,100,000</b>	<b>\$172,006</b>	<b>\$0</b>	<b>-100%</b>
<b>Misc Revenues</b>						
Interest Income-Gas Tax	\$308	\$0	\$0	\$322	\$300	N/A
Developer Contributions-Inters	\$290,954	\$132,000	\$132,000	\$80,543	\$0	-100%
Interest Income-Rd Impact	\$1,744	\$42,000	\$42,000	\$1,305	\$1,300	-96.9%
Interest Income-Com Prk Impact	\$21	\$0	\$0	\$231	\$200	N/A
Interest Inc-Com Prk Contri	\$20	\$0	\$0	\$17	\$0	0%
Interest Inc-Public Land	\$28	\$0	\$0	\$24	\$0	0%
Interest Income-Park Imp	\$88	\$0	\$0	\$79	\$100	N/A
<b>Total Misc Revenues:</b>	<b>\$293,162</b>	<b>\$174,000</b>	<b>\$174,000</b>	<b>\$82,521</b>	<b>\$1,900</b>	<b>-98.9%</b>
<b>Other Sources</b>						
Cap Projects Trans from Gen Fd	\$2,849,019	\$4,447,800	\$14,896,400	\$6,186,489	\$24,817,030	66.6%
<b>Total Other Sources:</b>	<b>\$2,849,019</b>	<b>\$4,447,800</b>	<b>\$14,896,400</b>	<b>\$6,186,489</b>	<b>\$24,817,030</b>	<b>66.6%</b>
<b>Total Revenue Source:</b>	<b>\$6,173,242</b>	<b>\$6,525,333</b>	<b>\$16,973,933</b>	<b>\$7,311,767</b>	<b>\$25,808,880</b>	<b>52.1%</b>

# Expenditures Summary

**\$33,452,430** **\$3,797,630**  
(12.81% vs. prior year)

## Capital Projects Fund Expenditures Budget vs. Actual



Name	FY2021 Actual	FY2022 Adopted	FY2022 Amended	FY2022 Projected	FY2023 Adopted	FY2022 Amended vs. FY2023 Budgeted (% Change)
<b>Expense Objects</b>						
<b>Capital Outlay</b>						
Estero Parkway Improvements	\$3,760,905	\$360,000	\$360,000	\$816,760	\$0	-100%
Park-School New Roadway	\$0	\$0	\$0	\$242,965	\$0	0%
River Ranch Rd Improvements	\$52,905	\$4,977,800	\$4,977,800	\$64,319	\$5,675,350	14%
Corkscrew Rd Widening	\$56,231	\$4,426,000	\$4,426,000	\$0	\$5,441,000	22.9%
Bridge Maintenance	\$0	\$400,000	\$400,000	\$388,691	\$0	-100%
Williams Rd Widening	\$0	\$867,500	\$867,500	\$0	\$867,500	0%
Corkscrew Rd Signal-Puente Ln	\$1,159,356	\$0	\$0	\$0	\$0	0%
Williams Rd Intersection Impro	\$116,814	\$0	\$0	\$186,540	\$460,000	N/A
Williams Rd High School Turn	\$83,791	\$0	\$0	\$0	\$0	0%
US41 Pelican Colony Signal	\$0	\$132,000	\$132,000	\$0	\$0	-100%
Coconut Rd Crosswalks	\$84,032	\$177,800	\$177,800	\$1,429	\$177,800	0%
Williams Rd Bike/Sidewalks	\$37,220	\$2,213,700	\$2,213,700	\$44,370	\$2,914,150	31.6%
Intersect Safety Improv Study	\$0	\$110,000	\$110,000	\$0	\$110,000	0%
Sandy Ln Bike-Ped Improv	\$0	\$207,000	\$400,000	\$67,175	\$2,056,380	414.1%
Broadway E Shared Use Path	\$0	\$134,400	\$340,000	\$2,600	\$0	-100%
Broadway W Bus Stop Improv	\$11,195	\$0	\$100,000	\$16,340	\$0	-100%
US 41 FDOT Landscape	\$114,670	\$0	\$0	\$5,067	\$540,000	N/A
US 41 Landscaping Enhancement	\$74,869	\$0	\$0	\$132,352	\$0	0%
Monument Sign/Branding	\$0	\$0	\$0	\$10,726	\$0	0%
US 41 Monument Signs	\$0	\$0	\$0	\$16,088	\$480,000	N/A
Three Oaks Prkwy MonumentSigns	\$0	\$0	\$0	\$48,457	\$420,000	N/A
Via Coconut Pt Landscap Improv	\$5,620	\$0	\$0	\$277,619	\$0	0%
Ben Hill Griff Pkwy Landsc Imp	\$56,067	\$0	\$0	\$21,804	\$2,094,000	N/A
I-75 Interchange Landscaping	\$9,000	\$0	\$0	\$0	\$100,000	N/A
Landscaping Misc	\$0	\$3,706,000	\$3,706,000	\$0	\$0	-100%
Park Capital Projects	\$29,200	\$0	\$0	\$3,000	\$0	0%
Estero on River Master Plan	\$75,297	\$252,000	\$252,000	\$74,674	\$252,000	0%
Estero Com Prk Master Plan	\$0	\$150,000	\$150,000	\$0	\$150,000	0%
Estero Com Prk Expansion	\$0	\$738,000	\$1,498,000	\$0	\$5,550,000	270.5%
Estero on the River Improvemen	\$0	\$0	\$1,000,000	\$123,481	\$2,250,000	125%

