



Village of Estero FY2025 Adopted Budget





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INTRODUCTION

Village of Estero, Florida

Annual Operating Budget
Fiscal Year 2024-2025



Village of
ESTERO

Mayor

Jon McLain, District 3

Vice Mayor

Joanne Ribble, District 1

Village Council

Larry Fiesel, District 2

Lori Fayhee, District 4

Rafael Lopez, District 5

Jim Ward, District 6

George Zalucki, District 7

Administrative Personnel

Steven. R. Sarkozy, Village Manager

Robert Eschenfelder, Esq., Village Attorney

Kevin Greenville, CPA, Village Finance Director

Lindsey McNeal, Accounting Supervisor

Beth Shapiro, Finance Clerk

Steve Gillette, Procurement Manager

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, 2023

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.

Village Council



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



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



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



District 4:
Lori Fayhee
(239) 413-0316
fayhee@estero-fl.gov



District 5:
Rafael Lopez
(239) 326-3605
lopez@estero-fl.gov

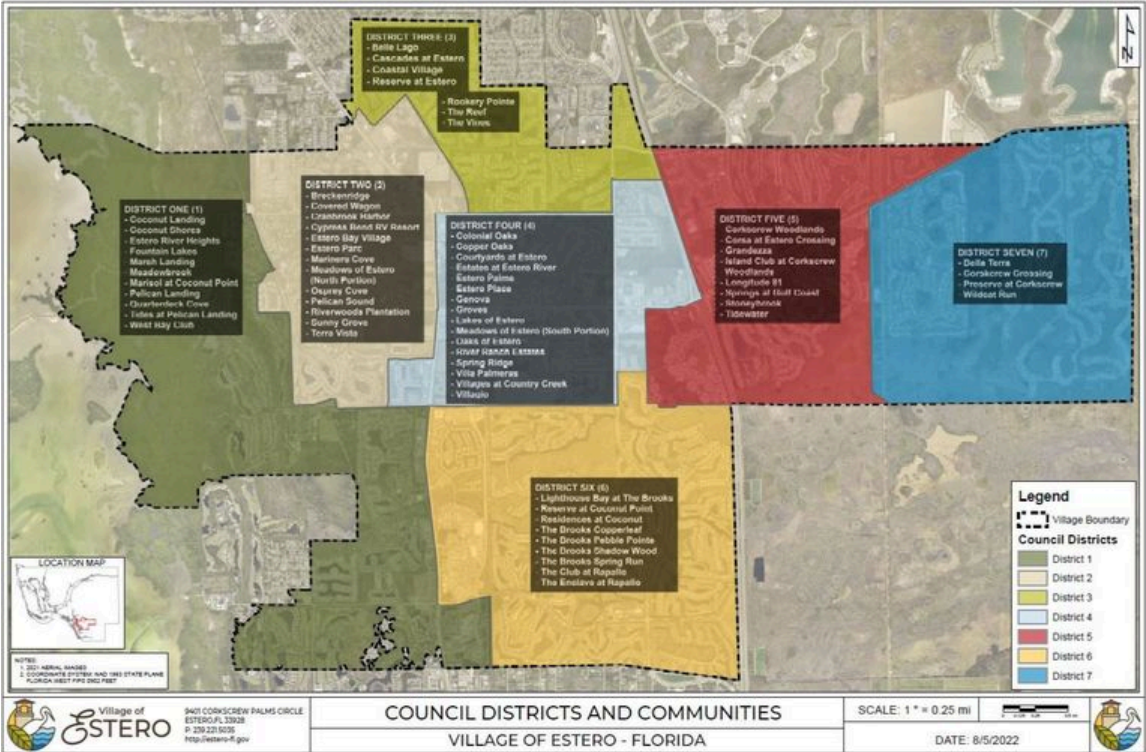


District 6:
Jim Ward
(239) 326-1591
ward@estero-fl.gov



District 7:
George Zalucki
(239) 413-0317
zalucki@estero-fl.gov

Council District Map



Guide to Readers

The Fiscal Year 2024-2025 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, 2024 through September 30, 2025.

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

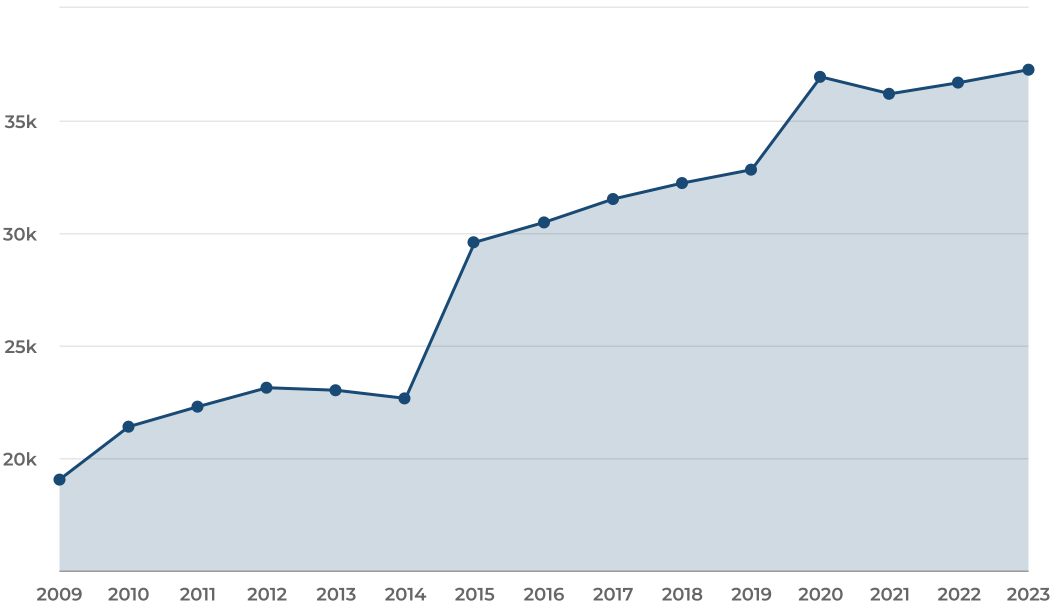
37,258

▲ 1.6%
vs. 2022

GROWTH RANK

150 out of 415

Municipalities in Florida



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



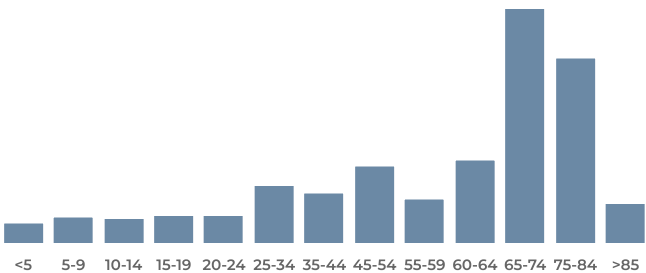
DAYTIME POPULATION

39,148

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.

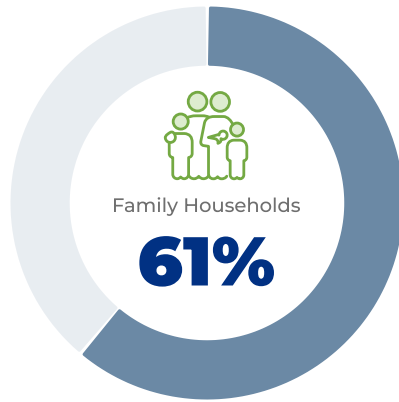
* Data Source: American Community Survey 5-year estimates

Household Analysis

TOTAL HOUSEHOLDS

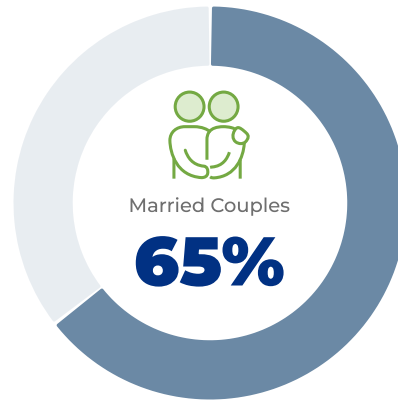
18,287

It is important to 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 tax base.



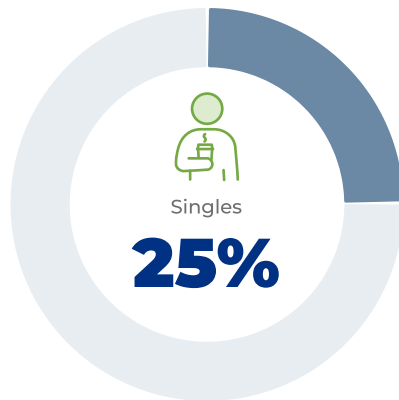
▲ **31%**

higher than state average



▲ **38%**

higher than state average



▼ **14%**

lower than state average



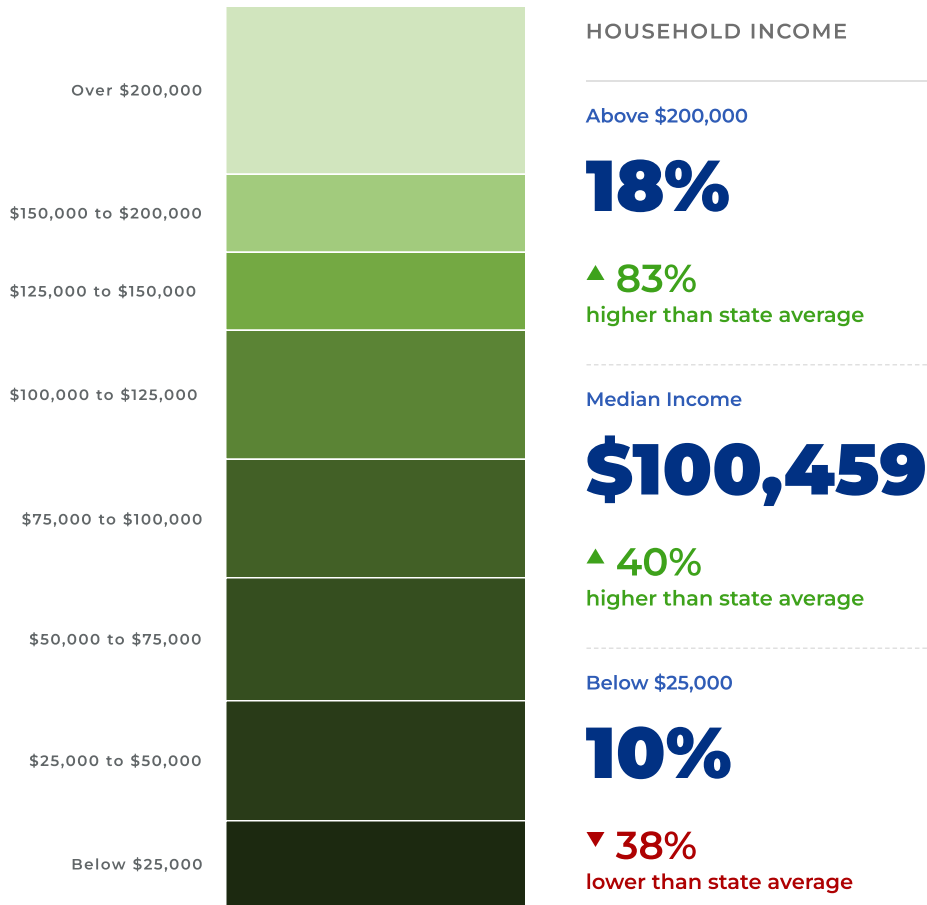
▲ **3%**

higher than state average

** 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.



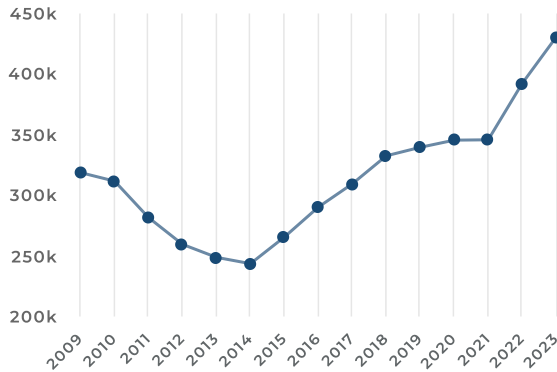
** Data Source: American Community Survey 5-year estimates*

Housing Overview



2023 MEDIAN HOME VALUE

\$430,500

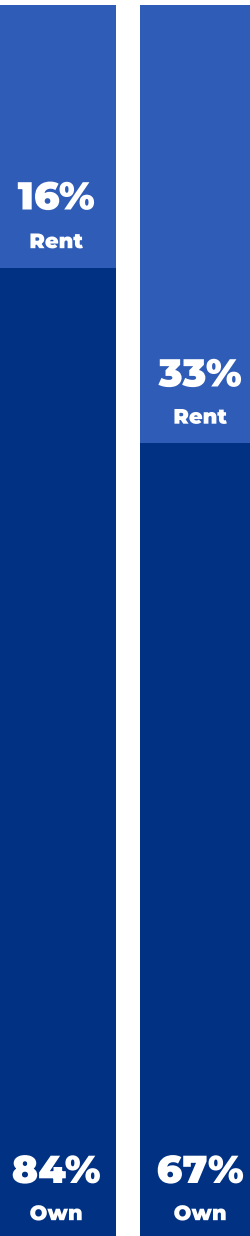


* Data Source: 2023 US Census Bureau (<http://www.census.gov/data/developers/data-sets.html>), American Community Survey. Home value data includes all types of owner-occupied housing.

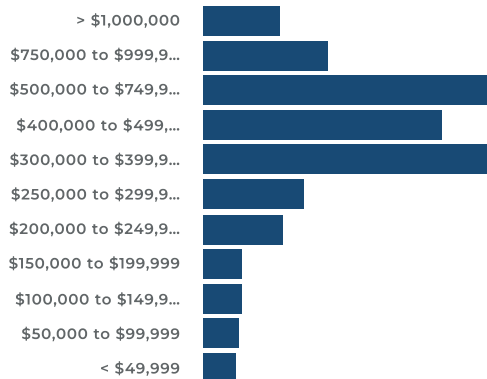
HOME OWNERS VS RENTERS

Estero

State Avg.



HOME VALUE DISTRIBUTION



* Data Source: 2023 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.

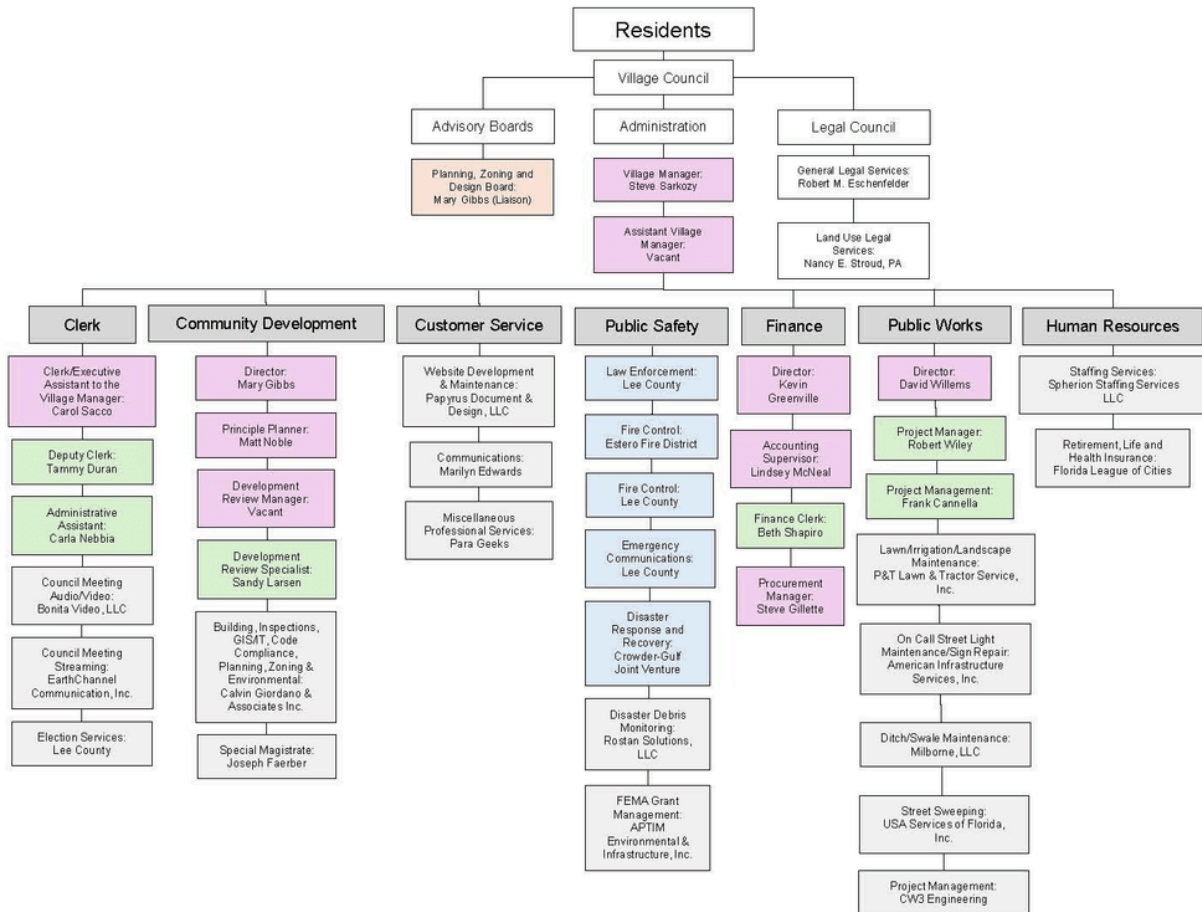
* Data Source: 2023 US Census Bureau (<http://www.census.gov/data/developers/data-sets.html>), American Community Survey. Home value data includes all types of owner-occupied housing.

Organizational Chart

Fiscal Year 2024 – 2025



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 the 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 2024-2025 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/appropriated 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.

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 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.

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

- March/April: Village Manager and staff begin to develop a capital improvement program.
- May/June: Village Manager and staff begin to develop revenue and expenditure estimates.
- June/July: State issues revenue estimates with updates to budget draft as needed.
- July: Village Manager presents proposed budget to Village Council on or before July 15th.
- July/August: Village Council conducts two public hearings to adopt the capital improvement budget on or before August 15th.
- September: Village Council conducts two public hearings to set the tax millage rate and adopt the budget.
- 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 15th 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 2024-2025 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:

- June 1 - Estimated taxable value provided to village.
- July 1 - Assessment roll validated and preliminary taxable values provided to the Village.
- August 24 - TRIM notices are mailed to property owners.
- September 30 - Millage resolution approves and taxes levied following certificate of assessment roll.
- October 1 - Beginning of fiscal year for which tax is being levied.
- November 1 - Property taxes due and payable (levy date) with various discount provisions through March 1.
- April 1 - Unpaid taxes become delinquent.
- 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. The adopted budget must be balanced, meaning all total projected revenues and other financing sources are equal to all total anticipated expenditures. 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 Policy¹

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.

¹ Adopted June 3, 2015, Amended March 20, 2024

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 Policy²

The Village will maintain the fund balance of the various operating funds and related reserves at levels sufficient to protect the Village's creditworthiness as well as its financial position during emergencies or economic fluctuations. Should the budgeted fund balance drop below the minimum identified by the policy below, the Village will establish a plan to replenish the balances to the minimum level in subsequent years.

There are five categories of Fund Balance in all governmental funds, not all will always be present. The categories are defined below:

1. Non-spendable- cannot be spent due to being non-spendable in form or the Village being legally or contractually required to maintain this amount intact. For example, inventories and prepaid amounts are considered non-spendable.
2. Restricted- balances are subject to external restrictions from creditors, grantors, contributors, or laws of other governments.
3. Committed- use of funds is only for specific purposes as determined by Village Council.
4. Assigned- intended use of balances for specific purposes is established by the Village Council or delegated to the Village Manager that is neither restricted or committed and includes the remaining positive balance of all governmental funds.
5. Unassigned- excess funds that have not been classified in the previous four categories for the general fund. This category represents the portion of fund balance which is not obligated or specifically designated and is available for general purposes. Unassigned fund balance would also include deficit residual balances for any governmental funds after reporting amounts as restricted, committed, or assigned fund balances. Deficit amounts cannot be reported for restricted, committed, or assigned fund balances in any fund.

The Village will keep the following reserves:

General Fund Committed Fund Balance – Emergency Reserve: The minimum level for the Emergency Reserve is 50% of General Fund budgeted expenditures less transfers out and any uses of fund balances.

General Fund Committed Fund Balance – Operating Reserve: The minimum level for the Operating Reserve is 20% of General Fund budgeted expenditures less transfers out and any uses of fund balances.

General Fund Assigned Fund Balance – Litigation Reserve: The minimum level for the Litigation Reserve is \$750,000. Given the geographical area is prone to legal challenges, these funds are to be used in the event legal action is taken, or, conversely, in an instance where the Village seeks a legal remedy to protect the public interest.