Name	FY2021 Actual	FY2022 Adopted	FY2022 Amended	FY2022 Projected	FY2023 Adopted	FY2022 Amended vs. FY2023 Budgeted (% Change)
Estero River N Brnch Drainage	\$14,345	\$0	\$0	\$0	\$1,964,250	N/A
Package WWTP UEP Design & Perm	\$0	\$0	\$420,000	\$0	\$105,000	-75%
Broadway W UEP Design & Permit	\$0	\$0	\$1,170,000	\$0	\$885,000	-24.4%
Broadway E Design & Permitting	\$0	\$0	\$1,250,000	\$0	\$930,000	-25.6%
Estero Rvr Sediment Removal	\$26,740	\$0	\$0	\$0	\$30,000	N/A
Stormwater Misc	\$0	\$354,000	\$354,000	\$0	\$0	-100%
Land Purchase-Estero on River	\$41,050	\$0	\$0	\$0	\$0	0%
Williams Road - Driving Range	\$0	\$0	\$4,250,000	\$4,250,000	\$0	-100%
River Oaks Preserve Land	\$0	\$0	\$1,100,000	\$0	\$0	-100%
<b>Total Capital Outlay:</b>	<b>\$5,809,309</b>	<b>\$19,206,200</b>	<b>\$29,654,800</b>	<b>\$6,794,457</b>	<b>\$33,452,430</b>	<b>12.8%</b>
<b>Total Expense Objects:</b>	<b>\$5,809,309</b>	<b>\$19,206,200</b>	<b>\$29,654,800</b>	<b>\$6,794,457</b>	<b>\$33,452,430</b>	<b>12.8%</b>

# Driving Range Fund

## Revenues Summary

**\$90,000** **\$90,000**  
 (100.00% vs. prior year)

### Driving Range Fund Revenue Budget vs. Actual



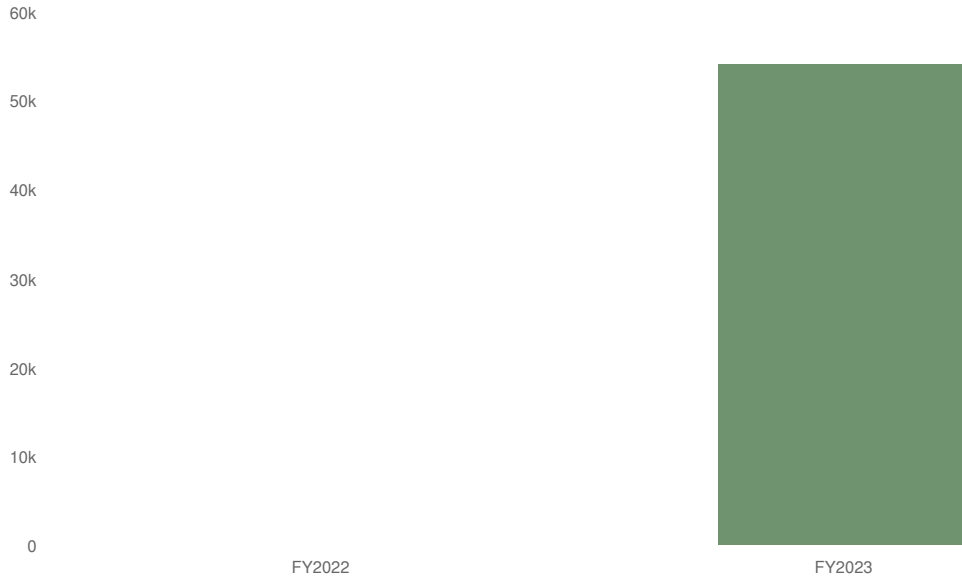
## Revenues by Source

Name	FY2022 Amended	FY2022 Projected	FY2023 Adopted	FY2022 Amended vs. FY2023 Budgeted (% Change)
<b>Revenue Source</b>				
<b>Charges for Services</b>				
Charges for Svcs-Driving Range	\$0	\$10,000	\$90,000	N/A
<b>Total Charges for Services:</b>	<b>\$0</b>	<b>\$10,000</b>	<b>\$90,000</b>	<b>N/A</b>
<b>Other Sources</b>				
Transfer from General Fund	\$0	\$4,400,000	\$0	0%
<b>Total Other Sources:</b>	<b>\$0</b>	<b>\$4,400,000</b>	<b>\$0</b>	<b>0%</b>
<b>Total Revenue Source:</b>	<b>\$0</b>	<b>\$4,410,000</b>	<b>\$90,000</b>	<b>N/A</b>

## Expenditures Summary

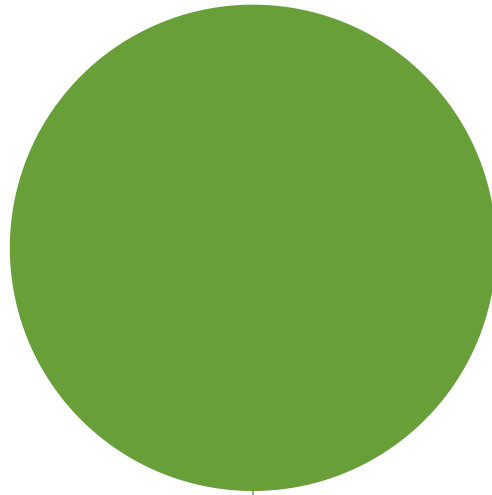
**\$54,300** **\$54,300**  
(100.00% vs. prior year)

### Driving Range Fund Expenditures Budget vs. Actual



# Expenditures by Expense Type

## Driving Range Fund Budgeted Expenditures by Expense Type



Operating Expenses (100%)

Name	FY2022 Amended	FY2022 Projected	FY2023 Adopted	FY2022 Amended vs. FY2023 Budgeted (% Change)
<b>Expense Objects</b>				
<b>Operating Expenses</b>				
Misc Contracted Services	\$0	\$9,000	\$36,000	N/A
Communications	\$0	\$0	\$900	0%
Utilities	\$0	\$900	\$3,700	N/A
Equipment Rental & Leases	\$0	\$250	\$0	N/A
Repairs & Maintenance	\$0	\$5,000	\$10,000	N/A
Credit Card Fees	\$0	\$250	\$2,200	N/A
Operating Supplies	\$0	\$300	\$1,500	N/A
<b>Total Operating Expenses:</b>	<b>\$0</b>	<b>\$15,700</b>	<b>\$54,300</b>	<b>N/A</b>
<b>Total Expense Objects:</b>	<b>\$0</b>	<b>\$15,700</b>	<b>\$54,300</b>	<b>N/A</b>



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# **CAPITAL IMPROVEMENTS**

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# Capital Improvement Plan Overview

A capital improvement plan (CIP) provides a long-term view of the physical and technological improvements needed by the Village to ensure that resources are utilized to the best degree possible. Historically, the Village has approached capital investments on a case-by-case basis. That is, on a fiscal year basis, projects were designed and completed as necessary. However, the Village has significant challenges and opportunities in the next several years that must be address in a planned and logical manner to ensure that we have the financial, personnel, time, and physical resources necessary to strategically capitalize on these opportunities.

Criteria for selecting a project for inclusion in the CIP should include:

**1. Fiscal Impact:**

1. Capital costs for the current and future years, and potential for the proposed project to reduce future capital and operating costs or legal liability
2. Estimates of the additional operating and maintenance costs or reductions in these costs
3. Estimates of the revenue impact
4. Impact on energy requirements
5. Potential legal liabilities and costs in undertaking or rejecting the project

**2. Health and Safety Effects:** Impact on traffic accidents, injuries, illness due to poor water quality, or health hazards due to sewer problems

**3. Economic effects:** Impact on property values, tax base, additional jobs, and the stabilization or revitalization of neighborhoods

**4. Environmental, aesthetic, and social effects:** Impact on the quality of life in the community, including noise, air, and water pollution, and impact on households, commuters, and recreational opportunities

**5. Disruption and Inconvenience:** Estimated inconvenience or disruption to the public while the project is in progress

**6. Distributional Effects:** Impact on various geographical areas and on low to moderate income areas or other disadvantaged groups in the community

**7. Political Feasibility:** Extent of public support for the project, compatibility with the master plan, and whether the project is a continuation of an earlier effort

**8. Implications of Deferral:** Impact if the project is deferred because of insufficient funds, including higher future operating and maintenance costs and inconvenience to the public.

**9. Amount of Uncertainty:** An educated guess of the likelihood that changes will occur in any of the foregoing factors, such as the cost of the project

**10. Effect on Surrounding Cities/Counties:** Possible beneficial or adverse effects of the project on surrounding cities, counties, and government agencies

**11. Impact on Other Capital Projects:** Possible beneficial or adverse impacts of the project on other approved or under consideration projects.

For consideration in the CIP, the Village will use a minimum cost threshold of \$50,000 for each project. CIP projects should include infrastructure, public buildings, land acquisitions, equipment, information technology, and professional design and engineering work associated with projects that will be included in future capital improvement plans. Upgrades and repairs costing more than \$50,000 that extend the useful life of the asset should be included in the CIP as well.

The Village's CIP philosophy should be to aggressively and proactively make investments while at the same time ensuring the impact to taxpayers is as minimal as possible.

The CIP covers a period of five years and is revised annually. Each project includes a description, cost estimate, funding sources, and time schedule. Funding for the portion of the CIP is incorporated in the various funds where costs will be financed.

Nonrecurring capital projects will have an impact on the current and future operating budgets. This impact is calculated in the development of the operating budget and included in future year planning.

Capital Improvement Program - FY 2022-2023									
	Project Name	Estimated Project Cost	Funding Source	Budget FY 22-23	Budget FY 23-24	Budget FY 24-25	Budget FY 25-26	Budget FY 26-27	Total Cost
<b>Roadway Improvements</b>									
1	Corkscrew Rd Paths, Landscaping & Street Lighting	\$ 13,663,100	RIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1			GF	\$ 5,441,000	\$ 4,485,900	\$ -	\$ -	\$ -	\$ 9,926,900
1			LDOT		\$ 3,046,200	\$ -	\$ -	\$ -	\$ 3,046,200
2	River Ranch Road Improvements	\$ 5,827,100	RIF	\$ 2,948,350	\$ -	\$ -	\$ -	\$ -	\$ 2,948,350
2	(Drainage, Road, Bike/Ped)		GF	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000
2			GT	\$ 1,227,000	\$ -	\$ -	\$ -	\$ -	\$ 1,227,000
3	Broadway W. Phase 1 Improvements (US41-Breckenridge)	\$ 2,615,000	GT	\$ -	\$ -	\$ -	\$ 900,000	\$ -	\$ 900,000
3	(Road, Bike/Ped, Drainage)		RIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3			GF	\$ -	\$ 972,900	\$ -	\$ 742,100	\$ -	\$ 1,715,000
4	Broadway W. Phase 2 Improvements (Breckenridge-Pine Tree Ln.)(Road, Bike/Ped, Drainage)	\$ 2,463,200	GT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4			RIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4			GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5	Williams Road Widening (US41 - Via Coconut)	\$ 4,429,300	RIF	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ 600,000
5			GT	\$ 267,500	\$ -	\$ -	\$ -	\$ -	\$ 267,500
6	Via Coconut Point Extension (South)	\$ 2,784,600	RIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Village of Estero Sub-total (all funding sources)				\$ 11,983,850	\$ 5,458,800	\$ -	\$ 1,642,100	\$ -	\$ 19,084,750