General Fund Assigned Fund Balance – Major Road Maintenance Reserve: The Major Road Maintenance Reserve was established in fiscal year 2019-2020 with an initial contribution of \$300,000 with 3% annual growth adjustments, unless directed otherwise by supermajority Council approval of an Ordinance amendment.

² Adopted October 19, 2016, Amended May 18, 2022, Amended March 20, 2024

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.

Investment Policy³

The Village's investment policy is to set forth the investment objectives and parameters for the management of public funds of the Village. These policies are designed to safeguard the Village's funds, provide for the availability of operating and capital funds when needed, and promote an investment return competitive with comparable funds and financial market indices.

The proposed Ordinance authorizes the following investments and portfolio composition:

Village and Investment Manager Authorized Investment- Sector Type	Minimum Rating Requirement	Maturity Limits	Maximum Allocation	Individual Issuer Limit
Cash and Cash Equivalents	N/A	NA	100%	N/A
United States Government Securities	N/A	5 Years	100%	N/A
United States Government Agencies	N/A	5 Years	50%	N/A
Federal Instrumentalities (United States Government Sponsored Enterprises "GSE")*	N/A	5 Years	75%	40%
Interest Bearing Time Deposit or Savings Accounts	N/A	1 Year	20%	10%
Repurchase Agreements**	N/A	90 Days	25%	10%
Registered Investment Companies (Money Market Mutual Funds)	AAAm (or equivalent)	N/A	20%	10%
Intergovernmental Investment Pools (Stable Net Asset Value)	AAAm (or equivalent)	N/A	80%	N/A
Intergovernmental Investment Pools (Floating Net Asset Value)	AAAf (or equivalent)	N/A	40%	N/A
Florida PRIME Fund	AAAm	NA	25%	N/A
Investment Manager Authorized Investment - Sector Type	Minimum Rating Requirement	Maturity Limits	Maximum Allocation	Individual Issuer Limit
Mortgage Backed Securities "MBS"*	AA	5 Years	20%	15%
State and/or Local Government Taxable and/or Tax-Exempt Debt	Single "A" category by two NRSROs****	5 Years	30%	5%
Commercial Paper***	A-1 by S&P and P-1 by Moody's	270 Days	20%	5%
Corporate Notes***	Single "A" category by any NRSROs****	5 Years	25%	5%
Asset-Backed Securities (ABS)***	Double "A" category by any two NRSROs****	5 Years	20%	5%

³ Adopted October 19, 2016, Amended March 20, 2024

Capitalization Policy⁴

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

⁴ 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 Policy⁵

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.

⁵ Adopted December 31, 2014

Pension Liability Policy⁶

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.

⁶ 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 it's only debt instrument, the 2019 Revenue Bond, during FY 2021-2022 which was seven (7) years prior to the maturity date.

BUDGET MESSAGE

Memorandum

TO: Village Council

FROM: Steve Sarkozy, Village Manager

DATE: August 31, 2024

SUBJECT: Budget Message – Proposed 2024-2025 Operating and Capital Budget

Honorable Mayor and Village Council:

I am pleased to provide you with my recommended Fiscal Year 2024-2025 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 24-25, for operating costs.

Revenue	\$22,151,690
Operating Expenditures	\$11,513,750
<u>Net Operating Impact (prior to capital expenditures)</u>	<u>+\$10,637,940</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 23-24, now including existing fund balance and requested capital expenditures.

Projected Beginning Fund Balance (including reserves)	\$44,905,400
Revenue (property taxes, impact fees, etc.)	\$47,229,190
Transfers from other funds (capital)	\$80,304,615
<u>Total Available Funds</u>	<u>\$172,439,205</u>
Operating Costs	\$11,535,350
Capital Costs	\$79,868,914
Transfers to other funds (capital)	\$50,304,615
Restricted & Nonspendable Fund Balance	\$11,080,326
Reserves (operating, litigation, road maintenance)	\$9,820,162
Unallocated & Restricted Fund Balance	\$9,829,838
<u>Projected Use of Funds</u>	<u>\$172,439,205</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.

Over the past several budget cycles, the Village has weathered the COVID-19 pandemic and impacts of Hurricane Ian with limited interruptions to customer service or capital improvements. The Village is excited for what is to come in FY 24-25. 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 forwarding-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 strong 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.

BUDGET OVERVIEW

Budget Overview

The 2024-2025 revenue is projected to total \$47,139,315, an increase of \$25,086,200, 113.75%, from the amended FY 2023-2024 budget. The increase is primarily attributable to:

Intergovernmental Revenue: The Coronavirus State and Local Fiscal Recovery Funds (SLFRF), a part of the American Rescue Plan Act (ARPA), delivers \$350 billion to state, local, and Tribal governments across the county to support their response to and recovery from the COVID-19 public health emergency. On Oct 6, 2021, the Village received its first tranche payment of SLFRF funds in the amount of \$8,482,206. On August 23, 2022, the Village received its second and final tranche payment in the amount of \$8,482,207, for a grand total of \$16,964,413 in SLFRF funding. In the current budget, \$10,000,000 is appropriated as revenue for the Corkscrew Road project. Additionally, there are several one-time grants in the Capital Project fund.

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 2024-2025 budgeted expenditures total \$91,404,264 which is a \$45,075,136 increase, 97.29%, from the amended FY 2023-2024 budget.

General Fund Total Operating Expenditures increased \$1,177,980. The following material changes are noted:

Public Works: An increase of \$350,915 is mainly caused by the increased cost of maintenance for our infrastructure based on inflation and current year projections.

General Government: An increase of \$610,355 due to the increased cost of operations based on inflation and current year projections.

The Debt Service fund was closed as the Village paid off the outstanding debt in FY 2021-2022. There is a debt issuance budgeted in the FY 2024-2025.

Capital Projects Fund expenditures increased by \$44,413,011 as some projects included in FY 2023-2024 Capital Improvement Plan have been shifted to FY 2024-2025.

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

v. Full Time Equivalent (FTE) positions: A net impact of 0.0 FTE is anticipated.

v. Compensation levels: A salary increase of 4.80% for Village staff and 4.80% for CGA staff is budgeted for the 2024- 2025 fiscal year.

The 2024-2025 budget projects a decrease of \$14,264,949 in fund balance. Significant changes are outlined below:

General Fund fund balance is projected to decrease by \$4,006,535 due to the large transfer to the Capital Projects Fund in the amount of \$20,304,615. Operating revenues less expenditures offsets this transfer by \$16,298,080.

Building Permit Fees fund balance is projected to decrease by \$94,350 mainly due to the cost of new building software.

Capital Projects fund balance is projected to decrease by \$10,158,279 as prior year restricted revenues which were accumulated for project funding are spent on capital projects in 2024-2025.

Driving Range Fund fund balance is projected to decrease by \$5,785 from the result of operations.

Changes from the proposed to the adopted budget are as follows:

Revenues:



- The ad-valorem property tax rate was reduced by \$0.01 from the proposed to the adopted budget. The change from \$0.74 per \$1,000.00 of assessed valuation to \$0.73 resulted in a decrease in tax revenue of \$89,875.

Expenditures:



- \$5,000 Village Manager Department Health Insurance decreased due to 3% health insurance renewal increase vs 15% originally budgeted.
- \$1,000 Village Clerk Department Health Insurance decreased due to 3% health insurance renewal increase vs 15% originally budgeted.
- \$4,495 Finance Department Health Insurance decreased due to 3% health insurance renewal increase vs 15% originally budgeted.
- \$5,570 Development Services Department Health Insurance decreased due to 3% health insurance renewal increase vs 15% originally budgeted.
- \$2,370 Public Works Department Health Insurance decreased due to 3% health insurance renewal increase vs 15% originally budgeted.
- \$1,680 Parks Department Health Insurance decreased due to 3% health insurance renewal increase vs 15% originally budgeted.

Expenditures:



- \$300,000 Development Services Miscellaneous Professional Services increased due to anticipated increase in consulting costs related to FEMA floodplain compliance.
- \$50,000 Information Technology Department Software Licensing increased due to anticipated increase in software costs related to FEMA floodplain compliance.

Total Impact on Budget:

\$419,760.00 decrease in excess revenue over expenditures

Consolidated Financial Summary

ADOPTED BUDGET SUMMARY							
Village of Estero - Fiscal Year 2024-2025							
ESTIMATED REVENUES		GENERAL FUND	BUILDING FUND	DEBT SERVICE	CAPITAL PROJECTS	DRIVING RANGE	TOTAL ALL FUNDS
Taxes:							
Ad Valorem Taxes							
General Fund Millage per \$1,000	0.7300	\$ 6,560,880	\$ -	\$ -	\$ -	\$ -	\$ 6,560,880
Gas Tax		625,000	-	-	415,000	-	1,040,000
Franchise Fees		3,090,000	-	-	-	-	3,090,000
Communication Services Tax		950,500	-	-	-	-	950,500
Other Taxes		27,000	-	-	-	-	27,000
Licenses and Permits		1,000	1,401,750	-	-	-	1,402,750
Intergovernmental Revenues		13,901,900	-	-	16,600,600	-	30,502,500
Charges for Services		360,500	35,000	-	-	-	395,500
Fines and Forfeitures		250	-	-	-	-	250
Impact Fees		-	-	-	1,908,000	-	1,908,000
Investment Earnings		650,000	23,500	-	482,420	5,015	1,160,935
Other Miscellaneous Revenues		101,000	-	-	-	-	101,000
TOTAL SOURCES		26,268,030	1,460,250	-	19,406,020	5,015	47,139,315
Transfers In		-	-	-	50,304,615	-	50,304,615
Proceeds from Debt Issue		-	-	30,000,000	-	-	30,000,000
Fund Balances/Reserves/Net Assets		27,682,033	443,445	-	16,634,405	145,517	44,905,400
TOTAL REVENUES, TRANSFERS & BALANCES		\$ 53,950,063	\$ 1,903,695	\$ 30,000,000	\$ 86,345,040	\$ 150,532	\$ 172,349,330
EXPENDITURES							
General Government		\$ 5,742,955	\$ -	\$ -	\$ -	\$ -	\$ 5,742,955
Public Safety		273,110	1,554,600	-	-	-	1,827,710
Physical Environment		577,500	-	-	57,421,714	-	57,999,214
Transportation		3,036,825	-	-	22,447,200	-	25,484,025
Human Services		45,000	-	-	-	-	45,000
Culture and Recreation		294,560	-	-	-	10,800	305,360
TOTAL EXPENDITURES		9,969,950	1,554,600	-	79,868,914	10,800	91,404,264
Transfers Out		20,304,615	-	30,000,000	-	-	50,304,615
Fund Balances/Reserves/Net Assets		23,675,498	349,095	-	6,476,126	139,732	30,640,451
TOTAL APPROPRIATED EXPENDITURES, TRANSFERS, RESERVES & BALANCES		\$ 53,950,063	\$ 1,903,695	\$ 30,000,000	\$ 86,345,040	\$ 150,532	\$ 172,349,330

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 9.0% 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 2025-2026						
ESTIMATED REVENUES		GENERAL FUND	BUILDING FUND	CAPITAL PROJECTS	DRIVING RANGE	TOTAL ALL FUNDS
Taxes:						
Ad Valorem Taxes						
General Fund Millage per \$1,000	0.7300	\$ 7,049,800	\$ -	\$ -	\$ -	\$ 7,049,800
Gas Tax		665,000	-	482,500	-	1,147,500
Franchise Fees		3,150,000	-	-	-	3,150,000
Communication Services Tax		1,025,000	-	-	-	1,025,000
Other Taxes		30,000	-	-	-	30,000
Licenses and Permits		1,500	1,315,000	-	-	1,316,500
Intergovernmental Revenues		5,760,000	-	-	-	5,760,000
Charges for Services		288,000	35,000	-	-	323,000
Fines and Forfeitures		500	-	-	-	500
Impact Fees		-	-	1,325,000	-	1,325,000
Investment Earnings		1,000,000	22,250	220,000	12,750	1,255,000
Other Miscellaneous Revenues		105,000	-	-	-	105,000
TOTAL SOURCES		19,074,800	1,372,250	2,027,500	12,750	22,487,300
Transfers In		-	-	14,000,000	-	14,000,000
Fund Balances/Reserves/Net Assets		16,897,639	343,123	12,462,382	135,951	29,839,095
TOTAL REVENUES, TRANSFERS & BALANCES		\$ 35,972,439	\$ 1,715,373	\$ 28,489,882	\$ 148,701	\$ 66,326,395
EXPENDITURES						
General Government		\$ 5,432,600	\$ -	\$ -	\$ -	\$ 5,432,600
Public Safety		255,000	1,325,000	-	-	1,580,000
Physical Environment		625,000	-	5,592,000	-	6,217,000
Transportation		2,824,610	-	19,455,100	-	22,279,710
Human Services		50,000	-	-	-	50,000
Culture and Recreation		327,250	-	-	4,175	331,425
TOTAL EXPENDITURES		9,514,460	1,325,000	25,047,100	4,175	35,890,735
Transfers Out		14,000,000	-	-	-	14,000,000
Fund Balances/Reserves/Net Assets		12,457,979	390,373	3,442,782	144,526	16,435,660
TOTAL APPROPRIATED EXPENDITURES, TRANSFERS, RESERVES & BALANCES		\$ 35,972,439	\$ 1,715,373	\$ 28,489,882	\$ 148,701	\$ 66,326,395

LONG-RANGE FORECASTS						
Village of Estero - Fiscal Year 2026-2027						
ESTIMATED REVENUES		GENERAL FUND	BUILDING FUND	CAPITAL PROJECTS	DRIVING RANGE	TOTAL ALL FUNDS
Taxes:						
Ad Valorem Taxes						
General Fund Millage per \$1,000	0.7300	\$ 7,472,790	\$ -	\$ -	\$ -	\$ 7,472,790
Gas Tax		695,000	-	498,250	-	1,193,250
Franchise Fees		3,265,000	-	-	-	3,265,000
Communication Services Tax		1,075,250	-	-	-	1,075,250
Other Taxes		35,000	-	-	-	35,000
Licenses and Permits		2,000	1,475,000	-	-	1,477,000
Intergovernmental Revenues		6,127,500	-	-	-	6,127,500
Charges for Services		312,000	45,000	-	-	357,000
Fines and Forfeitures		1,000	-	-	-	1,000
Impact Fees		-	-	1,375,600	-	1,375,600
Investment Earnings		675,000	16,250	160,500	8,250	860,000
Other Miscellaneous Revenues		120,000	-	-	-	120,000
TOTAL SOURCES		19,780,540	1,536,250	2,034,350	8,250	23,359,390
Transfers In		-	-	7,250,000	-	7,250,000
Fund Balances/Reserves/Net Assets		11,575,609	390,373	3,442,782	144,526	15,553,290
TOTAL REVENUES, TRANSFERS & BALANCES	\$	31,356,149	\$ 1,926,623	\$ 12,727,132	\$ 152,776	\$ 46,162,680
EXPENDITURES						
General Government	\$	5,756,300	\$ -	\$ -	\$ -	\$ 5,756,300
Public Safety		280,000	1,475,000	-	-	1,755,000
Physical Environment		690,000	-	907,000	-	1,597,000
Transportation		2,975,000	-	8,037,060	-	11,012,060
Human Services		60,000	-	-	-	60,000
Culture and Recreation		355,250	-	-	3,750	359,000
TOTAL EXPENDITURES		10,116,550	1,475,000	8,944,060	3,750	20,539,360
Transfers Out		7,250,000	-	-	-	7,250,000
Fund Balances/Reserves/Net Assets		13,989,599	451,623	3,783,072	149,026	18,373,320
TOTAL APPROPRIATED EXPENDITURES, TRANSFERS, RESERVES & BALANCES	\$	31,356,149	\$ 1,926,623	\$ 12,727,132	\$ 152,776	\$ 46,162,680

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 working 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 working on this goal:

Maintain 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 working 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 working 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 working on this goal:

A prepared and resilient community in preparation for future disasters.

Personnel Summary

	Full Time Employees			Part Time Employees ¹			Contract Full Time Equivalent		
	Approved 2022-2023	Approved 2023-2024	Approved 2024-2025	Approved 2022-2023	Approved 2023-2024	Approved 2024-2025	Approved 2022-2023	Approved 2023-2024	Approved 2024-2025
<i>General Fund Cost Centers:</i>									
Village Council	-	-	-	-	-	-	-	-	-
Village Manager ²	2.25	2.25	2.25	-	-	-	-	-	-
Village Attorney	-	-	-	-	-	-	-	-	-
Village Clerk ²	1.75	1.75	1.75	2.0	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	1.0	3.0	3.0	3.0
Code Compliance	-	-	-	-	-	-	1.0	1.0	1.0
Animal Control	-	-	-	-	-	-	-	-	-
Public Works									
Physical Environment	-	-	-	-	-	-	-	-	-
Transportation	1.0	1.0	1.0	2.0	2.0	2.0	-	-	-
Information Technologies	-	-	-	-	-	-	1.0	1.0	1.0
Law Enforcement	-	-	-	-	-	-	-	-	-
Parks & Recreation ³	1.0	1.0	1.0	-	-	-	-	-	-
General Government Operations	-	-	-	-	-	-	-	-	-
Disaster Services	-	-	-	-	-	-	-	-	-
Total General Fund	10.0	10.0	10.0	8.0	8.0	8.0	6.0	6.0	6.0
Building Permit Fees Fund	-	-	-	-	-	-	6.0	6.0	6.0
Total Special Revenue Fund	-	-	-	-	-	-	6.0	6.0	6.0
Total Governmental Funds	10.0	10.0	10.0	8.0	8.0	8.0	12.0	12.0	12.0
Total Full Time Equivalent Positions	10.0	10.0	10.0	4.0	4.0	4.0			
Total Full Time Equivalent Positions in Governmental Funds						14.0			

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

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

³ A full-time Parks Development & Maintenance Director position is proposed.

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 the non-expendable, restricted, and assigned fund balance. The projected fund balance for the Village is below:

FY 24/25 Budget Fund Balance Projections						
	General Fund	Building Fee Fund	Debt Service Fund	Capital Projects Fund	Driving Range Fund	Total
9/30/2023 Fund Balance (audited)	\$ 27,682,033	\$ 443,445	\$ -	\$ 16,634,405	\$ 145,517	\$ 44,905,400
FY 23/24 Projected Revenues	20,961,106	1,808,405	-	5,667,101	286,258	28,722,870
FY 23/24 Projected Transfers In		-	-	20,833,888	-	20,833,888
FY 23/24 Proj Revenues & Other Sources	20,961,106	1,808,405	-	26,500,989	286,258	49,556,758
FY 23/24 Projected Expenditures	6,761,060	1,897,098	-	21,696,019	297,775	30,651,952
FY 23/24 Projected Transfers Out	20,833,888	-	-	-	-	20,833,888
FY 23/24 Proj Expenditures & Other Uses	27,594,948	1,897,098	-	21,696,019	297,775	51,485,840
FY 23/24 Projected Change in Fund Balance	(6,633,842)	(88,693)	-	4,804,970	(11,517)	(1,929,082)
9/30/24 Projected Fund Balance	21,048,191	354,752	-	21,439,375	134,000	42,976,318
FY 24/25 Budgeted Revenues	26,268,030	1,460,250	-	19,406,020	5,015	47,139,315
FY 24/25 Budgeted Transfers In	-		30,000,000	50,304,615	-	80,304,615
FY 24/25 Budgeted Revenues & Other Sources	26,268,030	1,460,250	30,000,000	69,710,635	5,015	127,443,930
FY 24/25 Budgeted Expenditures	9,969,950	1,554,600	-	79,868,914	10,800	91,404,264
FY 24/25 Budgeted Transfers Out	20,304,615	-	30,000,000	-	-	50,304,615
FY 24/25 Budgeted Expenditures & Other Uses	30,274,565	1,554,600	30,000,000	79,868,914	10,800	141,708,879
FY 24/25 Budgeted Change in Fund Balance	(4,006,535)	(94,350)	-	(10,158,279)	(5,785)	(14,264,949)
9/30/25 Budgeted Fund Balance	\$ 17,041,656	\$ 260,402	\$ -	\$ 11,281,096	\$ 128,215	\$ 28,711,369

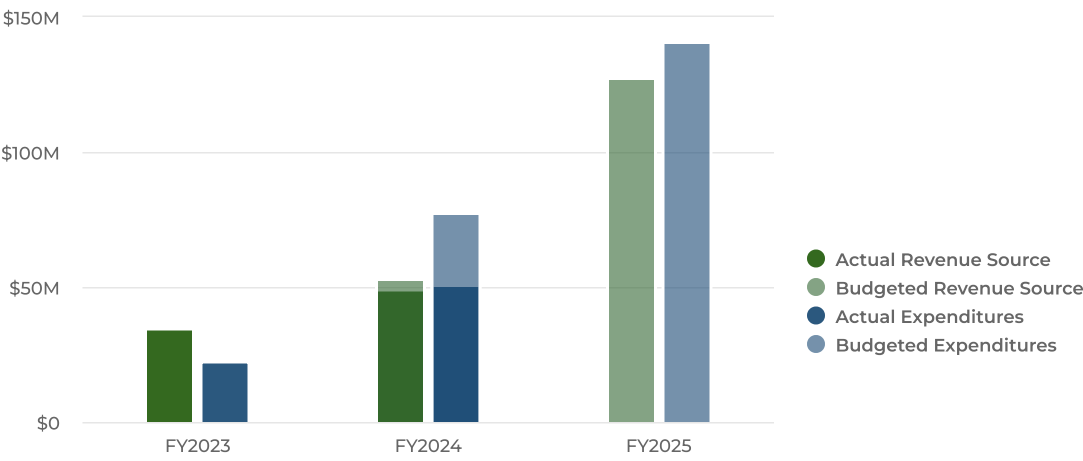
The fund balances of the General Fund, Building Fee Fund, and Capital Projects Fund are anticipated to decline by more than ten percent. The Village is anticipating several planned capital projects beginning in the fiscal year. These projects will be funded by transfers from the General Fund and fund 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 as a result of Hurricane Ian. Currently, the Village is statutory prohibited from increasing building fees as a result of Hurricane Ian. Village staff are closely monitoring this fund and is implementing a long-term plan to combat any more downward pressure on this fund.

FUND SUMMARIES



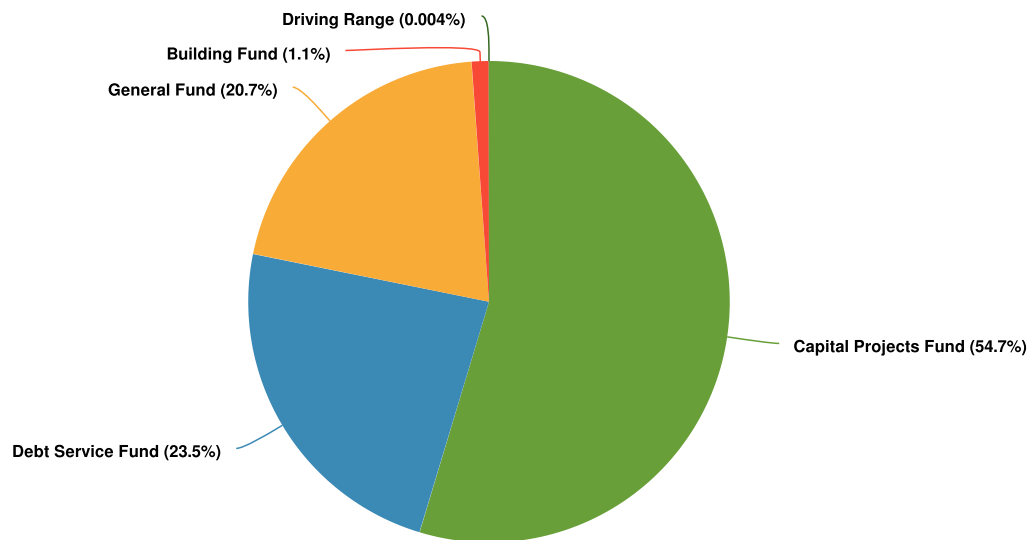
Summary

The Village of Estero is projecting \$127.53M of revenue in FY2025, which represents a 139.3% increase over the prior year. Budgeted expenditures are projected to increase by 82.2% or \$63.8M to \$141.38M in FY2025.

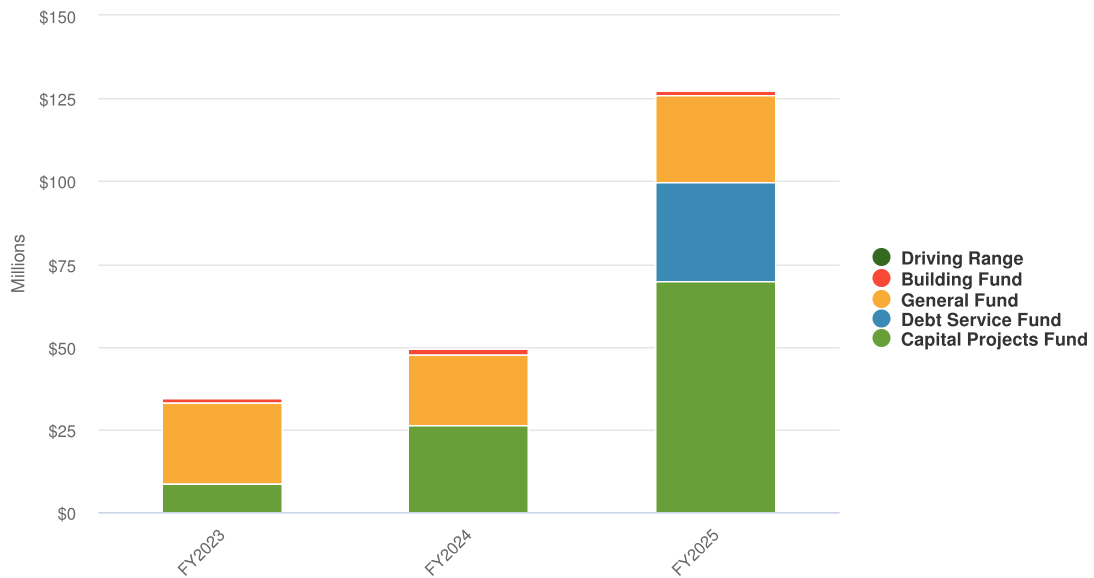


Revenue by Fund

Village Wide Budgeted Revenue by Fund



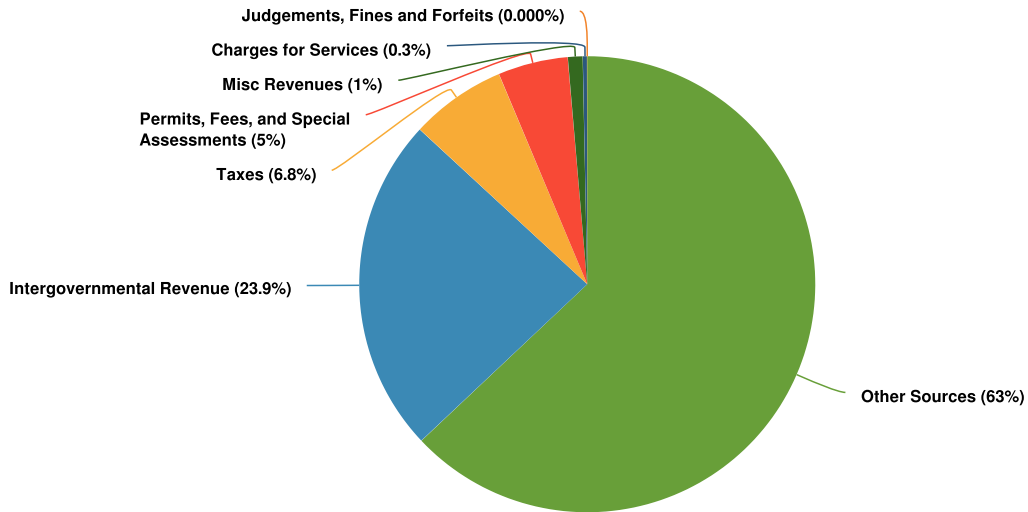
Village Wide Budgeted and Historical Revenue by Fund



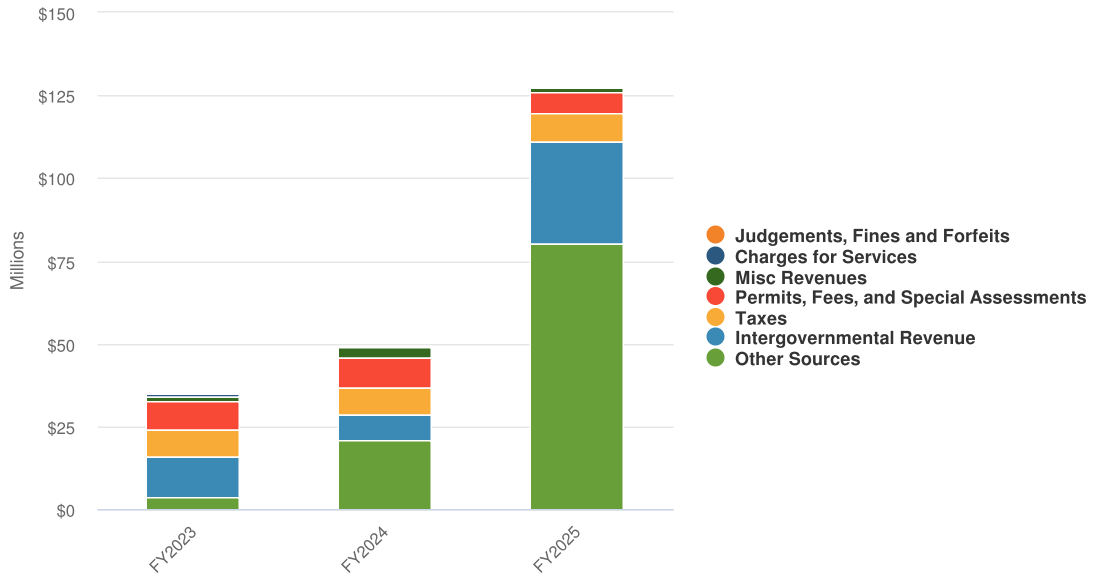
Name	FY2023 Actual	FY2024 Actual	FY2024 Adopted	FY2025 Proposed	FY2025 Adopted	FY2024 Adopted vs. FY2025 Adopted (% Change)
General Fund	\$24,368,279	\$20,874,681	\$18,752,860	\$26,357,905	\$26,268,030	40.1%
Building Fund	\$1,473,729	\$1,808,403	\$1,229,250	\$1,460,250	\$1,460,250	18.8%
Driving Range	\$330,500	\$286,258	\$369,505	\$5,015	\$5,015	-98.6%
Debt Service Fund	\$0	\$0	\$0	\$30,000,000	\$30,000,000	N/A
Capital Projects Fund	\$8,577,703	\$26,500,990	\$32,947,415	\$69,710,635	\$69,710,635	111.6%
Total:	\$34,750,212	\$49,470,332	\$53,299,030	\$127,533,805	\$127,443,930	139.1%

Revenues by Source

Projected 2025 Revenues by Source



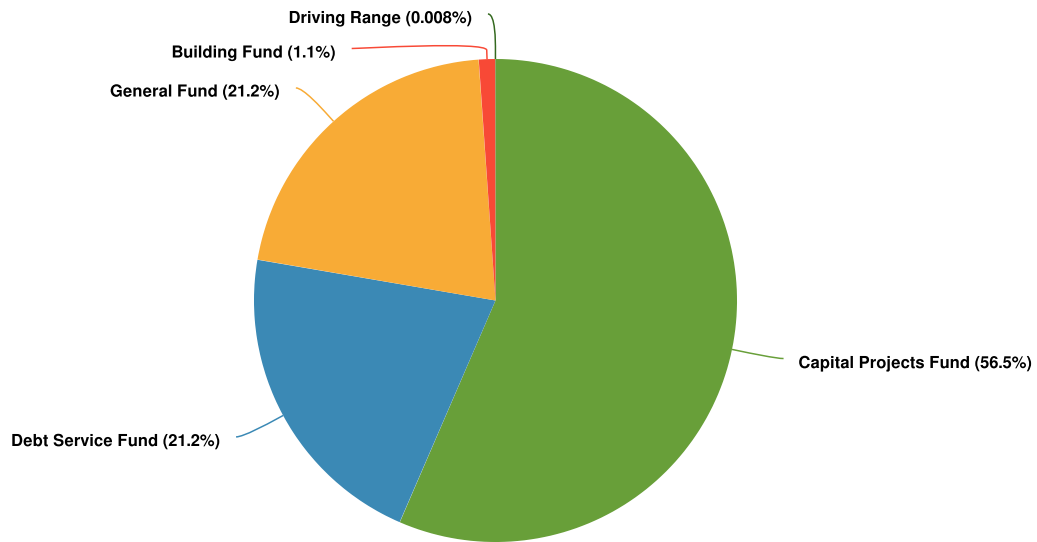
Budgeted and Historical 2025 Revenues by Source



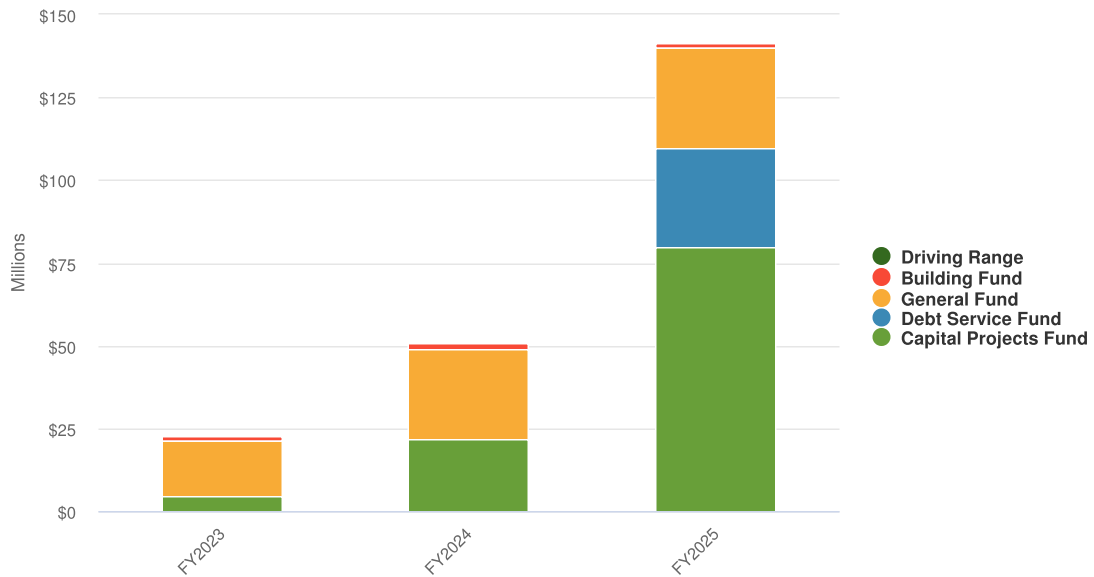
Name	FY2023 Actual	FY2024 Actual	FY2024 Adopted	FY2025 Proposed	FY2025 Adopted	FY2024 Adopted vs. FY2025 Adopted (% Change)
Revenue Source						
Taxes	\$7,874,964	\$8,314,395	\$8,147,650	\$8,668,255	\$8,578,380	5.3%
Permits, Fees, and Special Assessments	\$8,670,573	\$8,855,565	\$4,878,250	\$6,325,750	\$6,325,750	29.7%
Intergovernmental Revenue	\$12,362,641	\$7,593,202	\$7,451,960	\$30,502,500	\$30,502,500	309.3%
Charges for Services	\$765,413	\$681,463	\$663,255	\$395,500	\$395,500	-40.4%
Judgements, Fines and Forfeits	\$217	\$193	\$250	\$250	\$250	0%
Misc Revenues	\$1,456,374	\$3,191,626	\$911,750	\$1,336,935	\$1,336,935	46.6%
Other Sources	\$3,620,030	\$20,833,888	\$31,245,915	\$80,304,615	\$80,304,615	157%
Total Revenue Source:	\$34,750,212	\$49,470,332	\$53,299,030	\$127,533,805	\$127,443,930	139.1%

Expenditures by Fund

Village Wide Budgeted Expenditures by Fund



Village Wide Budgeted and Historical 2025 Expenditures by Fund



Name	FY2023 Actual	FY2024 Actual	FY2024 Adopted	FY2025 Proposed	FY2025 Adopted	FY2024 Adopted vs. FY2025 Adopted (% Change)
General Fund	\$16,506,475	\$27,453,283	\$40,217,885	\$29,944,975	\$30,274,565	-24.7%
Building Fund	\$1,518,644	\$1,897,082	\$1,543,750	\$1,554,600	\$1,554,600	0.7%
Driving Range	\$308,244	\$289,793	\$357,505	\$10,800	\$10,800	-97%
Debt Service Fund	\$0	\$0	\$0	\$30,000,000	\$30,000,000	N/A
Capital Projects Fund	\$4,640,195	\$21,606,519	\$35,455,903	\$79,868,914	\$79,868,914	125.3%
Total:	\$22,973,558	\$51,246,678	\$77,575,043	\$141,379,289	\$141,708,879	82.7%



General Fund

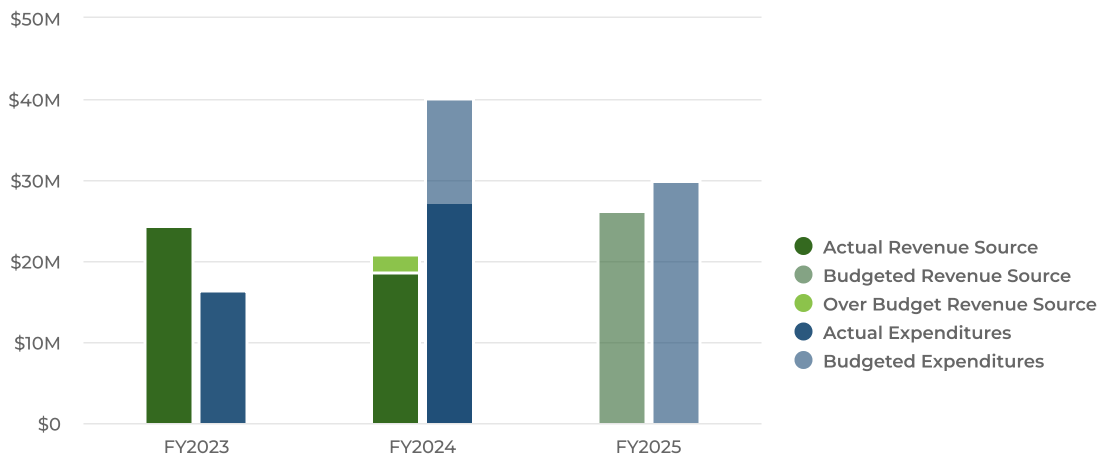
The General Fund is the operating fund of the Village. It accounts for all financial resources, except those required to be accounted for in another fund type. Revenues are derived primarily from property taxes and other governmental revenues.

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.

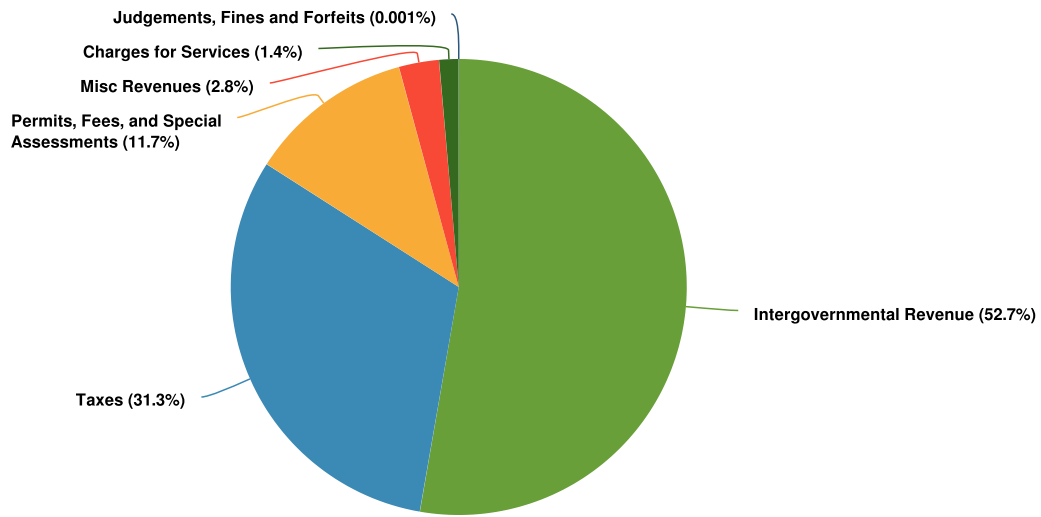
Summary

The Village of Estero is projecting \$26.36M of revenue in FY2025, which represents a 40.6% increase over the prior year. Budgeted expenditures are projected to decrease by 25.5% or \$10.27M to \$29.94M in FY2025.