Capital Improvement Program - FY 2022-2023									
	Project Name	Estimated Project Cost	Funding Source	Budget FY 22-23	Budget FY 23-24	Budget FY 24-25	Budget FY 25-26	Budget FY 26-27	Total Cost
<b>Intersection Improvements</b>									
1	US-41 - Pelican Colony Traffic Signal	\$ 960,000	Developer	\$ 828,000	\$ -	\$ -	\$ -	\$ -	\$ 828,000
2	Williams Road-Atlantic Gulf Drive Intersection	\$ 3,757,800	RIF	\$ -	\$ -	\$ 600,000	\$ -	\$ -	\$ 600,000
2			GT	\$ 460,000	\$ -	\$ 2,389,600	\$ -	\$ -	\$ 2,849,600
2			GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3	Corkscrew Rd-Three Oaks Pkwy. Intersection Improvements	\$ 428,000	LDOT	\$ -	\$ 428,000	\$ -	\$ -	\$ -	\$ 428,000
4	US41-Coconut Road Intersection Improvements	\$ 746,400	Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5	US41-Williams Rd Intersection Improvements	\$ 288,500	RIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5			GT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5			GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6	Coconut Road - Coconut Shores Roundabout	\$ 879,400	Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6			RIF	\$ -	\$ 144,300	\$ -	\$ -	\$ -	\$ 144,300
6			GT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6			GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7	US41-Pelican Sound Intersection Improvements	\$ 1,257,900	Developer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
8	US41-Corkscrew Rd Intersection Improvements	\$ 510,300	Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
9	Coconut Road - Meadowbrook Roundabout	\$ 960,500	Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
9			RIF	\$ -	\$ -	\$ -	\$ 155,900	\$ -	\$ 155,900
9			GT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
9			GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
10	North Point Railroad Crossing	\$ 250,000	RIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11	Coconut Road - El Dorado Roundabout	\$ 1,022,400	Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11			RIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11			GT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11			GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Village of Estero Sub-total (all funding sources)				\$ 460,000	\$ 144,300	\$ 2,989,600	\$ 155,900	\$ -	\$ 3,749,800

Capital Improvement Program - FY 2022-2023									
	Project Name	Estimated Project Cost	Funding Source	Budget FY 22-23	Budget FY 23-24	Budget FY 24-25	Budget FY 25-26	Budget FY 26-27	Total Cost
<b>Bike-Pedestrian Improvements</b>									
1	Coconut Road Crosswalks	\$ 252,800	GF	\$ 177,800	\$ -	\$ -	\$ -	\$ -	\$ 177,800
2	Williams Road Bike-Ped Improvements (East of Via Coconut)	\$ 5,348,300	GF		\$ 2,384,150	\$ -	\$ -	\$ -	\$ 2,384,150
2			RIF	\$ 2,914,150	\$ 290,000	\$ -	\$ -	\$ -	\$ 3,204,150
3	Intersection Safety Improvement Study	\$ 110,000	GF	\$ 110,000	\$ -	\$ -	\$ -	\$ -	\$ 110,000
4	Sandy Lane & Broadway E Bike-Ped Improvements	\$ 3,951,510	GF	\$ 483,480	\$ -	\$ -	\$ -	\$ -	\$ 483,480
4			RIF	\$ 1,572,900	\$ 1,572,900	\$ -	\$ -	\$ -	\$ 3,145,800
5	Corkscrew Road Shared Use Path (3Oaks-Sandy)	\$ 7,175,600	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5			RIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6	Coconut Rd Sidewalk (Oakwild to Via Coconut)	\$ 833,600	GF	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ 150,000
6			RIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6			FDOT	\$ -	\$ -	\$ 330,000	\$ -	\$ 353,600	\$ 683,600
7	Coconut Sidewalk (Via Coconut to U S41)	\$ 570,600	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7			RIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7			FDOT	\$ -	\$ -	\$ -	\$ 190,000	\$ -	\$ 190,000
8	Corkscrew Shared Use Path (Koreshan to U S 41)	\$ 624,600	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
8			RIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
8			FDOT	\$ -	\$ -	\$ -	\$ 190,000	\$ -	\$ 190,000
9	Corkscrew Palms Blvd. Sidewalks	\$ 109,800	County	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Program - FY 2022-2023									
	Project Name	Estimated Project Cost	Funding Source	Budget FY 22-23	Budget FY 23-24	Budget FY 24-25	Budget FY 25-26	Budget FY 26-27	Total Cost
10	Via Coconut Point Roundabouts Improvements	\$ 1,278,200	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
10			RIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
10			FDOT	\$ -	\$ -	\$ 524,000	\$ -	\$ 754,200	\$ 1,278,200
11	Corkscrew Rd Bike-Ped Improvements (E of US41)	\$ 14,682,500	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11			RIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11			Lee County	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
12	Coconut Rd Shared Use Path	\$ 2,175,800	GF	\$ -	\$ -	\$ 313,300	\$ -	\$ 1,862,500	\$ 2,175,800
12			RIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
13	Williams Rd West Bike-Ped Improvements (West of US41)	\$ 1,920,600	GF	\$ -	\$ -	\$ -	\$ -	\$ 303,600	\$ 303,600
13			RIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
14	Broadway E. Shared Use Path (Sandy Ln to Three Oaks & Estero Pkwy)	\$ 3,292,700	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
14			RIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
15	SUN Trail Estero Parkway South	\$ 7,139,500	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
15			RIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
16	SUN Trail Estero Parkway North	\$ 5,773,800	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
16			RIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
17	FPL Shared Use Path (East I-75)	\$ 2,396,300	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
18	Utility Shared Use Path (West US 41)	\$ 5,221,700	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
18			RIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Village of Estero Sub-total (all funding sources)				\$ 5,258,330	\$ 4,247,050	\$ 313,300	\$ -	\$ 2,316,100	\$ 12,134,780

**Capital Improvement Program - FY 2022-2023**

Project Name	Estimated Project Cost	Funding Source	Budget FY 22-23	Budget FY 23-24	Budget FY 24-25	Budget FY 25-26	Budget FY 26-27	Total Cost
<b>Landscaping Improvements</b>								
1 US41 Median Landscaping	\$ 540,000	FDOT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1 US41 Median Landscaping		GF	\$ 540,000	\$ -	\$ -	\$ -	\$ -	\$ 540,000
2 US-41 Monument Signs	\$ 552,000	GF	\$ 480,000	\$ -	\$ -	\$ -	\$ -	\$ 480,000
3 I-75 Monument Signs	\$ 816,000	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4 Three Oaks Parkway Monument Signs	\$ 492,000	GF	\$ 420,000	\$ -	\$ -	\$ -	\$ -	\$ 420,000
5 Ben Hill Griffin Monument Sign	\$ 276,000	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6 Corkscrew Road Monument Sign	\$ 276,000	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7 Via Coconut Point Landscape Improvements (Williams - Coconut)	\$ 5,624,300	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
8 Ben Hill Griffin Pkwy Landscape Improvements	\$ 2,274,000	GF	\$ 2,094,000	\$ -	\$ -	\$ -	\$ -	\$ 2,094,000
9 I-75 Landscaping	\$ 1,680,000	FDOT	\$ 825,000	\$ -	\$ -	\$ -	\$ -	\$ 825,000
9 I-75 Landscaping		GF	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
10 US41 Shoulder Landscape Improvements	\$ 4,448,800	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11 Three Oaks Parkway Landscape Improvements (Excluding Brooks)	\$ 4,009,400	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
12 Corkscrew Road Landscape Improvements West (US-41 to I-75)	\$ 4,208,000	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Village of Estero Sub-total (all funding sources)			\$ 3,634,000	\$ -	\$ -	\$ -	\$ -	\$ 3,634,000

**Capital Improvement Program - FY 2022-2023**

Project Name	Estimated Project Cost	Funding Source	Budget FY 22-23	Budget FY 23-24	Budget FY 24-25	Budget FY 25-26	Budget FY 26-27	Total Cost
<b>Parks &amp; Recreation</b>								
1 Estero on the River Master Plan	\$ 252,000	GF	\$ 252,000	\$ -	\$ -	\$ -	\$ -	\$ 252,000
2 Estero Community Park Expansion Master Plan	\$ 150,000	GF	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000
3 Estero Community Park Improvements	\$ 24,725,900	Partner	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3 Estero Community Park Improvements		PIF	\$ 600,000	\$ -	\$ 300,000	\$ -	\$ -	\$ 900,000
3 Estero Community Park Improvements		RIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3 Estero Community Park Improvements		GF	\$ 4,950,000	\$ 1,600,000	\$ 2,800,000	\$ -	\$ -	\$ 9,350,000
4 Estero on the River Improvements	\$ 4,700,000	GF	\$ 2,250,000	\$ -	\$ 2,200,000	\$ -	\$ -	\$ 4,450,000
4 Estero on the River Improvements		PIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Village of Estero Sub-total (all funding sources)			\$ 8,202,000	\$ 1,600,000	\$ 5,300,000	\$ -	\$ -	\$ 15,102,000

Project Name	Estimated Project Cost	Funding Source	Budget FY 22-23	Budget FY 23-24	Budget FY 24-25	Budget FY 25-26	Budget FY 26-27	Total Cost
<b>Stormwater Improvements</b>								
1 Estero River North Branch Drainage Improvements	\$ 2,072,300	GF	\$ 1,964,250	\$ -	\$ -	\$ -	\$ -	\$ 1,964,250
3 Estero River Sediment Removal (West of US 41)	\$ 2,705,500	GF	\$ 30,000	\$ -	\$ -	\$ 2,556,400	\$ -	\$ 2,586,400
4 Estero River Sediment Removal (Railroad to Sandy Ln)	\$ 766,800	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5 Villagio-Estero Pkwy Drainage Improvements	\$ 2,050,500	Estero/Lee	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6 US-41 Drainage Improvements Design (Williams Corkscrew)	\$ 72,000	FDOT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Village of Estero Sub-total (all funding sources)			\$ 1,994,250	\$ -	\$ -	\$ 2,556,400	\$ -	\$ 4,550,650

**Capital Improvement Program - FY 2022-2023**

Project Name	Estimated Project Cost	Funding Source	Budget FY 22-23	Budget FY 23-24	Budget FY 24-25	Budget FY 25-26	Budget FY 26-27	Total Cost
<b>Utility Improvements</b>								
1 Package WWTP UEP Design & Permitting	\$ 420,000	Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1		PA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1		GF	\$ 105,000	\$ -	\$ -	\$ -	\$ -	\$ 105,000
2 Broadway W UEP Design & Permitting	\$ 1,475,000	Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2		PA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2		GF	\$ 885,000	\$ -	\$ -	\$ -	\$ -	\$ 885,000
2 Broadway E UEP Design & Permitting	\$ 1,550,000	Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2		PA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2		GF	\$ 930,000	\$ -	\$ -	\$ -	\$ -	\$ 930,000
3 Estero Bay Village UEP	\$ 1,920,000	Grants	\$ -	\$ 480,000	\$ -	\$ -	\$ -	\$ 480,000
3		PA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3		GF	\$ -	\$ 1,440,000	\$ -	\$ -	\$ -	\$ 1,440,000
3 Sunny Groves UEP	\$ 2,160,000	Grants	\$ -	\$ 540,000	\$ -	\$ -	\$ -	\$ 540,000
3		PA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3		GF	\$ -	\$ 1,620,000	\$ -	\$ -	\$ -	\$ 1,620,000
3 Cypress Bend UEP	\$ 1,118,160	Grants	\$ -	\$ 279,540	\$ -	\$ -	\$ -	\$ 279,540
3		PA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3		GF	\$ -	\$ 838,620	\$ -	\$ -	\$ -	\$ 838,620

**Capital Improvement Program - FY 2022-2023**

Project Name	Estimated Project Cost	Funding Source	Budget FY 22-23	Budget FY 23-24	Budget FY 24-25	Budget FY 25-26	Budget FY 26-27	Total Cost
Estero River Heights UEP	\$ 7,560,000	Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		PA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Charring Cross UEP	\$ 2,880,000	Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		PA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sherrill & Luetich UEP	\$ 6,120,000	Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		PA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Trailside UEP	\$ 6,840,000	Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		PA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Broadway E-Highlands UEP	\$ 4,200,000	Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		PA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sandy Ln-Groves UEP	\$ 5,160,000	Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		PA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tanglewood UEP	\$ 1,440,000	Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		PA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
GF			\$ 1,920,000	\$ 3,898,620	\$ -	\$ -	\$ -	\$ 5,818,620