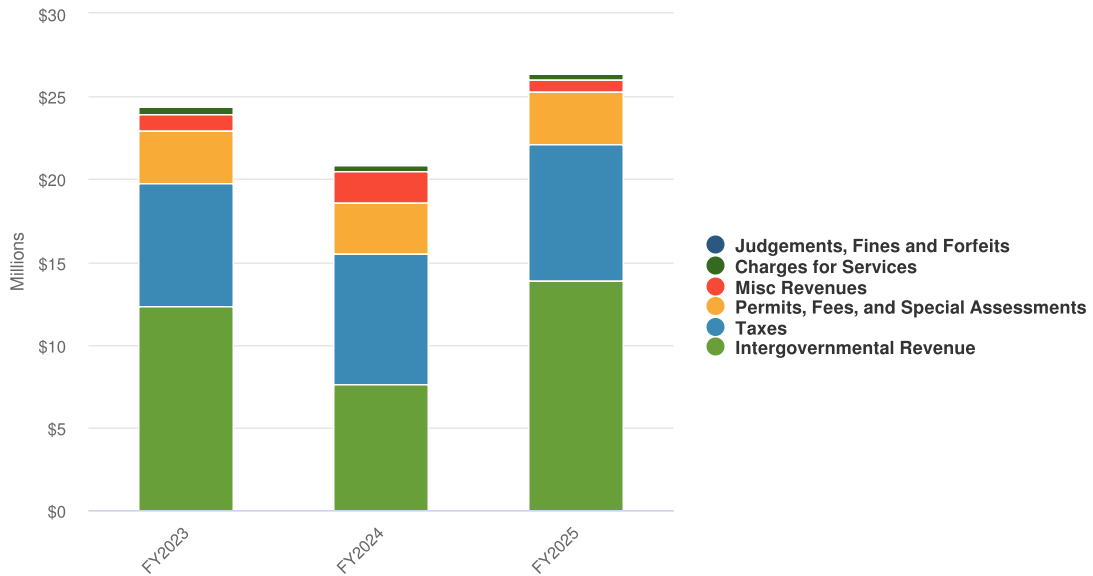


Revenues by Source

General Fund Budgeted Revenues by Source



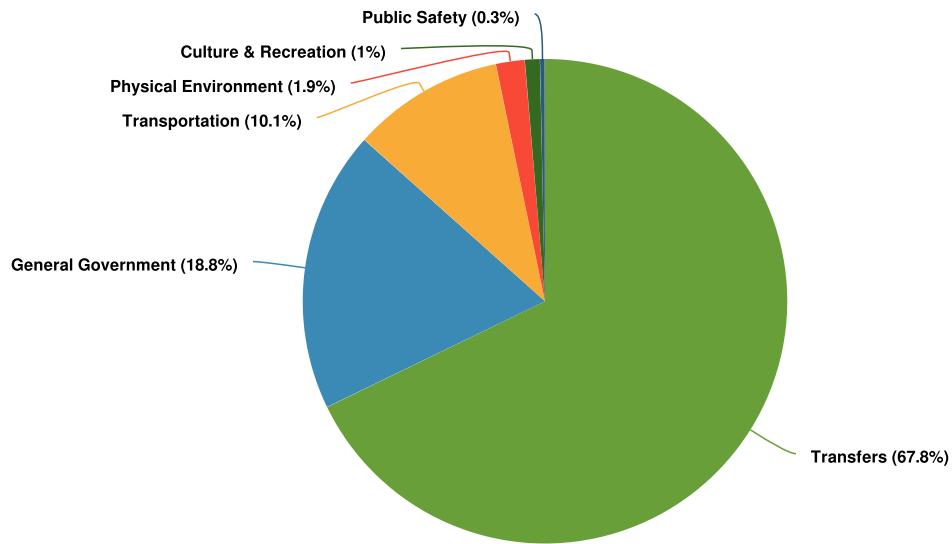
General Fund Budgeted and Historical Revenues by Source



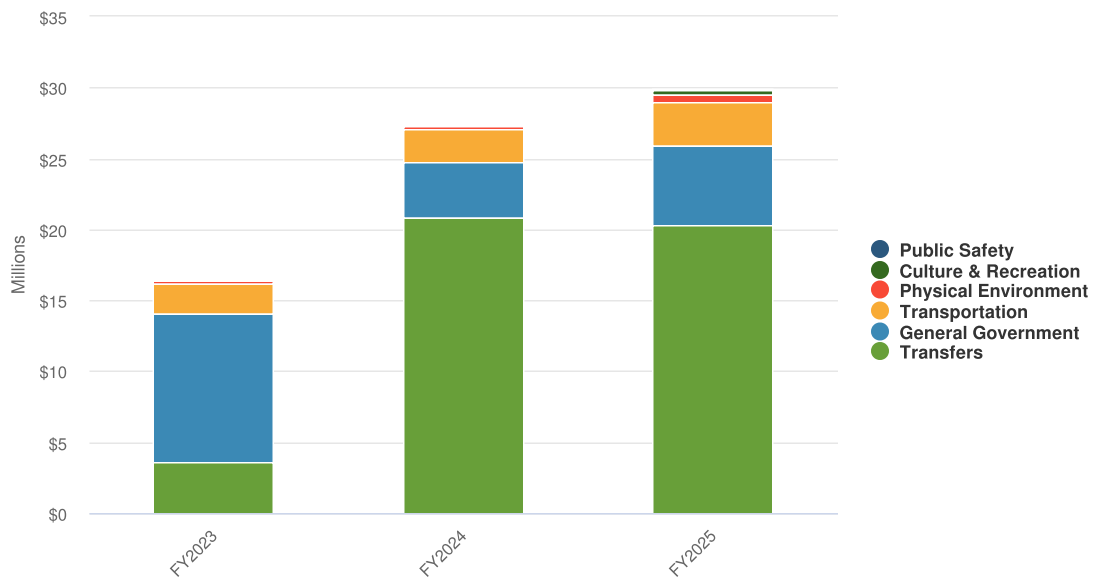
Name	FY2023 Actual	FY2024 Actual	FY2024 Adopted	FY2025 Proposed	FY2025 Adopted	FY2024 Adopted vs. FY2025 Adopted (% Change)
Revenue Source						
Taxes	\$7,409,226	\$7,867,821	\$7,712,400	\$8,253,255	\$8,163,380	5.8%
Permits, Fees, and Special Assessments	\$3,159,264	\$3,087,496	\$2,626,250	\$3,091,000	\$3,091,000	17.7%
Intergovernmental Revenue	\$12,362,641	\$7,593,202	\$7,451,960	\$13,901,900	\$13,901,900	86.6%
Charges for Services	\$398,437	\$360,483	\$266,000	\$360,500	\$360,500	35.5%
Judgements, Fines and Forfeits	\$217	\$193	\$250	\$250	\$250	0%
Misc Revenues	\$1,038,495	\$1,965,486	\$696,000	\$751,000	\$751,000	7.9%
Total Revenue Source:	\$24,368,279	\$20,874,681	\$18,752,860	\$26,357,905	\$26,268,030	40.1%

Expenditures by Function

General Fund Budgeted Expenditures by Function



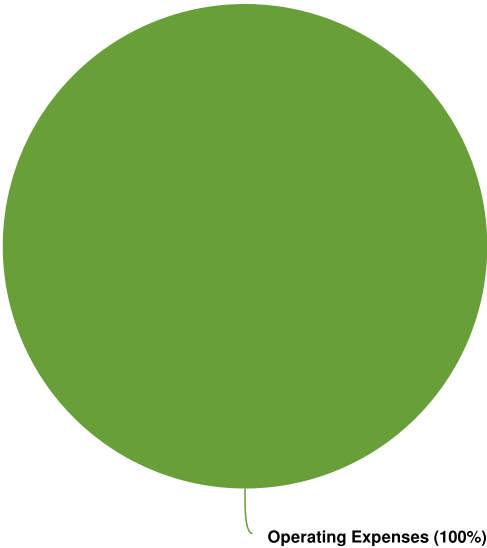
General Fund Budgeted and Historical Expenditures by Function



Name	FY2023 Actual	FY2024 Actual	FY2024 Adopted	FY2025 Proposed	FY2025 Adopted	FY2024 Adopted vs. FY2025 Adopted (% Change)
Expenditures						
General Government						
Village Council	\$151,597	\$149,855	\$169,350	\$171,810	\$171,810	1.5%
Village Manager	\$638,404	\$633,691	\$782,850	\$849,825	\$844,825	7.9%
Village Attorney	\$277,118	\$428,337	\$352,000	\$352,000	\$352,000	0%
Village Clerk	\$145,659	\$64,128	\$224,350	\$274,410	\$273,115	21.7%
Finance	\$484,953	\$545,415	\$586,620	\$622,070	\$617,575	5.3%
Code Compliance	\$16,486	\$3,666	\$184,250	\$184,250	\$184,250	0%
Information Technology	\$364,678	\$338,917	\$380,150	\$444,300	\$494,300	30%
General Government	\$434,322	\$626,346	\$1,069,500	\$1,117,800	\$1,117,800	4.5%
Disaster Response	\$7,090,167	\$236,199	\$10,000	\$35,000	\$35,000	250%
Development Services	\$456,354	\$475,566	\$1,055,680	\$1,075,000	\$1,369,430	29.7%
Planning, Zoning, Dev Review	\$387,781	\$384,510	\$502,100	\$502,100	\$502,100	0%
Total General Government:	\$10,447,520	\$3,886,629	\$5,316,850	\$5,628,565	\$5,962,205	12.1%
Public Safety						
Law Enforcement/Security	\$15,370	\$82,189	\$50,000	\$55,000	\$55,000	10%
Lee County Marine Patrol	\$0	\$0	\$43,860	\$43,860	\$43,860	0%
Total Public Safety:	\$15,370	\$82,189	\$93,860	\$98,860	\$98,860	5.3%
Physical Environment						
Physical Environment	\$205,127	\$183,943	\$575,000	\$577,500	\$577,500	0.4%
Total Physical Environment:	\$205,127	\$183,943	\$575,000	\$577,500	\$577,500	0.4%
Transportation						
Transportation	\$2,140,461	\$2,356,696	\$2,688,410	\$3,039,195	\$3,036,825	13%
Total Transportation:	\$2,140,461	\$2,356,696	\$2,688,410	\$3,039,195	\$3,036,825	13%
Culture & Recreation						
Parks & Recreation	\$77,967	\$109,938	\$297,850	\$296,240	\$294,560	-1.1%
Total Culture & Recreation:	\$77,967	\$109,938	\$297,850	\$296,240	\$294,560	-1.1%
Transfers						
Transfers	\$3,620,030	\$20,833,888	\$31,245,915	\$20,304,615	\$20,304,615	-35%
Total Transfers:	\$3,620,030	\$20,833,888	\$31,245,915	\$20,304,615	\$20,304,615	-35%
Total Expenditures:	\$16,506,475	\$27,453,283	\$40,217,885	\$29,944,975	\$30,274,565	-24.7%

Expenditures by Expense Type

General Fund Budgeted Expenditures by Expense Type



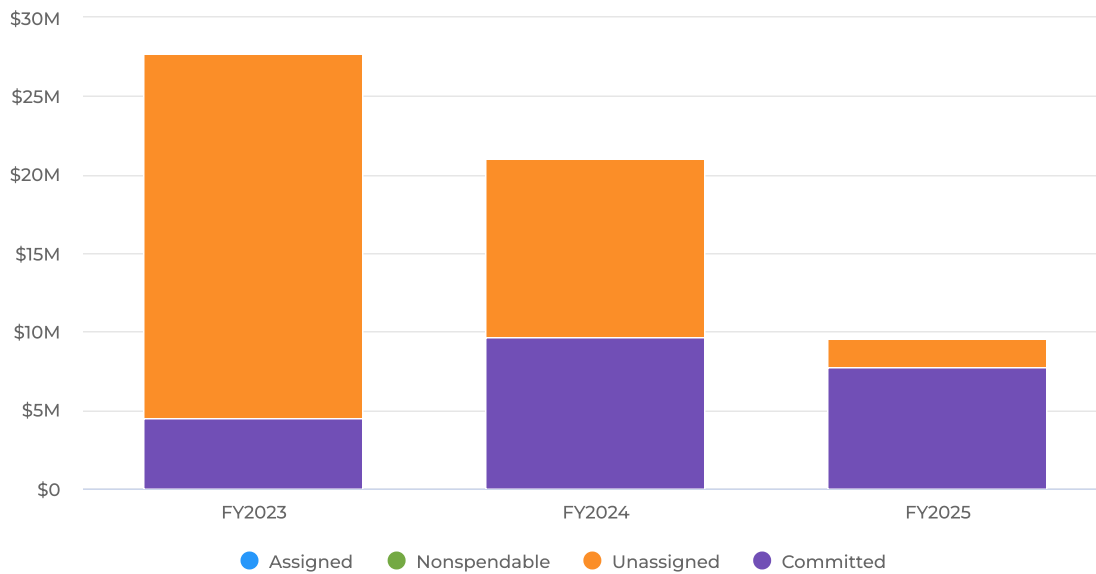
Name	FY2023 Actual	FY2024 Actual	FY2024 Adopted	FY2025 Proposed	FY2025 Adopted	FY2024 Adopted vs. FY2025 Adopted (% Change)
Expense Objects						
Operating Expenses	\$16,506,475	\$27,453,283	\$40,217,885	\$29,944,975	\$30,274,565	-24.7%
Total Expense Objects:	\$16,506,475	\$27,453,283	\$40,217,885	\$29,944,975	\$30,274,565	-24.7%

Fund Balance

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.

Projections



Committed Fund Balance includes \$1,915,000, which is the 3 months of operating reserves, \$670,000 for the legal defense fund and \$327,800 of Road Maintenance Reserve. Assigned Fund Balance consists of \$638,300 which represents 1 month of operating reserves, \$500,000 for a Village Hall New Building Reserve, \$471,700 for a Sports Park Reserve and \$4,466,489 in the Capital Projects Reserve.

Financial Summary	FY2023	FY2024	% Change
Fund Balance	—	—	
Unassigned	\$23,161,808	\$11,364,266	-50.9%
Assigned	\$0	\$0	0%
Committed	\$4,505,700	\$9,669,400	114.6%
Nonspendable	\$14,525	\$14,525	0%
Total Fund Balance:	\$27,682,033	\$21,048,191	-24%



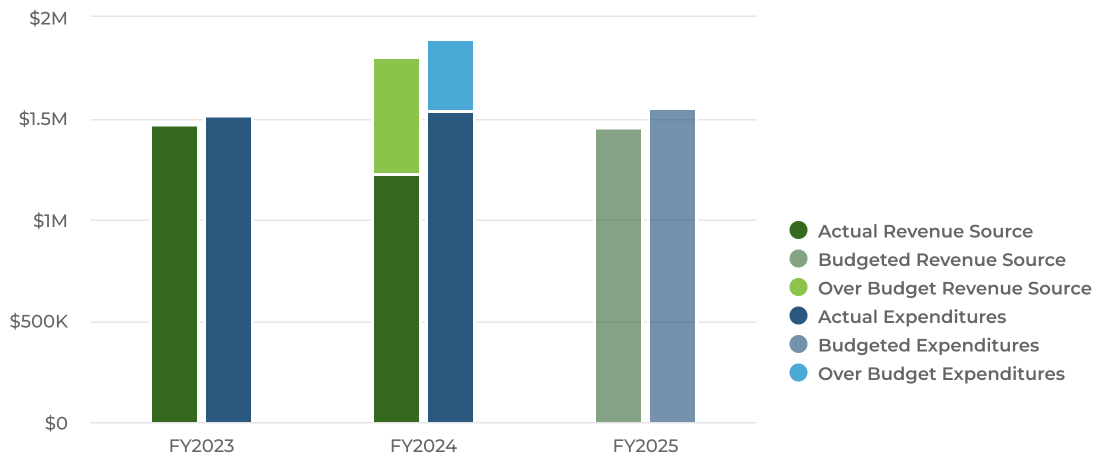
Building Fee Fund

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.

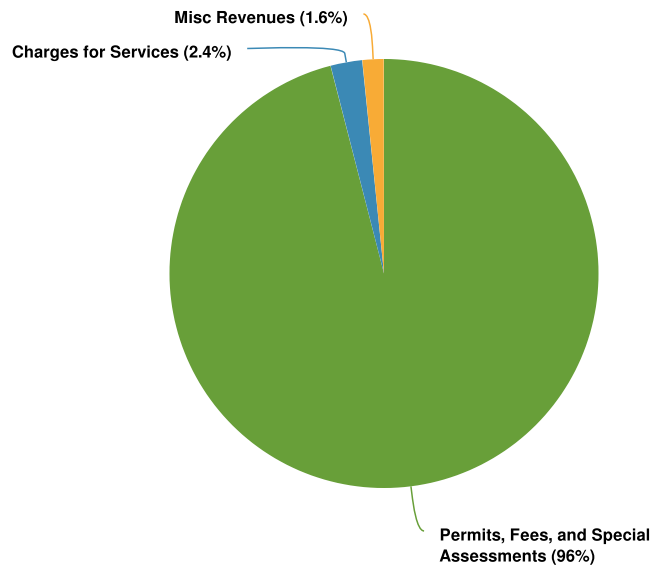
Summary

The Village of Estero is projecting \$1.46M of revenue in FY2025, which represents a 18.8% increase over the prior year. Budgeted expenditures are projected to increase by 0.7% or \$10.85K to \$1.55M in FY2025.

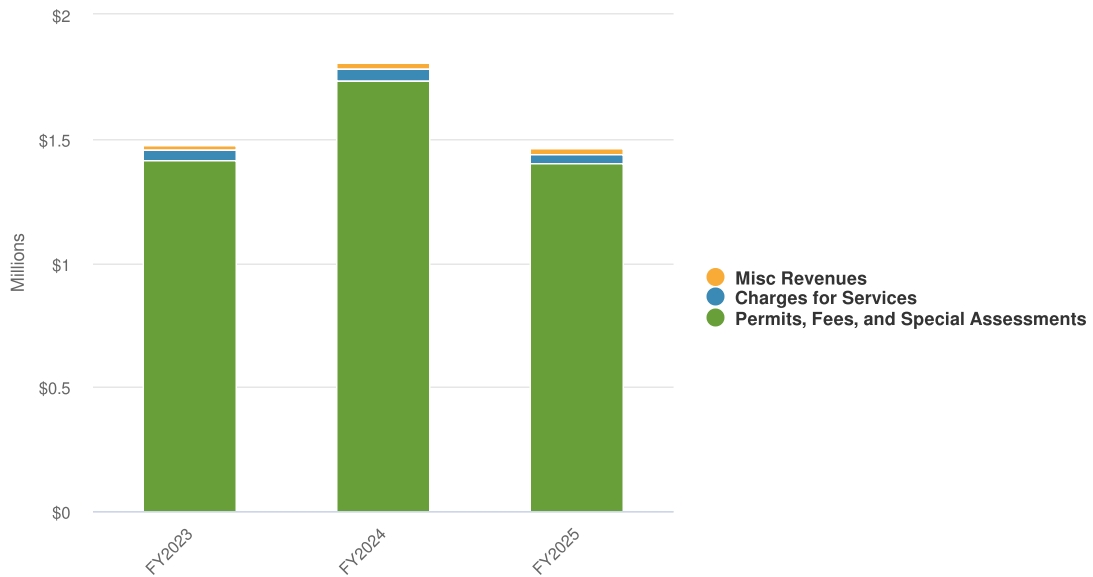


Revenues by Source

Building Fee Fund Budgeted Revenues by Source

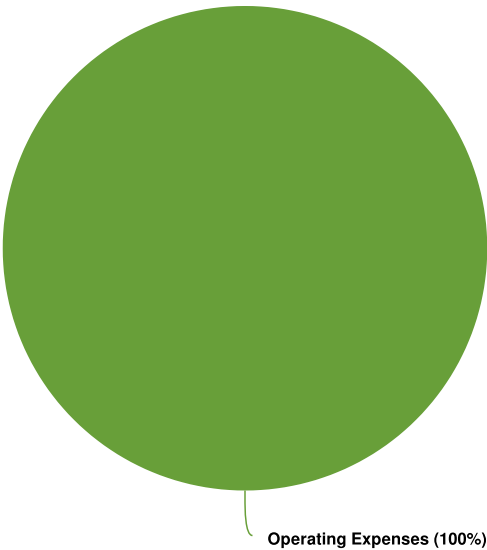


Building Fee Fund Budgeted and Historical Revenues by Source



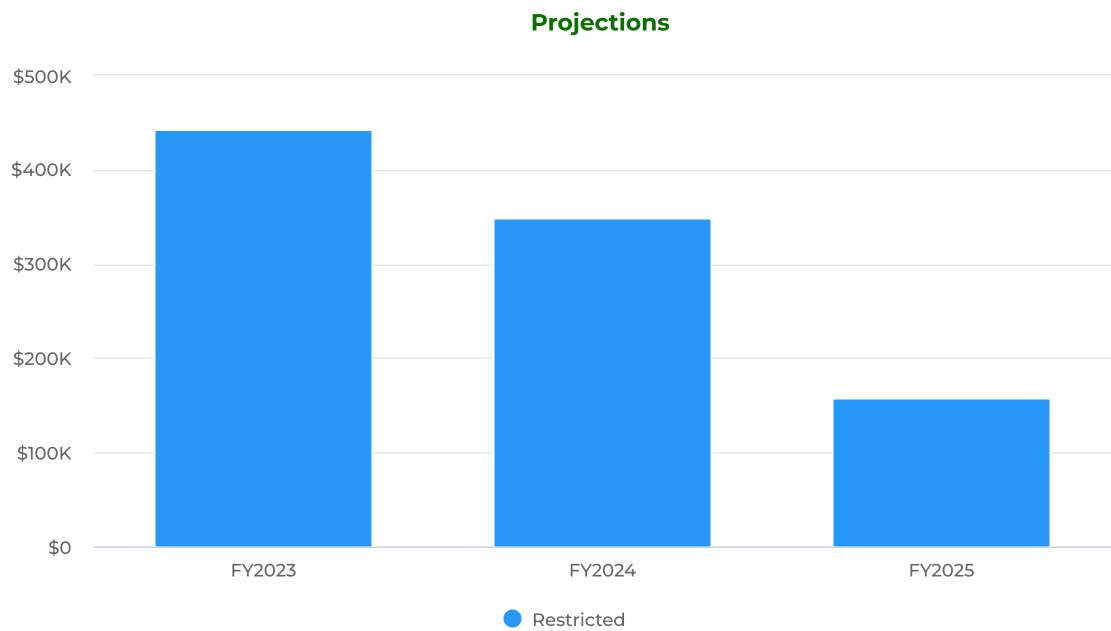
Expenditures by Expense Type

Building Fee Fund Budgeted Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2024 Adopted	FY2025 Proposed	FY2025 Adopted	FY2024 Adopted vs. FY2025 Adopted (% Change)
Expense Objects						
Operating Expenses	\$1,518,644	\$1,897,082	\$1,543,750	\$1,554,600	\$1,554,600	0.7%
Total Expense Objects:	\$1,518,644	\$1,897,082	\$1,543,750	\$1,554,600	\$1,554,600	0.7%

Fund Balance



All of the Building Fee Fund Reserves are considered restricted as they can only be used to support enforcement of the Florida Building Code per state statute.