**Capital Improvement Program - FY 2022-2023**

Project Name	Estimated Project Cost	Funding Source	Budget FY 22-23	Budget FY 23-24	Budget FY 24-25	Budget FY 25-26	Budget FY 26-27	Total Cost
<b>Building Facilities</b>								
1 Public Works Storage Facility	\$ 354,000	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2 Village Hall	\$ 4,914,000	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3 Performing Arts Center	\$ 20,000,000	Private	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3		GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Village of Estero Sub-total (all funding sources)			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Project Name	Estimated Project Cost	Funding Source	Budget FY 22-23	Budget FY 23-24	Budget FY 24-25	Budget FY 25-26	Budget FY 26-27	Total Cost
<b>Land Acquisition</b>								
1 SUN Trail	\$ 30,000,000	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1		RIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1		Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Village of Estero Sub-total (all funding sources)			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Total	\$ 223,660,910		\$ 33,185,430	\$ 20,122,510	\$ 9,456,900	\$ 4,734,400	\$ 3,423,900	\$ 65,724,980
Village total			\$ 33,452,430	\$ 15,348,770	\$ 8,602,900	\$ 4,354,400	\$ 2,316,100	\$ 58,255,980

- Estero Road Impacts Fees
- Estero Gas Tax
- Estero General Fund
- Park Impact Fee (include public land acqu
- Non-Estero Funding Source

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# DEBT

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## Debt Snapshot

The Village has no outstanding debt obligations.

The Village had one obligation from the 2019 Revenue Note. The Village accumulated resources annually to pay additional principal every year. In FY 2021-202, the Village was able to pay off this debt seven (7) years prior to full maturity, saving the Village over \$4 million in interest.



Financial Summary	FY2022
<b>Debt</b>	—
2019 Revenue Note	\$0
<b>Total Debt:</b>	<b>\$0</b>

### 2019 Revenue Note



Financial Summary	FY2022
<b>2019 Revenue Note</b>	—
2019 Revenue Note	\$0
<b>Total 2019 Revenue Note:</b>	<b>\$0</b>

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# APPENDIX

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# Glossary

**Abatement:** A reduction or elimination of a real or personal property tax, motor vehicle excise, a fee, charge, or special assessment imposed by a governmental unit. Granted only on application of the person seeking the abatement and only by the committing governmental unit.

**Accounting System:** The total structure of records and procedures that identify record, classify, and report information on the financial position and operations of a governmental unit or any of its funds, account groups, and organizational components.

**Accrued Interest:** The amount of interest that has accumulated on the debt since the date of the last interest payment, and on the sale of a bond, the amount accrued up to but not including the date of delivery (settlement date). (See Interest)

**Amortization:** The gradual repayment of an obligation over time and in accordance with a predetermined payment schedule.

**Appropriation:** A legal authorization from the community's legislative body to expend money and incur obligations for specific public purposes. An appropriation is usually limited in amount and as to the time period within which it may be expended.

**Arbitrage:** As applied to municipal debt, the investment of tax-exempt bonds or note proceeds in higher yielding, taxable securities. Section 103 of the Internal Revenue Service (IRS) Code restricts this practice and requires (beyond certain limits) that earnings be rebated (paid) to the IRS.

**Assessed Valuation:** A value assigned to real estate or other property by a government as the basis for levying taxes.

**Audit:** An examination of a community's financial systems, procedures, and data by a certified public accountant (independent auditor), and a report on the fairness of financial statements and on local compliance with statutes and regulations. The audit serves as a valuable management tool in evaluating the fiscal performance of a community.

**Audit Report:** Prepared by an independent auditor, an audit report includes: (a) a statement of the scope of the audit; (b) explanatory comments as to application of auditing procedures; (c) findings and opinions. It is almost always accompanied by a management letter which contains supplementary comments and recommendations.

**Available Funds:** Balances in the various fund types that represent non-recurring revenue sources. As a matter of sound practice, they are frequently appropriated to meet unforeseen expenses, for capital expenditures or other one-time costs.

**Balance Sheet:** A statement that discloses the assets, liabilities, reserves and equities of a fund or governmental unit at a specified date.

**Betterments (Special Assessments):** Whenever a specific area of a community receives benefit from a public improvement (e.g., water, sewer, sidewalk, etc.), special property taxes may be assessed to reimburse the governmental entity for all or part of the costs it incurred. Each parcel receiving benefit from the improvement is assessed for its proportionate share of the cost of such improvements. The proportionate share may be paid in full or the property owner may request that the assessors apportion the betterment over 20 years. Over the life of the betterment, one year's apportionment along with one year's committed interest computed from October 1 to October 1 is added to the tax bill until the betterment has been paid.

**Bond:** A means to raise money through the issuance of debt. A bond issuer/borrower promises in writing to repay a specified sum of money, alternately referred to as face value, par value or bond principal, to the buyer of the bond on a specified future date (maturity date), together with periodic interest at a specified rate. The term of a bond is always greater than one year. (See Note)

**Bond and Interest Record:** (Bond Register) – The permanent and complete record maintained by a treasurer for each bond issue. It shows the amount of interest and principal coming due each date and all other pertinent information concerning the bond issue.

**Bonds Authorized and Unissued:** Balance of a bond authorization not yet sold. Upon completion or abandonment of a project, any remaining balance of authorized and unissued bonds may not be used for other purposes, but must be rescinded by the community's legislative body to be removed from community's books.

**Bond Issue:** Generally, the sale of a certain number of bonds at one time by a governmental unit.

**Bond Rating (Municipal):** A credit rating assigned to a municipality to help investors assess the future ability, legal obligation, and willingness of the municipality (bond issuer) to make timely debt service payments. Stated otherwise, a rating helps prospective investors determine the level of risk associated with a given fixed-income investment. Rating agencies, such as Moody's and Standard and Poors, use rating systems, which designate a letter or a combination of letters and numerals where AAA is the highest rating and C1 is a very low rating.