Financial Summary	FY2023	FY2024	% Change
Fund Balance	—	—	
Restricted	\$443,445	\$349,095	-21.3%
Total Fund Balance:	\$443,445	\$349,095	-21.3%



Debt Service Fund

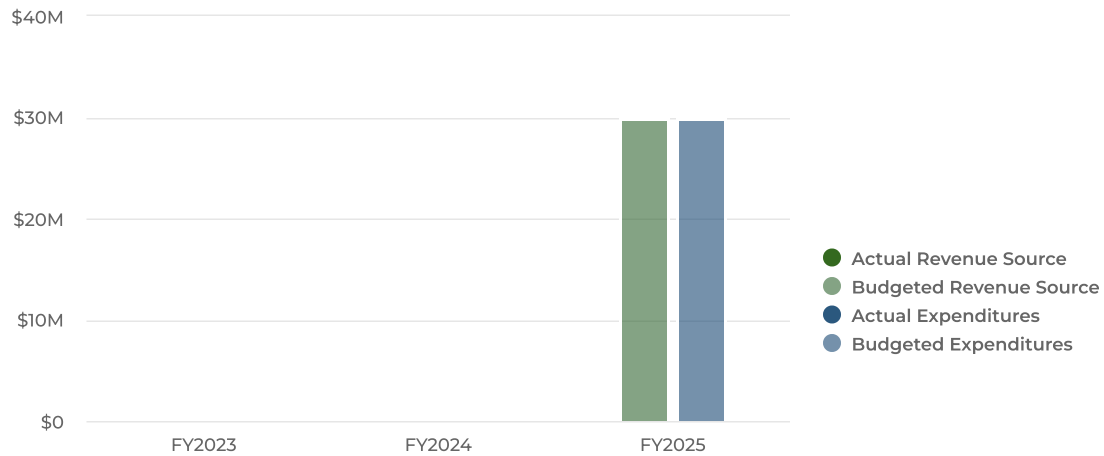
The Debt Service Fund accounts for the accumulation of resources that are committed or assigned for the payment of principal and interest on long-term obligations of governmental funds.

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

Summary

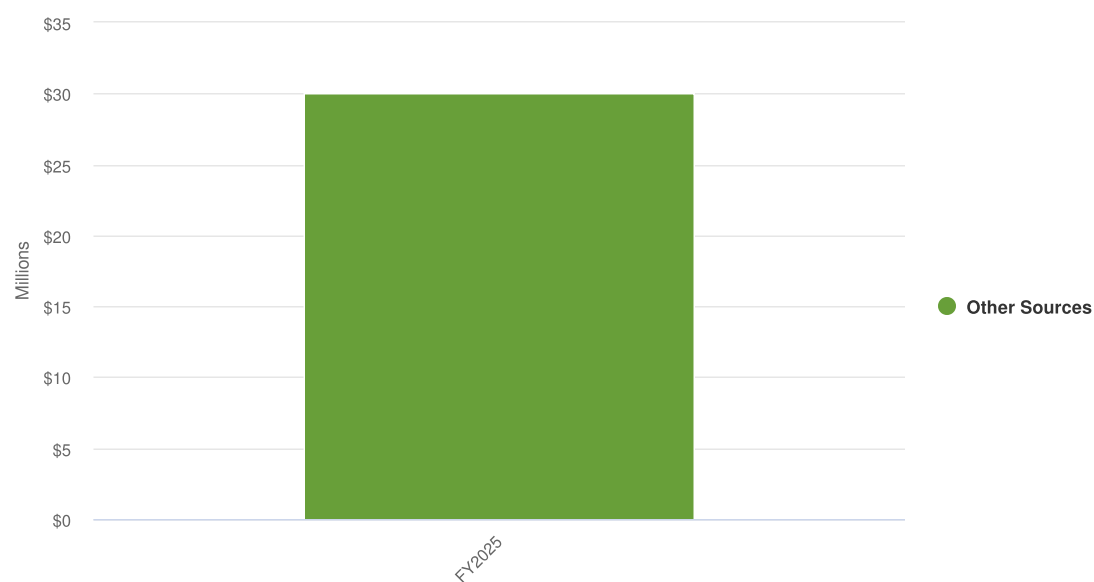
The Village of Estero is projecting \$30M of revenue in FY2025, which represents a 0% increase over the prior year. Budgeted expenditures are projected to increase by 0% or \$30M to \$30M in FY2025.

The Village has no debt obligations, therefore there are no revenues or expenditures budgeted for the 2024-2025 fiscal year.



Revenues by Source

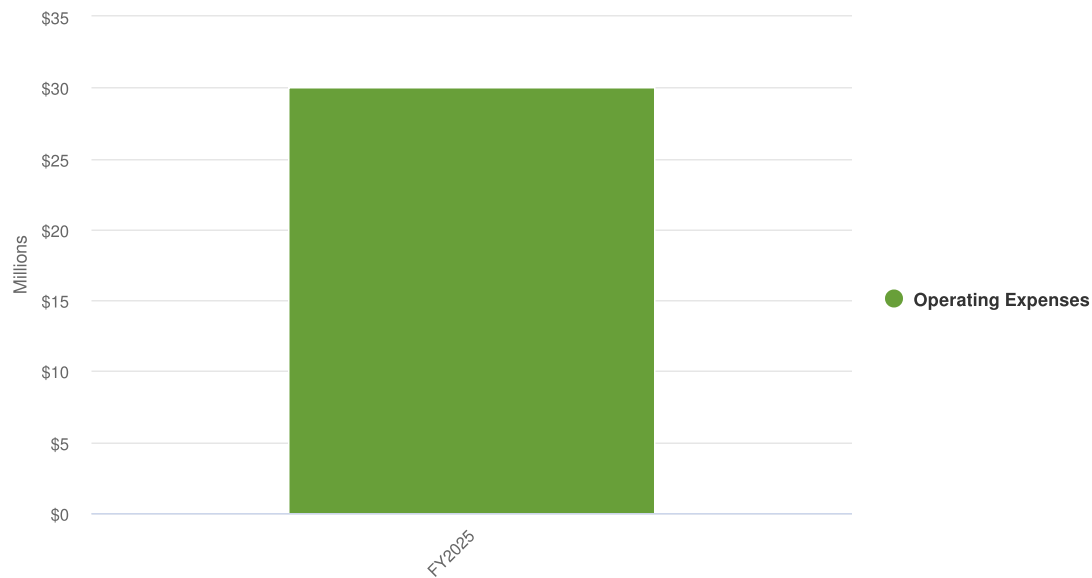
Debt Service Fund Budgeted and Historical 2023 Revenues by Source



Name	FY2023 Actual	FY2024 Actual	FY2024 Adopted	FY2025 Proposed	FY2025 Adopted	FY2024 Adopted vs. FY2025 Adopted (% Change)
Revenue Source						
Other Sources	\$0	\$0	\$0	\$30,000,000	\$30,000,000	N/A
Total Revenue Source:	\$0	\$0	\$0	\$30,000,000	\$30,000,000	N/A

Expenditures by Expense Type

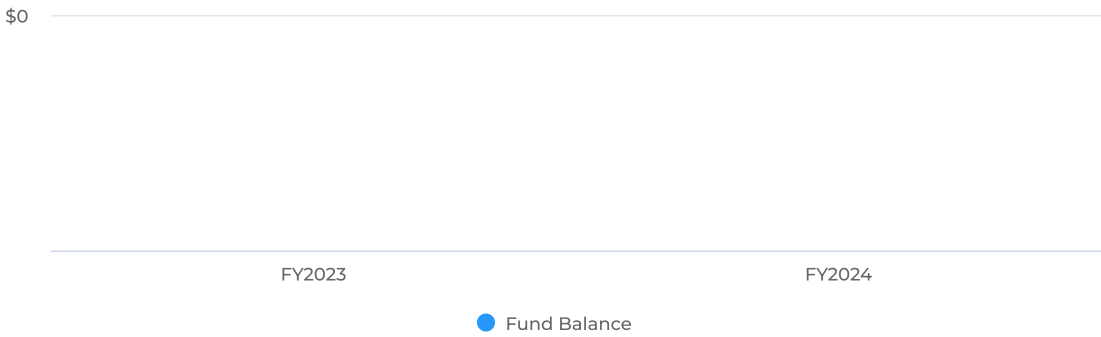
Debt Service Fund Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2024 Adopted	FY2025 Proposed	FY2025 Adopted	FY2024 Adopted vs. FY2025 Adopted (% Change)
Expense Objects						
Operating Expenses	\$0	\$0	\$0	\$30,000,000	\$30,000,000	N/A
Total Expense Objects:	\$0	\$0	\$0	\$30,000,000	\$30,000,000	N/A

Fund Balance

Projections



The Debt Service Fund was closed in FY 2021-2022 as the Village repaid it's only debt obligation, therefore there is no fund balance remaining.

Financial Summary	FY2023	FY2024	% Change
Fund Balance	—	—	
Unassigned	\$0	\$0	0%
Assigned	\$0	\$0	0%
Committed	\$0	\$0	0%
Restricted	\$0	\$0	0%
Total Fund Balance:	\$0	\$0	0%



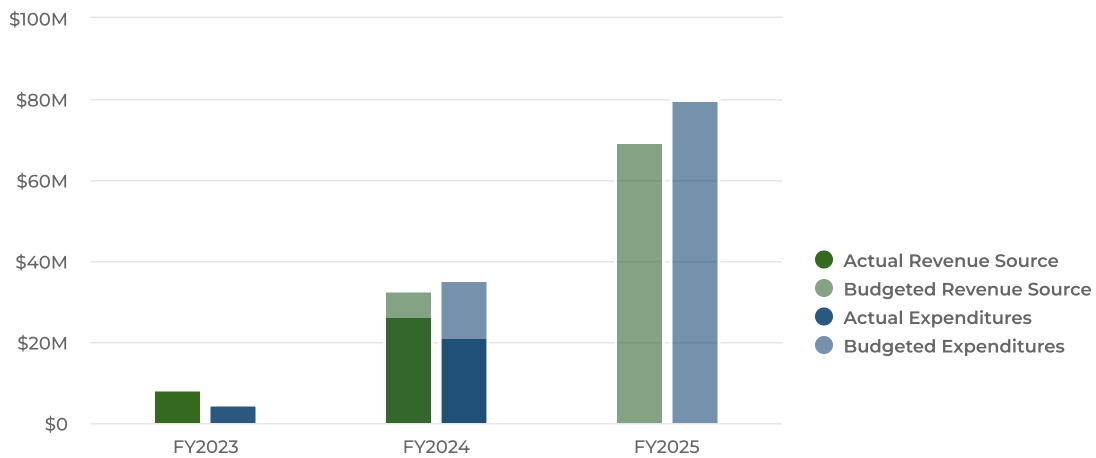
Capital Projects Fund

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.

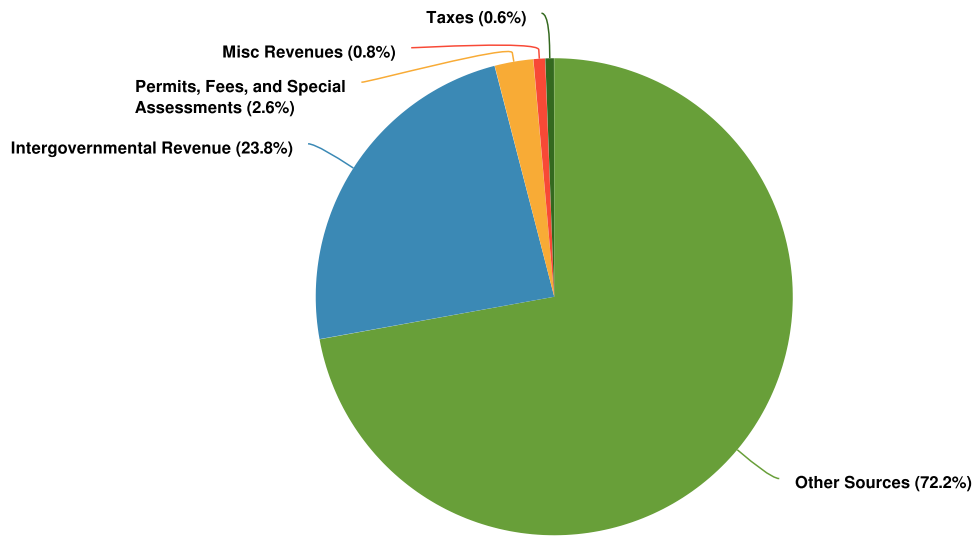
Summary

The Village of Estero is projecting \$69.71M of revenue in FY2025, which represents a 111.6% increase over the prior year. Budgeted expenditures are projected to increase by 125.3% or \$44.41M to \$79.87M in FY2025.

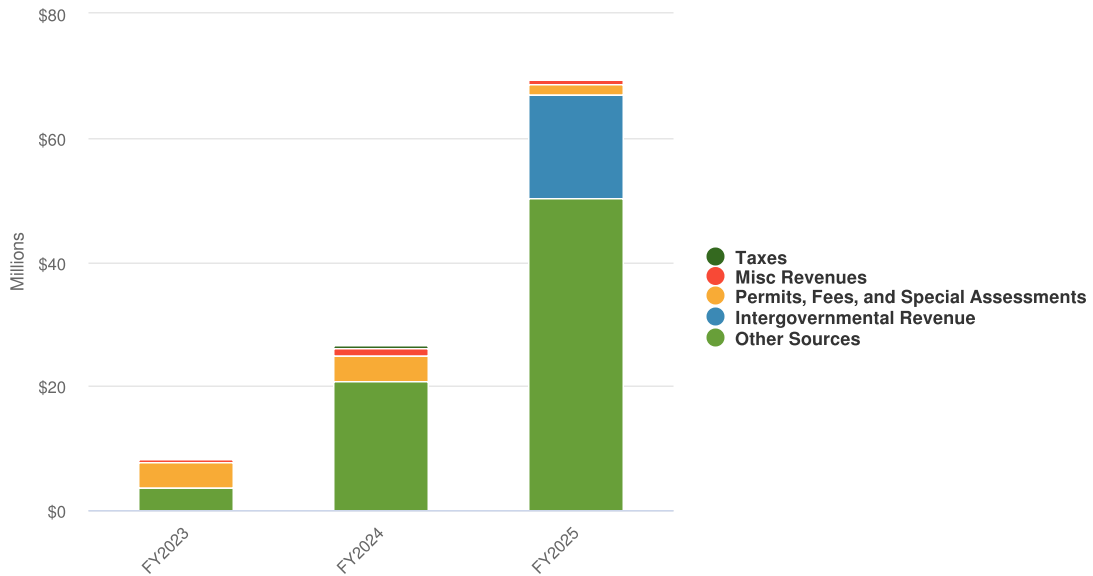


Revenues by Source

Capital Projects Fund Budgeted Revenues by Source

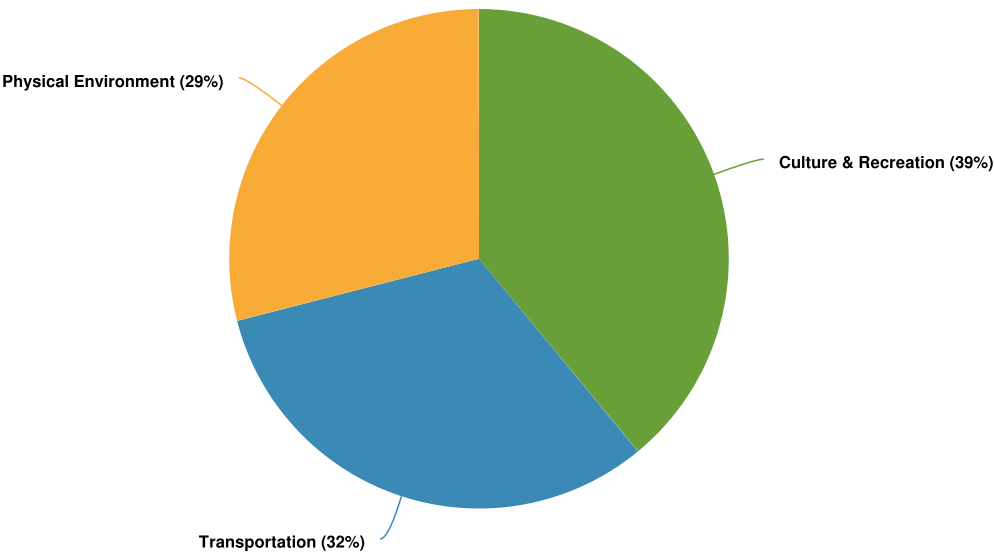


Capital Projects Fund Budgeted and Historical Revenues by Source

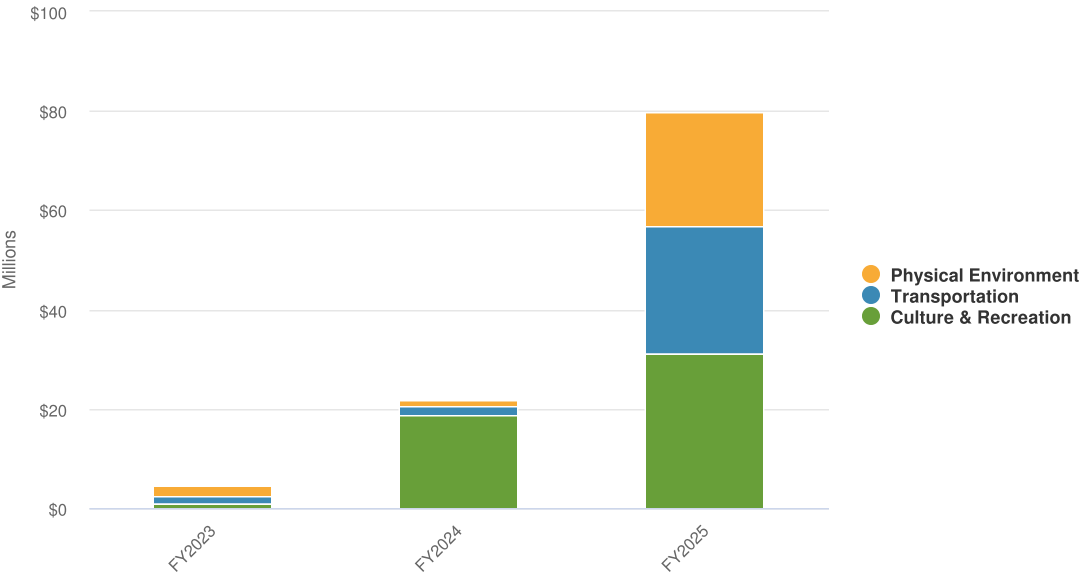


Expenditures by Function

Capital Projects Fund Budgeted Expenditures by Function

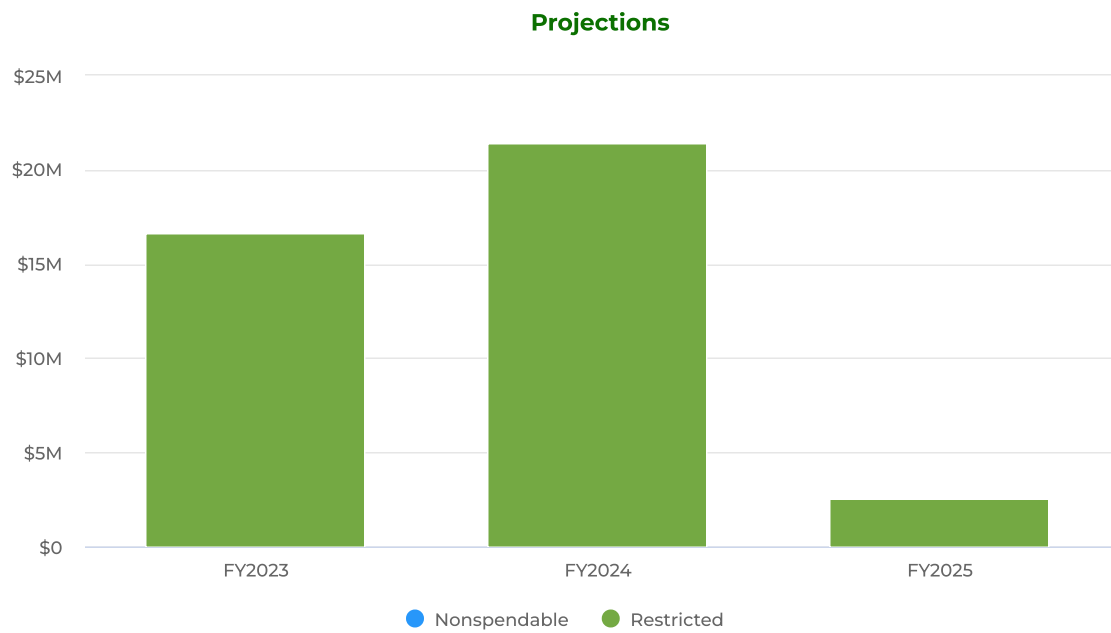


Capital Projects Fund Budgeted and Historical Expenditures by Function



Name	FY2023 Actual	FY2024 Actual	FY2024 Adopted	FY2025 Proposed	FY2025 Adopted	FY2024 Adopted vs. FY2025 Adopted (% Change)
Expenditures						
Physical Environment						
Physical Environment	\$2,149,488	\$1,094,749	\$14,532,623	\$23,151,714	\$23,151,714	59.3%
Total Physical Environment:	\$2,149,488	\$1,094,749	\$14,532,623	\$23,151,714	\$23,151,714	59.3%
Transportation						
Gas Tax	\$4,825	\$0	\$0	\$0	\$0	0%
Transportation	\$1,519,213	\$1,669,802	\$11,873,280	\$25,547,200	\$25,547,200	115.2%
Total Transportation:	\$1,524,038	\$1,669,802	\$11,873,280	\$25,547,200	\$25,547,200	115.2%
Culture & Recreation	\$966,668	\$18,841,968	\$9,050,000	\$31,170,000	\$31,170,000	244.4%
Total Culture & Recreation:	\$966,668	\$18,841,968	\$9,050,000	\$31,170,000	\$31,170,000	244.4%
Total Expenditures:	\$4,640,195	\$21,606,519	\$35,455,903	\$79,868,914	\$79,868,914	125.3%

Fund Balance



The Capital Projects Fund reserves are considered restricted for the use of capital improvements.

Financial Summary	FY2023	FY2024	% Change
Fund Balance	—	—	
Restricted	\$16,618,605	\$21,439,375	29%
Nonspendable	\$15,800	\$0	-100%
Total Fund Balance:	\$16,634,405	\$21,439,375	28.9%



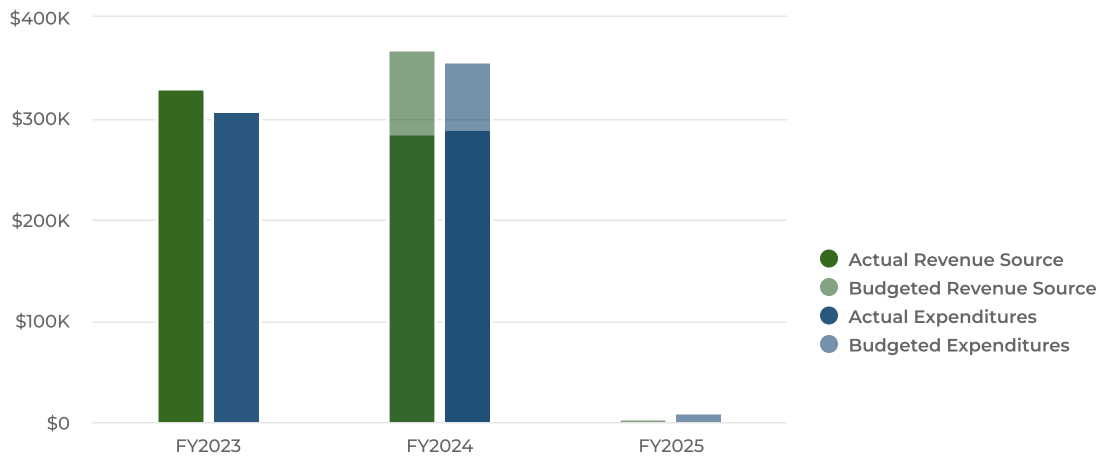
Driving Range Fund

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 \$5.01K of revenue in FY2025, which represents a 98.6% decrease over the prior year. Budgeted expenditures are projected to decrease by 97.0% or \$346.71K to \$10.8K in FY2025.

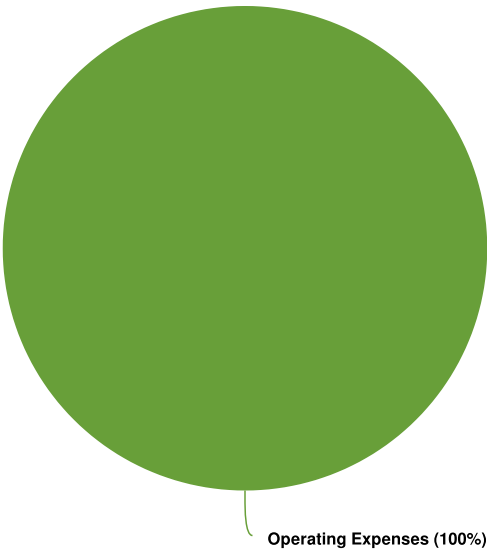


Revenues by Source

Name	FY2023 Actual	FY2024 Actual	FY2024 Adopted	FY2025 Proposed	FY2025 Adopted	FY2024 Adopted vs. FY2025 Adopted (% Change)
Revenue Source						
Charges for Services	\$326,326	\$277,846	\$363,755	\$0	\$0	-100%
Misc Revenues	\$4,175	\$8,413	\$5,750	\$5,015	\$5,015	-12.8%
Total Revenue Source:	\$330,500	\$286,258	\$369,505	\$5,015	\$5,015	-98.6%

Expenditures by Expense Type

Driving Range Fund Budgeted Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2024 Adopted	FY2025 Proposed	FY2025 Adopted	FY2024 Adopted vs. FY2025 Adopted (% Change)
Expense Objects						
Operating Expenses	\$308,244	\$289,793	\$357,505	\$10,800	\$10,800	-97%
Total Expense Objects:	\$308,244	\$289,793	\$357,505	\$10,800	\$10,800	-97%

Fund Balance



The Driving Range has \$4,262,598 in Nonspendable Fund Balance. This consists of the land, building and equipment that the Driving Range owns. The remaining reserves are considered assigned as their use is intended to support the operations of the Driving Range.

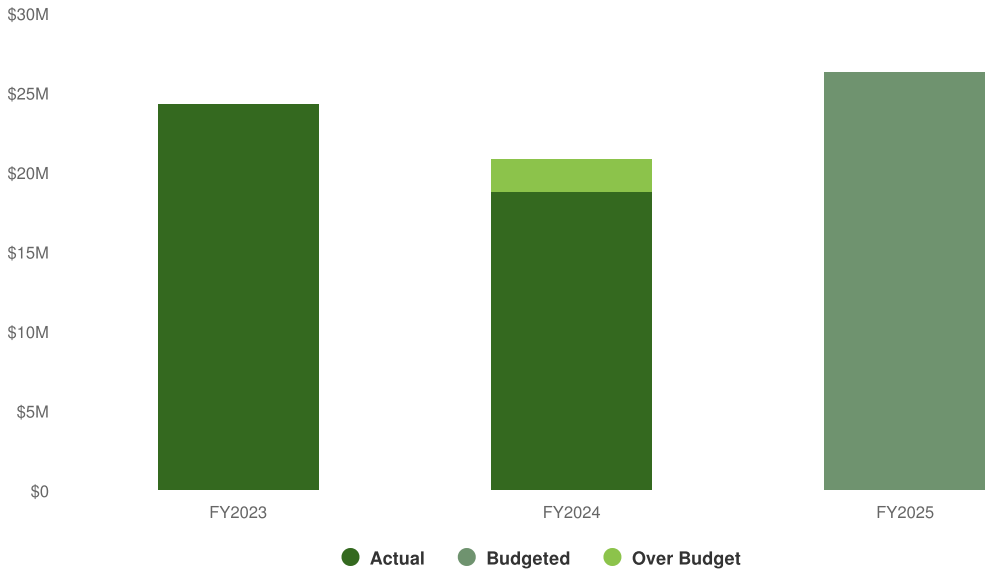
Financial Summary	FY2024
Fund Balance	—
Assigned	\$134,000
Nonspendable	\$0
Total Fund Balance:	\$134,000

FUNDING SOURCES

General Fund Revenue

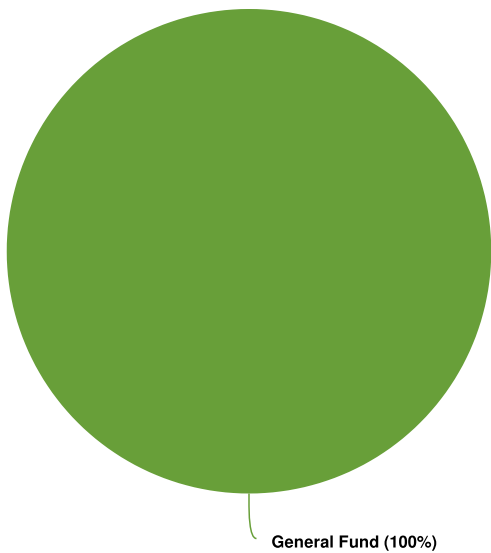
\$26,357,905 **\$7,605,045**
(40.55% vs. prior year)

General Fund Revenue Historical Budget vs. Actual

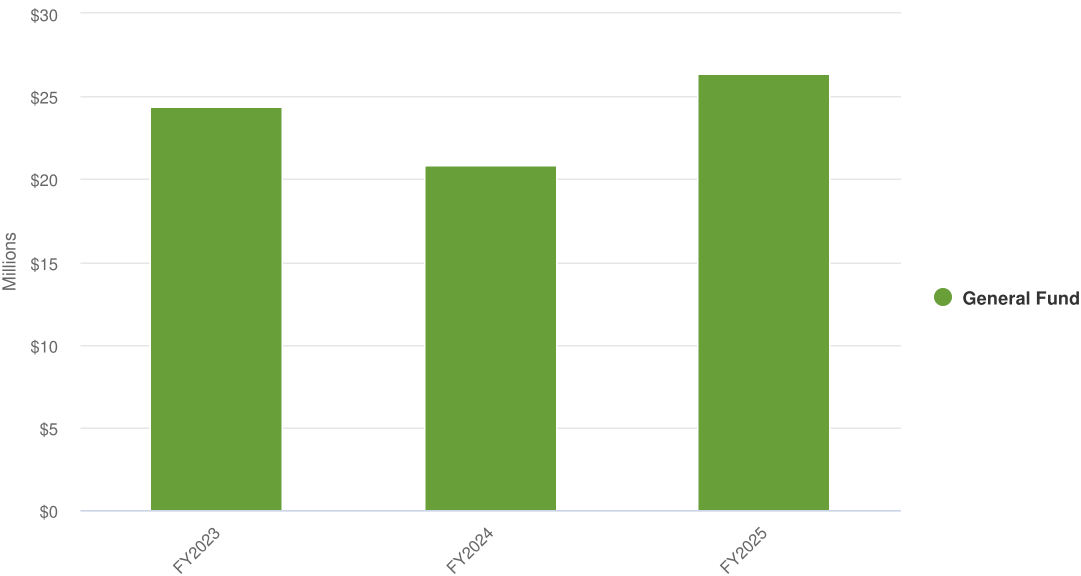


Revenue by Fund

2025 Revenue by Fund



Budgeted and Historical 2025 Revenue by Fund



Name	FY2023 Actual	FY2024 Actual	FY2024 Adopted	FY2025 Proposed	FY2025 Adopted	FY2024 Adopted vs. FY2025 Adopted (% Change)
General Fund						
Taxes						
Ad Valorem Taxes	\$5,723,923	\$6,150,009	\$6,077,400	\$6,650,755	\$6,560,880	8%
Local Communications Svcs Tax	\$1,012,911	\$1,077,930	\$975,000	\$950,500	\$950,500	-2.5%
Local Business Tax	\$32,508	\$21,977	\$25,000	\$27,000	\$27,000	8%
Local Option Gas Tax-1-6 Cent	\$639,884	\$617,904	\$635,000	\$625,000	\$625,000	-1.6%
Total Taxes:	\$7,409,226	\$7,867,821	\$7,712,400	\$8,253,255	\$8,163,380	5.8%
Permits, Fees, and Special Assessments						
Franchise Fees-Electric	\$2,887,780	\$2,818,236	\$2,402,500	\$2,850,000	\$2,850,000	18.6%
Franchise Fees-Natural Gas	\$134,354	\$131,501	\$85,000	\$102,500	\$102,500	20.6%
Franchise Fees-Solid Waste	\$136,930	\$136,959	\$137,500	\$137,500	\$137,500	0%
ROW Permits	\$200	\$800	\$1,250	\$1,000	\$1,000	-20%
Total Permits, Fees, and Special Assessments:	\$3,159,264	\$3,087,496	\$2,626,250	\$3,091,000	\$3,091,000	17.7%
Intergovernmental Revenue						
Rev Sharing-Mobile Home Lic Tx	\$3,720	\$3,762	\$3,885	\$3,750	\$3,750	-3.5%
Rev Sharing-Alcohol Beverage Tx	\$29,527	\$32,514	\$30,575	\$31,250	\$31,250	2.2%
Rev Sharing-Sales Tax	\$826,154	\$896,036	\$835,000	\$850,000	\$850,000	1.8%
Rev Sharing-1/2 Cent Sales Tax	\$4,229,616	\$4,032,684	\$4,250,000	\$4,200,000	\$4,200,000	-1.2%
Federal Grant - FEMA Public Assistance	\$6,441,876	\$0	\$2,000,000	\$0	\$0	-100%
State Grant - Econ Environ	\$479,884	\$0	\$0	\$0	\$0	0%
ARPA	\$0	\$2,254,436	\$0	\$8,476,900	\$8,476,900	N/A
State Grant - Transportation	\$143,903	\$148,220	\$135,000	\$145,000	\$145,000	7.4%
Rev Sharing-Fuel Tax	\$207,960	\$225,551	\$197,500	\$195,000	\$195,000	-1.3%
Total Intergovernmental Revenue:	\$12,362,641	\$7,593,202	\$7,451,960	\$13,901,900	\$13,901,900	86.6%
Charges for Services						
Administrative Fee	\$161,017	\$157,061	\$65,000	\$150,000	\$150,000	130.8%
Code Comp & Contractor License	\$3,250	\$81,456	\$25,000	\$45,000	\$45,000	80%
Cost Recovery-Admin Charge	\$18,287	\$15,150	\$14,000	\$15,000	\$15,000	7.1%
Dev & Zoning-Fixed Fees	\$62,788	\$40,012	\$68,500	\$60,000	\$60,000	-12.4%
Dev & Zoning-Cost Recovery Fee	\$153,095	\$66,804	\$93,500	\$90,500	\$90,500	-3.2%
Total Charges for Services:	\$398,437	\$360,483	\$266,000	\$360,500	\$360,500	35.5%
Judgements, Fines and Forfeits						
Fines & Forfeitures	\$217	\$193	\$250	\$250	\$250	0%

Name	FY2023 Actual	FY2024 Actual	FY2024 Adopted	FY2025 Proposed	FY2025 Adopted	FY2024 Adopted vs. FY2025 Adopted (% Change)
Total Judgements, Fines and Forfeits:	\$217	\$193	\$250	\$250	\$250	0%
Misc Revenues						
Interest Income	\$893,941	\$1,860,561	\$600,000	\$650,000	\$650,000	8.3%
Rents & Royalties	\$36,000	\$36,000	\$36,000	\$36,000	\$36,000	0%
Miscellaneous Revenue	\$72,671	\$37,850	\$27,500	\$32,500	\$32,500	18.2%
Miscellaneous Revenue	\$35,884	\$31,075	\$32,500	\$32,500	\$32,500	0%
Total Misc Revenues:	\$1,038,495	\$1,965,486	\$696,000	\$751,000	\$751,000	7.9%
Total General Fund:	\$24,368,279	\$20,874,681	\$18,752,860	\$26,357,905	\$26,268,030	40.1%

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. A two-thirds (5 out of 7) council member vote allows for a maximum millage rate of 0.74. These rules are outlined in Florida Statutes §200.065.

Fee Schedule

Resolution No. 2024-16 proposes the millage rate of the Village of Estero, for the tax year 2024, levying an annual tax for said year at 0.7400 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	\$ 8,283,245,502	\$ 6,808,708,418	2.40%	0.7726	0.7630	1.30%	\$5,006,000
2020	\$ 8,367,488,423	\$ 6,906,637,833	1.40%	0.7726	0.7681	0.60%	\$5,075,000
2021	\$ 8,857,701,422	\$ 7,189,827,701	4.10%	0.7700	0.7481	2.90%	\$5,281,886
2022	\$ 11,132,499,571	\$ 7,929,707,459	10.30%	0.7500	0.7002	7.10%	\$5,650,000
2023	\$ 13,779,995,912	\$ 8,679,644,517	9.50%	0.7400	0.6826	8.40%	\$6,101,800
2024	\$ 14,480,146,019	\$ 9,460,531,106	9.00%	0.7400	0.6850	8.00%	\$6,650,800

	Actual 2022-2023	Budget 2023-2024	Estimated 2023-2024	Budget 2024-2025
Total Ad Valorem Taxes	\$ 5,723,923	\$ 6,077,400	\$6,125,293	\$6,650,755

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	2022 Millage Rate	2023 Millage Rate	2023 % of Total Tax Bill
Lee County General Revenue	3.8623	3.7623	28.75%
Lee County Library District	0.4714	0.4714	3.60%
Village of Estero	0.7500	0.7400	5.66%
Public School by Local Board	2.2480	2.2480	17.18%
Public School by State Law	3.6430	3.1820	24.32%
Hyacinth Control District	0.0235	0.0217	0.17%
Mosquito Control District	0.2439	0.2300	1.76%
South Florida Water Management District	0.2572	0.2301	1.76%
West Coast Inland Navigation District	0.0394	0.0394	0.30%
Subtotal Excluding Fire District	11.5387	10.9249	
The following apply to property located in the <i>Estero Fire Rescue District</i> :			
Estero Fire Rescue District 1	2.1300	2.1600	16.51%
Total Estero Fire Rescue District	13.6687	13.0849	
The following apply to property located in the <i>San Carlos Park Fire District</i> :			
San Carlos Fire Rescue District 1	2.7500	2.6700	19.64%
Total San Carlos Park Fire District	14.2887	13.5949	
The following apply to property located in the <i>Bonita Springs Fire District</i> :			
Bonita Springs Fire Rescue District	2.1800	1.9466	15.12%
Total Bonita Springs Fire District	13.7187	12.8715	

Local Option Gas Tax Revenue

Legal Authorization

The 6-cent fuel tax, and the additional 5-cent 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 2022-2023	Budget 2023-2024	Estimated 2023-2024	Budget 2024-2025
<i>Local Option Gas Tax 1 to 6 cent</i>	\$ 639,884.00	\$ 635,000.00	\$ 605,475.00	\$ 625,000.00
<i>Local Option Gas Tax 1 to 5 cent</i>	\$ 465,738.00	\$ 435,250.00	\$ 426,736.00	\$ 415,000.00
Total Local Option Gas Tax	\$ 1,105,622.00	\$ 1,070,250.00	\$ 1,032,211.00	\$ 1,040,000.00

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 2022-2023	Budget 2023-2024	Estimated 2023-2024	Budget 2024-2025
<i>Franchise Fees—Electrical</i>	\$ 2,887,780.00	\$ 2,402,500.00	\$ 3,197,508.00	\$ 2,850,000.00
<i>Franchise Fees—Solid Waste</i>	\$ 136,930.00	\$ 137,500.00	\$ 140,982.00	\$ 137,500.00
<i>Franchise Fees—Natural Gas</i>	\$ 134,354.00	\$ 85,000.00	\$ 110,985.00	\$ 102,500.00
Total Franchise Fees	\$ 3,159,064.00	\$ 2,625,000.00	\$ 3,449,475.00	\$ 3,090,000.00

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 months' collection, i.e., January collections are received in March.