**Budget:** A plan for allocating resources to support particular services, purposes and functions over a specified period of time. (See Performance Budget, Program Budget)

**Capital Assets:** All real and tangible property used in the operation of government, which is not easily converted into cash, and has an initial useful life extending beyond a single financial reporting period. Capital assets include land and land improvements; infrastructure such as roads, bridges, water and sewer lines; easements; buildings and building improvements; vehicles, machinery and equipment. Communities typically define capital assets in terms of a minimum useful life and a minimum initial cost. (See Fixed Assets)

**Capital Budget:** An appropriation or spending plan that uses borrowing or direct outlay for capital or fixed asset improvements. Among other information, a capital budget should identify the method of financing each recommended expenditure, i.e., tax levy or rates, and identify those items that were not recommended. (See Capital Assets, Fixed Assets)

**Cash:** Currency, coin, checks, postal and express money orders and bankers' drafts on hand or on deposit with an official or agent designated as custodian of cash and bank deposits.

**Cash Management:** The process of monitoring the ebb and flow of money in an out of municipal accounts to ensure cash availability to pay bills and to facilitate decisions on the need for short- term borrowing and investment of idle cash.

**Certificate of Deposit (CD):** A bank deposit evidenced by a negotiable or non-negotiable instrument, which provides on its face that the amount of such deposit plus a specified interest payable to a bearer or to any specified person on a certain specified date, at the expiration of a certain specified time, or upon notice in writing.

**Classification of Real Property:** Assessors are required to classify all real property according to use into one of four classes: residential, open space, commercial, and industrial. Having classified its real properties, local officials are permitted to determine locally, within limitations established by statute and the Commissioner of Revenue, what percentage of the tax burden is to be borne by each class of real property and by personal property owners.

**Collective Bargaining:** The process of negotiating workers' wages, hours, benefits, working conditions, etc., between an employer and some or all of its employees, who are represented by a recognized labor union. regarding wages, hours and working conditions.

**Consumer Price Index:** The statistical measure of changes, if any, in the overall price level of consumer goods and services. The index is often called the "cost-of-living index."

**Cost-Benefit Analysis:** A decision-making tool that allows a comparison of options based on the level of benefit derived and the cost to achieve the benefit from different alternatives.

**Debt Burden:** The amount of debt carried by an issuer usually expressed as a measure of value (i.e., debt as a percentage of assessed value, debt per capita, etc.). Sometimes debt burden refers to debt service costs as a percentage of the total annual budget.

**Debt Service:** The repayment cost, usually stated in annual terms and based on an amortization schedule, of the principal and interest on any particular bond issue.

**Encumbrance:** A reservation of funds to cover obligations arising from purchase orders, contracts, or salary commitments that are chargeable to, but not yet paid from, a specific appropriation account.

**Enterprise Funds:** An enterprise fund is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy, if any. With an enterprise fund, all costs of service delivery--direct, indirect, and capital costs—are identified. This allows the community to recover total service costs through user fees if it chooses. Enterprise accounting also enables communities to reserve the

"surplus" or net assets unrestricted generated by the operation of the enterprise rather than closing it out to the general fund at year-end. Services that may be treated as enterprises include, but are not limited to, water, sewer, hospital, and airport services.

**Equalized Valuations (EQVs):** The determination of the full and fair cash value of all property in the community that is subject to local taxation.

**Estimated Receipts:** A term that typically refers to anticipated local revenues often based on the previous year's receipts and represent funding sources necessary to support a community's annual budget. (See Local Receipts)

**Exemptions:** A discharge, established by statute, from the obligation to pay all or a portion of a property tax. The exemption is available to particular categories of property or persons upon the timely submission and approval of an application to the assessors. Properties exempt from taxation include hospitals, schools, houses of worship, and cultural institutions. Persons who may qualify for exemptions include disabled veterans, blind individuals, surviving spouses, and seniors.

**Expenditure:** An outlay of money made by municipalities to provide the programs and services within their approved budget.

**Fiduciary Funds:** Repository of money held by a municipality in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and other funds. These include pension (and other employee benefit) trust funds, investment trust funds, private- purpose trust funds, and agency funds.

**Fixed Assets:** Long-lived, assets such as buildings, equipment and land obtained or controlled as a result of past transactions or circumstances.

**Fixed Costs:** Costs that are legally or contractually mandated such as retirement, FICA/Social Security, insurance, debt service costs or interest on loans.

**Float:** The difference between the bank balance for a local government's account and its book balance at the end of the day. The primary factor creating float is clearing time on checks and deposits. Delays in receiving deposit and withdrawal information also influence float.

**Full Faith and Credit:** A pledge of the general taxing powers for the payment of governmental obligations. Bonds carrying such pledges are usually referred to as general obligation or full faith and credit bonds.

**Fund:** An accounting entity with a self-balancing set of accounts that are segregated for the purpose of carrying on identified activities or attaining certain objectives in accordance with specific regulations, restrictions, or limitations.

**Fund Accounting:** Organizing financial records into multiple, segregated locations for money. A fund is a distinct entity within the municipal government in which financial resources and activity (assets, liabilities, fund balances, revenues, and expenditures) are accounted for independently in accordance with specific regulations, restrictions or limitations. Examples of funds include the general fund and enterprise funds. Communities whose accounting records are organized according to the Uniform Municipal Accounting System (UMAS) use multiple funds.

**GASB 34:** A major pronouncement of the Governmental Accounting Standards Board that establishes new criteria on the form and content of governmental financial statements. GASB 34 requires a report on overall financial health, not just on individual funds. It requires more complete information on the cost of delivering value estimates on public infrastructure assets, such as bridges, road, sewers, etc. It also requires the presentation of a narrative statement the government's financial performance, trends and prospects for the future.