	<u>Actual</u>	<u>Budget</u>	<u>Estimated</u>	<u>Budget</u>
	<u>2022-2023</u>	<u>2023-2024</u>	<u>2023-2024</u>	<u>2024-2025</u>
<i>Communications Services Tax</i>	\$ 1,012,911.00	\$ 975,000.00	\$ 964,120.00	\$ 950,500.00

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

Collections for Sales and Fuel Taxes are projected to remain resilient to broader cracks in the broader economy.

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 months' collection, i.e., January collections are received in March. Alcoholic Beverage Licenses are received quarterly for the prior quarter's collections.

Revenue Trends

	Actual 2022-2023	Budget 2023-2024	Estimated 2023-2024	Budget 2024-2025
<i>Revenue Sharing—Sales Tax Portion</i>	\$ 826,154.00	\$ 835,000.00	\$ 850,235.00	\$ 850,000.00
<i>Revenue Sharing-Fuel Tax Portion</i>	\$ 207,960.00	\$ 197,500.00	\$ 203,368.00	\$ 195,000.00
<i>Half Cent Sales Tax</i>	\$ 4,229,616.00	\$ 4,250,000.00	\$ 4,159,525.00	\$ 4,200,000.00
Total State Shared Revenues	\$ 5,263,730.00	\$ 5,282,500.00	\$ 5,213,128.00	\$ 5,245,000.00

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 2022-2023	Budget 2023-2024	Estimated 2023-2024	Budget 2024-2025
<i>Road Impact Fees</i>	\$ 3,591,416.00	\$ 975,000.00	\$ 3,626,263.00	\$ 1,650,500.00
<i>Park Impact Fees</i>	\$ 502,989.00	\$ 98,500.00	\$ 487,030.00	\$ 182,500.00
Total Impact Fee Revenue	\$ 4,094,405.00	\$ 1,073,500.00	\$ 4,113,293.00	\$ 1,833,000.00

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 historical collection trends and relevant economic data.

Fee Schedule

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

Revenue Trends

	Actual 2022-2023	Budget 2023-2024	Estimated 2023-2024	Budget 2024-2025
<i>Building Permits & Fees</i>	\$ 1,457,554.00	\$ 1,229,250.00	\$ 1,478,300.00	\$ 1,436,750.00

DEPARTMENTS

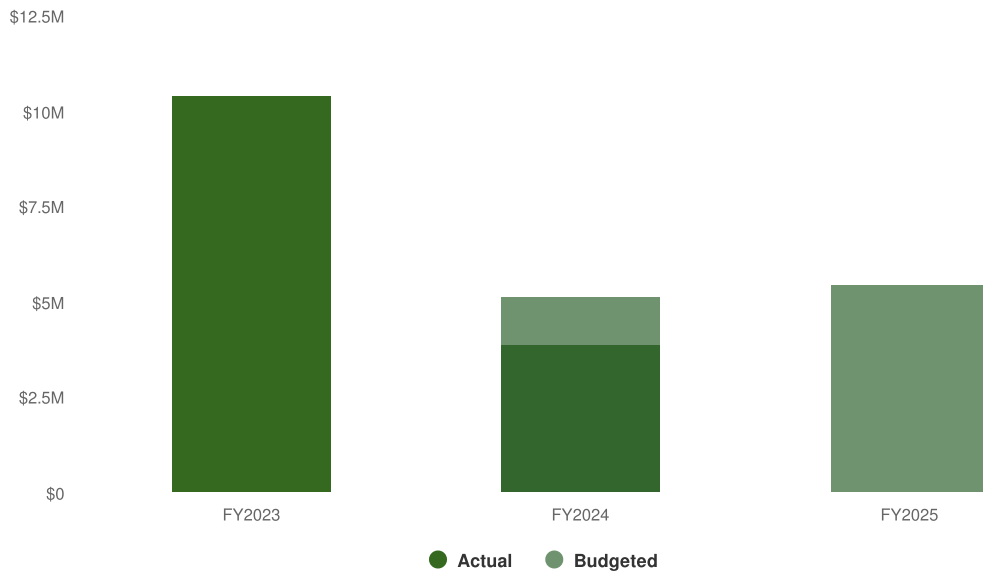
General Government

This "General Government" section reports on all 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

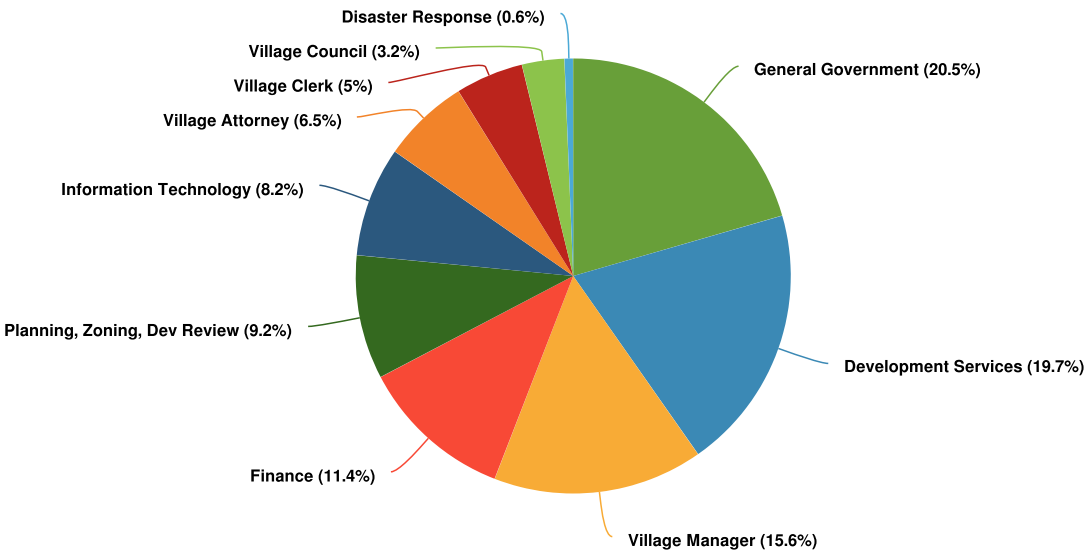
\$5,444,315 **\$311,715**
(6.07% vs. prior year)

General Government Proposed and Historical Budget vs. Actual

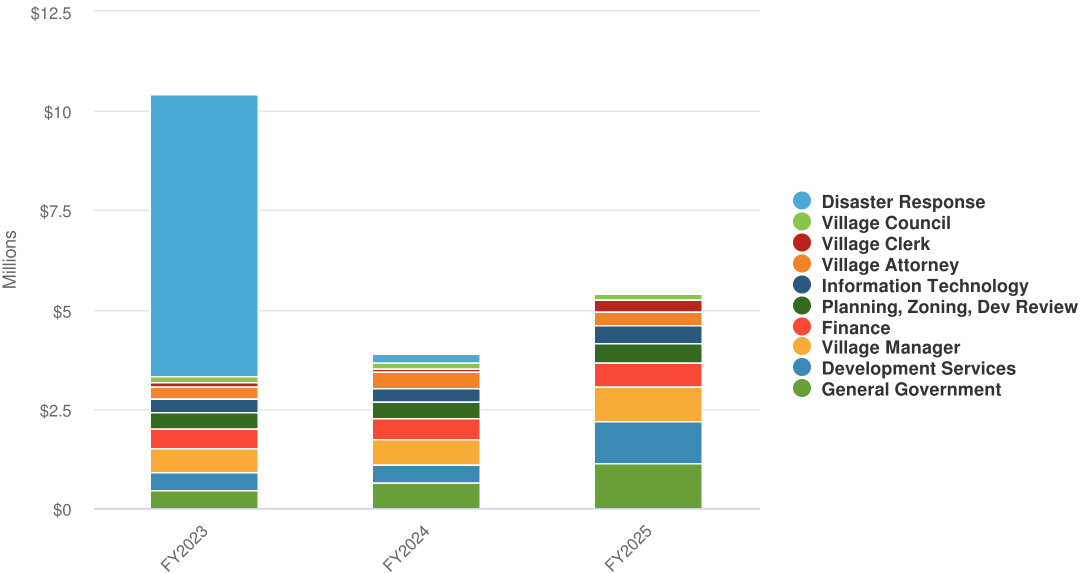


Expenditures by Department

General Government Budgeted Expenditures by Department

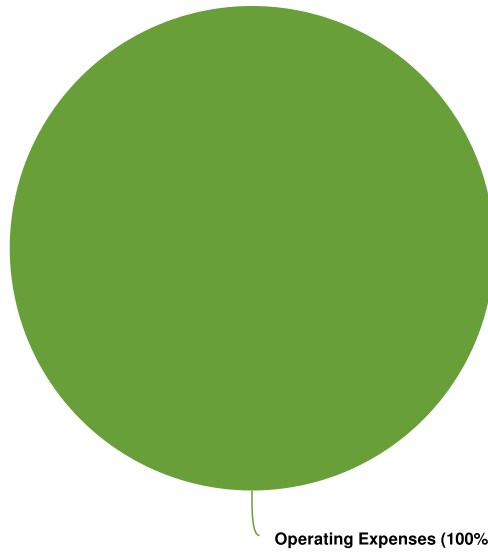


General Government Budgeted and Historical Expenditures by Department

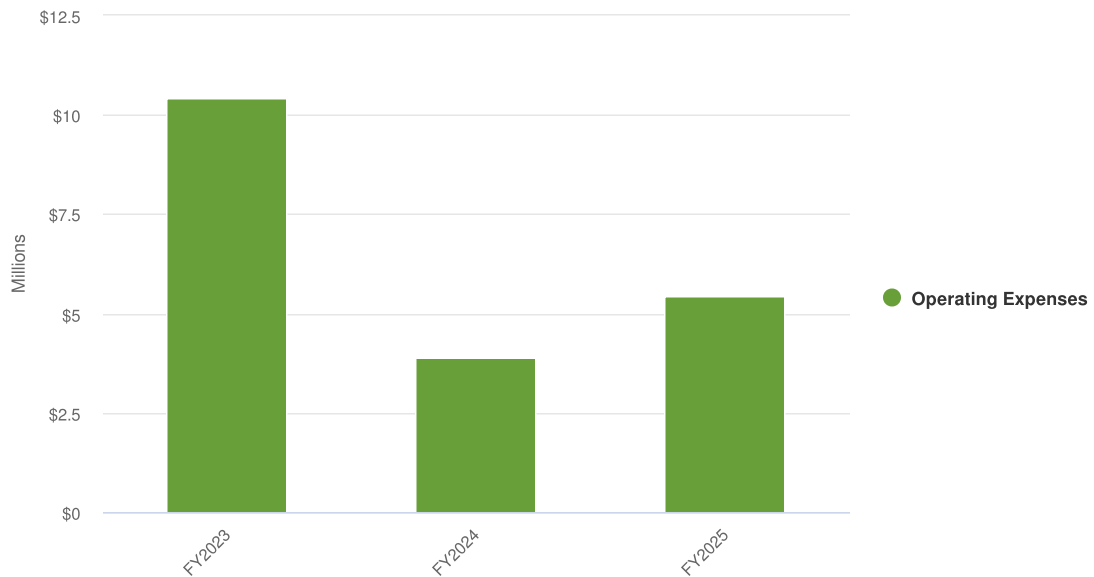


Expenditures by Expense Type

General Government Budgeted Expenditures by Expense Type



General Government Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2024 Adopted	FY2025 Proposed	FY2025 Adopted	FY2024 Adopted vs. FY2025 Adopted (% Change)
Expense Objects						
Operating Expenses	\$10,431,034	\$3,882,964	\$5,132,600	\$5,444,315	\$5,777,955	12.6%
Total Expense Objects:	\$10,431,034	\$3,882,964	\$5,132,600	\$5,444,315	\$5,777,955	12.6%

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

Reserves Policy,
Ordinance 2024-01

Tax Policy

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 Reduced,
Resolution 2022-33

2023: Tax Rate Reduced,
Resolution 2023-23

2024: Tax Rate Reduced,
Resolution 2024-18

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

2017	2018	2019	2020	2021	2022	2023
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 canceled due to the Coronavirus pandemic	Joanne Ribble, Larry Fiesel, & Jim Ward elected to serve as Council members for Districts 1, 2, & 6, respectively. Each was sworn in on <u>March 17</u>	Appointed Robert Eschenfelder of Trask Daigneault, LLP for Village Attorney Services on <u>November 16</u>	Fifth Mayor (Jon McLain and Vice Mayor Joanne Ribble) elected on April 5, 2023
District 3 Council member 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 canceled due to the Coronavirus pandemic	Fourth Mayor, Katy Errington, & Vice Mayor, Jon McLain, elected on <u>March 17</u>	Declared a State of Local Emergency in response to Hurricane Ian on <u>September 27</u>	Village lowers tax rate at 0.7400 mills (the lowest rate in Lee County) for FY 23-24 on September 20
Jon McLain elected District 3 Council-member 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 [Miromar] 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 area 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.

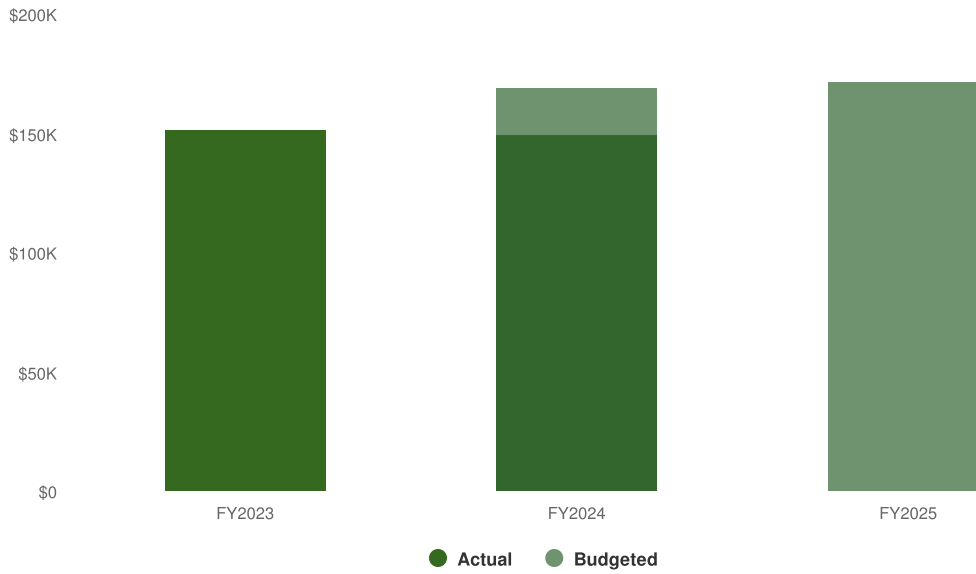
Workload and Performance Indicators:

	2017	2018	2019	2020	2021	2022	2023	2024
Numer of Ordinances	11	35	30	11	12	17	9	14
Number of Resolutions	34	23	24	25	23	36	29	23
Expenditures per capita	\$3.32	\$4.60	\$4.53	\$4.36	\$3.59	\$3.94	\$4.47	\$3.95
Percent of Village expenditures	1.90%	2.68%	0.46%	0.82%	1.02%	0.46%	0.79%	0.55%

Village Council

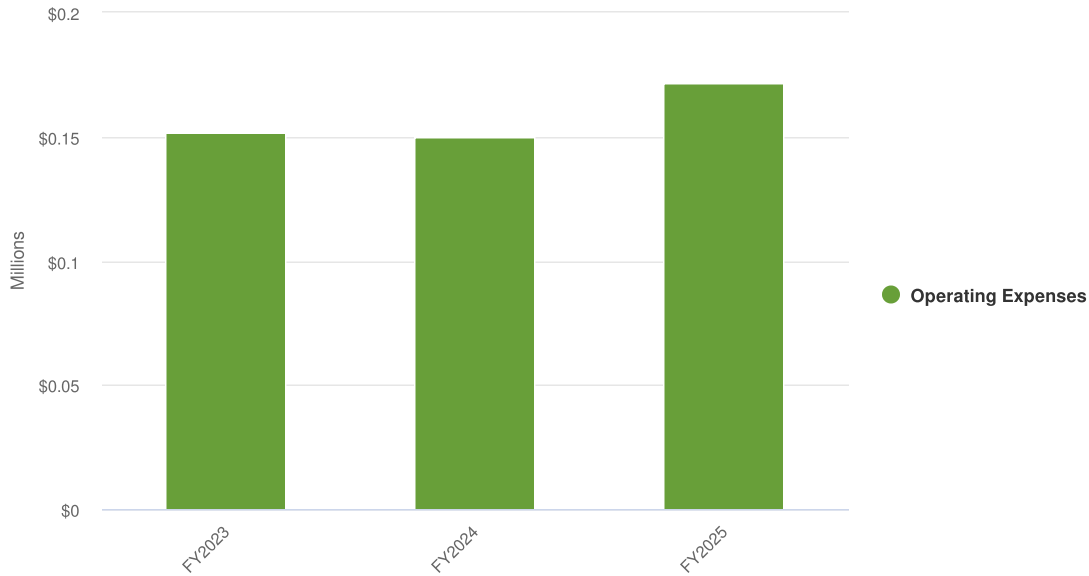
\$171,810 **\$2,460**
(1.45% vs. prior year)

Village Council Proposed and Historical Budget vs. Actual



Expenditures by Expense Type

Village Council Budgeted and Historical Expenditures by Expense Type



Village Council

Name	FY2023 Actual	FY2024 Actual	FY2024 Adopted	FY2025 Proposed	FY2025 Adopted	FY2024 Adopted vs. FY2025 Adopted (% Change)
Expenditures						
General Government						
Village Council						
Executive Salaries	\$124,047.35	\$124,277.16	\$124,300.00	\$124,300.00	\$124,300.00	0%
FICA Taxes	\$9,489.90	\$9,507.48	\$9,600.00	\$9,600.00	\$9,600.00	0%
Workers Compensation	\$343.18	\$468.28	\$1,950.00	\$1,910.00	\$1,910.00	-2.1%
Unemployment Compensation	\$2,047.29	\$1,715.52	\$2,000.00	\$2,000.00	\$2,000.00	0%
Travel and Per Diem	\$7,214.37	\$2,320.55	\$23,000.00	\$23,000.00	\$23,000.00	0%
Books Pub & Memberships	\$8,183.00	\$9,319.00	\$6,000.00	\$9,500.00	\$9,500.00	58.3%
Training	\$272.00	\$2,247.00	\$2,500.00	\$1,500.00	\$1,500.00	-40%
Total Village Council:	\$151,597.09	\$149,854.99	\$169,350.00	\$171,810.00	\$171,810.00	1.5%
Total General Government:	\$151,597.09	\$149,854.99	\$169,350.00	\$171,810.00	\$171,810.00	1.5%
Total Expenditures:	\$151,597.09	\$149,854.99	\$169,350.00	\$171,810.00	\$171,810.00	1.5%

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
<u>2016: 7.0 full-time equivalents,</u> Resolution 2016-27
<u>2017: 10.5 full-time equivalents,</u> Resolution 2017-28
<u>2018: 11.5 full-time equivalents,</u> Resolution 2018-15
<u>2019: 12.0 full-time equivalents,</u> Resolution 2019-17
<u>2020: 11.0 full-time equivalents,</u> Resolution 2020-21
<u>2021: 12.5 full-time equivalents</u> Resolution 2021-18
<u>2022: 14.0 full-time equivalents</u> Resolution 2022-34
<u>2023: 14.0 full-time equivalents</u> Resolution 2023-24
<u>2024: 14.0 full-time equivalents</u> Resolution 2024-19