**GASB 45:** This is another Governmental Accounting Standards Board major pronouncement that each public entity account for and report other postemployment benefits in its accounting statements. Through actuarial analysis, municipalities must identify the true costs of the OPEB earned by employees over their estimated years of actual service.

**General Fund:** The fund used to account for most financial resources and activities governed by the normal appropriation process.

**General Obligation Bonds:** Bonds issued by a municipality for purposes allowed by statute that are backed by the full faith and credit of its taxing authority.

**Governing Body:** A board, committee, commission, or other executive or policymaking body of a municipality or school district.

**Indirect Cost:** Costs of a service not reflected in the operating budget of the entity providing the service. An example of an indirect cost of providing water service would be the value of time spent by non-water department employees processing water bills. A determination of these costs is necessary to analyze the total cost of service delivery. The matter of indirect costs arises most often in the context of enterprise funds.

**Interest:** Compensation paid or to be paid for the use of money, including amounts payable at periodic intervals or discounted at the time a loan is made. In the case of municipal bonds, interest payments accrue on a day-to-day basis, but are paid every six months.

**Interest Rate:** The interest payable, expressed as a percentage of the principal available for use during a specified period of time. It is always expressed in annual terms.

**Investments:** Securities and real estate held for the production of income in the form of interest, dividends, rentals or lease payments. The term does not include fixed assets used in governmental operations.

**Line Item Budget:** A budget that separates spending into categories, or greater detail, such as supplies, equipment, maintenance, or salaries, as opposed to a program budget.

**Local Aid:** Revenue allocated by the state or counties to municipalities and school districts.

**Maturity Date:** The date that the principal of a bond becomes due and payable in full.

**Municipal(s):** (As used in the bond trade) "Municipal" refers to any state or subordinate governmental unit. "Municipals" (i.e., municipal bonds) include not only the bonds of all political subdivisions, such as cities, towns, school districts, special districts, counties but also bonds of the state and agencies of the state.

**Note:** A short-term loan, typically with a maturity date of a year or less.

**Objects of Expenditures:** A classification of expenditures that is used for coding any department disbursement, such as "personal services," "expenses," or "capital outlay."

**Official Statement:** A document prepared for potential investors that contains information about a prospective bond or note issue and the issuer. The official statement is typically published with the notice of sale. It is sometimes called an offering circular or prospectus.

**Operating Budget:** A plan of proposed expenditures for personnel, supplies, and other expenses for the coming fiscal year.

**Overlapping Debt:** A community's proportionate share of the debt incurred by an overlapping government entity, such as a regional school district, regional transit authority, etc.

**Performance Budget:** A budget that stresses output both in terms of economy and efficiency.

**Principal:** The face amount of a bond, exclusive of accrued interest.

**Program:** A combination of activities to accomplish an end.

**Program Budget:** A budget that relates expenditures to the programs they fund. The emphasis of a program budget is on output.

**Purchased Services:** The cost of services that are provided by a vendor.

**Refunding of Debt:** Transaction where one bond issue is redeemed and replaced by a new bond issue under conditions generally more favorable to the issuer.

**Reserve Fund:** An amount set aside annually within the budget of a town to provide a funding source for extraordinary or unforeseen expenditures.

**Revaluation:** The assessors of each community are responsible for developing a reasonable and realistic program to achieve the fair cash valuation of property in accordance with constitutional and statutory requirements. The nature and extent of that program will depend on the assessors' analysis and consideration of many factors, including, but not limited to, the status of

the existing valuation system, the results of an in-depth sales ratio study, and the accuracy of existing property record information.

**Revenue Anticipation Note (RAN):** A short-term loan issued to be paid off by revenues, such as tax collections and state aid. RANs are full faith and credit obligations.

**Revenue Bond:** A bond payable from and secured solely by specific revenues and thereby not a full faith and credit obligation.

**Revolving Fund:** Allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service.

**Sale of Real Estate Fund:** A fund established to account for the proceeds of the sale of municipal real estate other than proceeds acquired through tax title foreclosure.

**Stabilization Fund:** A fund designed to accumulate amounts for capital and other future spending purposes, although it may be appropriated for any lawful purpose.

**Surplus Revenue:** The amount by which cash, accounts receivable, and other assets exceed liabilities and reserves.

**Tax Rate:** The amount of property tax stated in terms of a unit of the municipal tax base; for example, \$14.80 per \$1,000 of assessed valuation of taxable real and personal property.

**Tax Title Foreclosure:** The procedure initiated by a municipality to obtain legal title to real property already in tax title and on which property taxes are overdue.

**Trust Fund:** In general, a fund for money donated or transferred to a municipality with specific instructions on its use. As custodian of trust funds, the treasurer invests and expends such funds as stipulated by trust agreements, as directed by the commissioners of trust funds or by the community's legislative body. Both principal and interest may be used if the trust is established as an expendable trust. For nonexpendable trust funds, only interest (not principal) may be expended as directed.

**Uncollected Funds:** Recently deposited checks included in an account's balance but drawn on other banks and not yet credited by the Federal Reserve Bank or local clearinghouse to the bank cashing the checks. (These funds may not be loaned or used as part of the bank's reserves and they are not available for disbursement.)

**Undesignated Fund Balance:** Monies in the various government funds as of the end of the fiscal year that are neither encumbered nor reserved, and are therefore available for expenditure once certified as part of free cash.

**Unreserved Fund Balance (Surplus Revenue Account):** The amount by which cash, accounts receivable, and other assets exceed liabilities and restricted reserves. It is akin to a "stockholders' equity" account on a corporate balance sheet. It is not, however, available for appropriation in full because a portion of the assets listed as "accounts receivable" may be taxes receivable and uncollected. (See Free Cash)

**Valuation (100 Percent):** The legal requirement that a community's assessed value on property must reflect its market, or full and fair cash value.