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

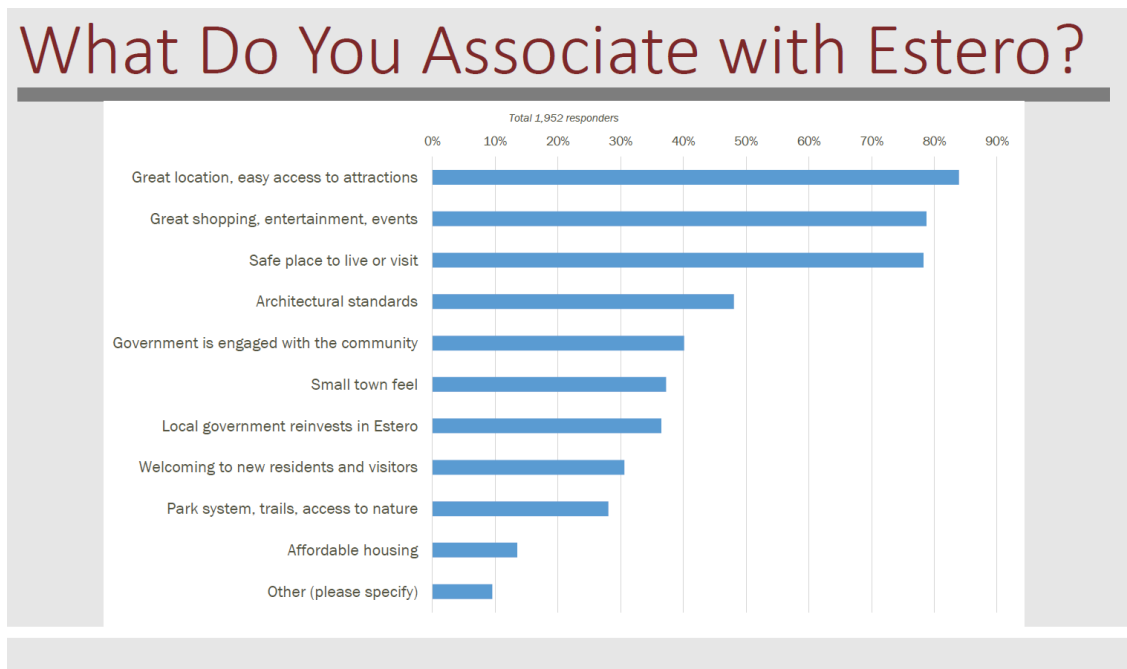
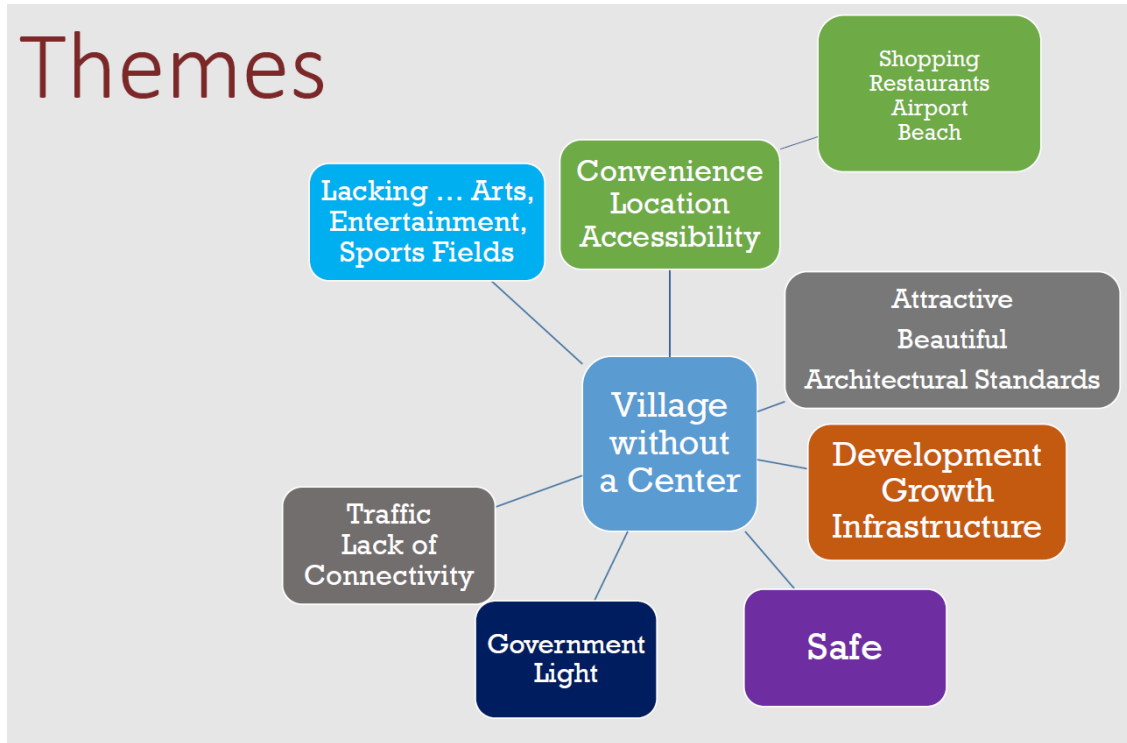
Williams Road land purchase
and Estero on the River
partial land sale,
Resolution 2020-08

History:

Major Actions

2015	2016	2018	2020	2021	2022
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>	Second Village Finance Director, Chris Phillips, resigned on <u>May 13, 2022</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>	Interim Britt Martin started on May 2022
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>	Finance Director Kevin Greenville started October 2022
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>					

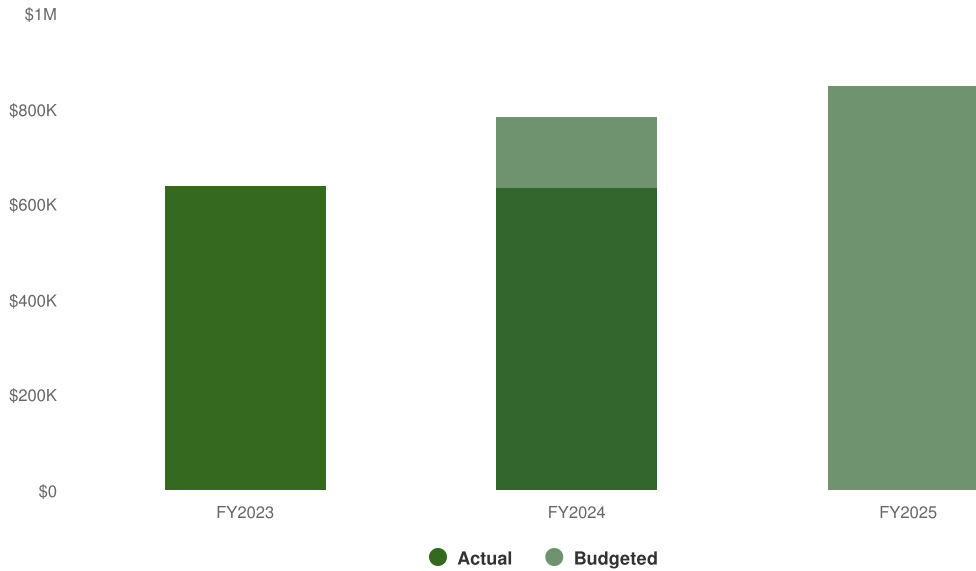
The most recent, comprehensive survey of Village values and priorities was completed via the *Village Branding Study*. Though no formal, written report was provided, a series of illustrative graphics were provided, which outline the community's sentiments. Included below are several of said graphics.



Village Manager

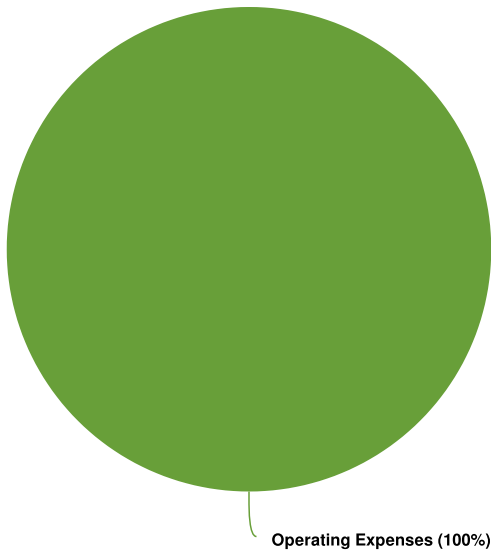
\$849,825 **\$66,975**
(8.56% vs. prior year)

Village Manager Proposed and Historical Budget vs. Actual

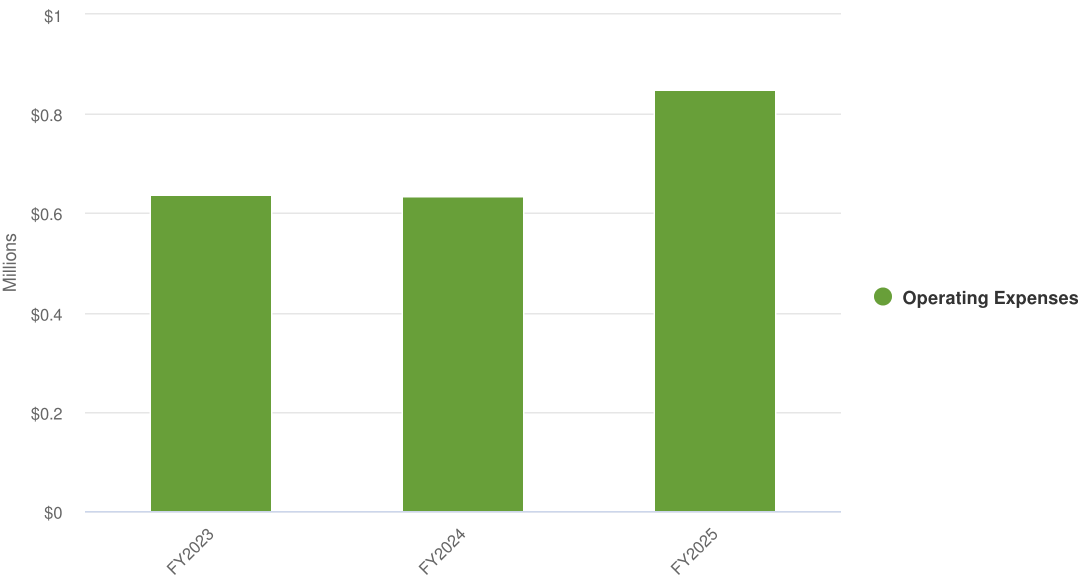


Expenditures by Expense Type

Village Manager Budgeted Expenditures by Expense Type



Village Manager Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2024 Adopted	FY2025 Proposed	FY2025 Adopted	FY2024 Adopted vs. FY2025 Adopted (% Change)
Expenditures						
General Government						
Village Manager						
Executive Salaries	\$241,236	\$257,756	\$248,210	\$260,130	\$260,130	4.8%
Regular Salaries & Wages	\$138,400	\$143,406	\$164,440	\$195,000	\$195,000	18.6%
Other Salaries & Wages	\$7,712	\$8,475	\$8,000	\$8,300	\$8,300	3.8%
FICA Taxes	\$23,711	\$24,876	\$32,200	\$35,410	\$35,410	10%
Retirement Contributions	\$25,031	\$26,062	\$40,040	\$44,250	\$44,250	10.5%
Group Health Insurance	\$89,718	\$90,597	\$96,900	\$100,035	\$95,035	-1.9%
Workers Compensation	\$809	\$1,687	\$6,460	\$7,100	\$7,100	9.9%
Unemployment Compensation	\$790	\$736	\$850	\$850	\$850	0%
Professional Services	\$42,800	\$18,000	\$75,000	\$85,000	\$85,000	13.3%
Misc Contracted Services	\$5,003	\$0	\$35,000	\$35,000	\$35,000	0%
Public Relations	\$19,146	\$19,146	\$17,500	\$20,000	\$20,000	14.3%
Travel and Per Diem	\$5,190	\$4,088	\$12,500	\$12,500	\$12,500	0%
Communication Services	\$36,024	\$36,027	\$37,500	\$38,000	\$38,000	1.3%
Books Pub & Memberships	\$2,364	\$2,364	\$4,000	\$4,000	\$4,000	0%
Training	\$470	\$470	\$4,250	\$4,250	\$4,250	0%
Total Village Manager:	\$638,404	\$633,691	\$782,850	\$849,825	\$844,825	7.9%
Total General Government:	\$638,404	\$633,691	\$782,850	\$849,825	\$844,825	7.9%
Total Expenditures:	\$638,404	\$633,691	\$782,850	\$849,825	\$844,825	7.9%

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:

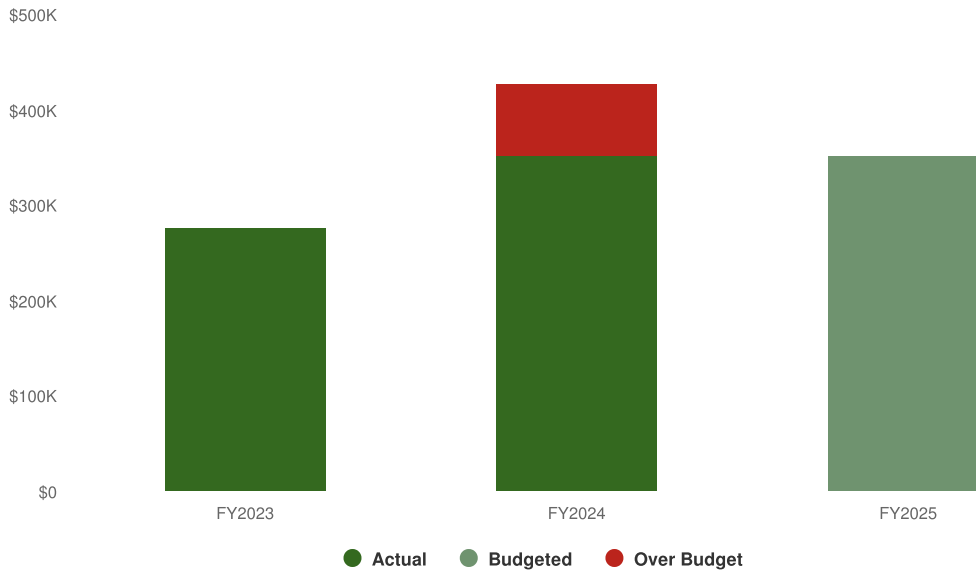
Major Actions

2015	2022	2023
First Village Attorney, Burt Saunders, started on <u>March 17</u>	Robert Eschenfelder of Trask Daigneault, LLP appointed Village Attorney, started on December 19, 2022	Agreement with Bob Pritt in February 2023 for VOE Special Magistrate

Village Attorney

\$352,000 **\$0**
(0.00% vs. prior year)

Village Attorney Proposed and Historical Budget vs. Actual



Name	FY2023 Actual	FY2024 Actual	FY2024 Adopted	FY2025 Proposed	FY2025 Adopted	FY2024 Adopted vs. FY2025 Adopted (% Change)
Expenditures						
General Government						
Village Attorney						
Legal Services	\$203,257	\$260,900	\$212,500	\$212,500	\$212,500	0%
Land Use Legal Services	\$67,536	\$27,738	\$85,000	\$85,000	\$85,000	0%
Code Enforcement Legal	\$0	\$2,094	\$12,000	\$12,000	\$12,000	0%
Land Dev Code Legal	\$0	\$0	\$15,000	\$15,000	\$15,000	0%
Miscellaneous legal	\$6,325	\$137,605	\$12,500	\$12,500	\$12,500	0%
Comprehensive Plan	\$0	\$0	\$15,000	\$15,000	\$15,000	0%
Total Village Attorney:	\$277,118	\$428,337	\$352,000	\$352,000	\$352,000	0%
Total General Government:	\$277,118	\$428,337	\$352,000	\$352,000	\$352,000	0%
Total Expenditures:	\$277,118	\$428,337	\$352,000	\$352,000	\$352,000	0%

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	2022	2023	2024
Number of Ordinances	11	35	30	11	12	17	9	14
Number of Resolutions	34	23	24	25	23	36	29	23
Public Records Requests	N/A	N/A	N/A	N/A	465	260	285	275
Average Day Response to Public Records Requests (Days)	N/A	N/A	N/A	N/A	1.20	1.56	1.65	1.10

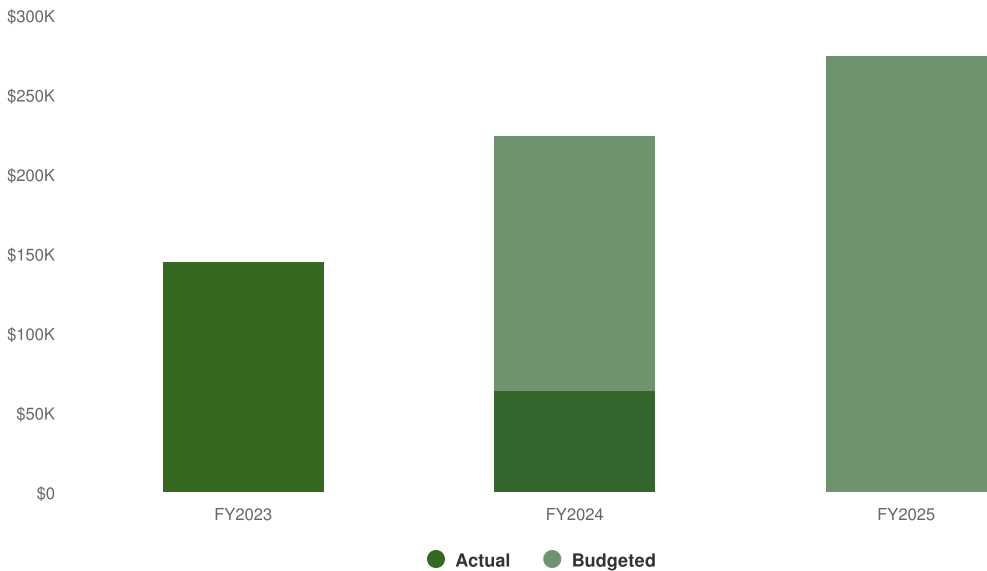
Village Clerk

\$274,410

\$50,060

(22.31% vs. prior year)

Village Clerk Proposed and Historical Budget vs. Actual

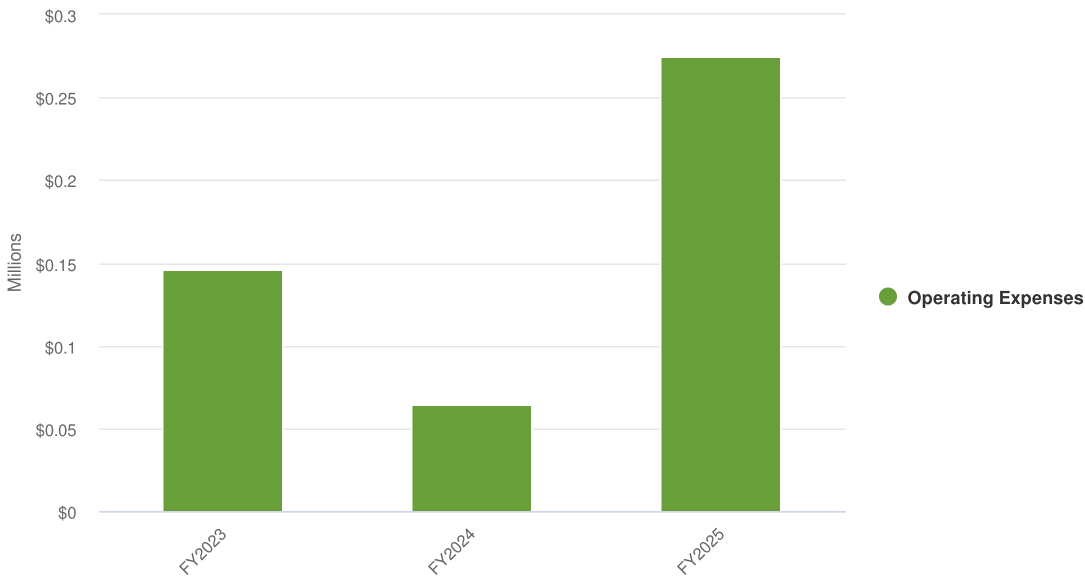


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Village Clerk Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2024 Adopted	FY2025 Proposed	FY2025 Adopted	FY2024 Adopted vs. FY2025 Adopted (% Change)
Expenditures						
General Government						
Village Clerk						
Regular Salaries & Wages	\$41,412	\$42,948	\$151,500	\$130,715	\$130,715	-13.7%
FICA Taxes	\$3,168	\$3,285	\$11,600	\$10,015	\$10,015	-13.7%
Retirement Contributions	\$8,709	\$11,240	\$11,250	\$8,845	\$8,845	-21.4%
Group Health Insurance	\$0	\$0	\$36,310	\$25,935	\$24,640	-32.1%
Workers Compensation	\$544	\$1,467	\$2,340	\$2,550	\$2,550	9%
Unemployment Compensation	\$769	\$718	\$850	\$850	\$850	0%
Election Services	\$83,223	\$0	\$0	\$85,000	\$85,000	N/A
Misc Contracted Services	\$5	\$0	\$0	\$0	\$0	0%
Codification	\$0	\$0	\$3,000	\$3,000	\$3,000	0%
Travel and Per Diem	\$1,478	\$352	\$1,250	\$1,250	\$1,250	0%
Legal Notices	\$3,660	\$3,777	\$5,000	\$5,000	\$5,000	0%
Books Pub & Memberships	\$450	\$100	\$500	\$500	\$500	0%
Training	\$2,241	\$242	\$750	\$750	\$750	0%
Total Village Clerk:	\$145,659	\$64,128	\$224,350	\$274,410	\$273,115	21.7%
Total General Government:	\$145,659	\$64,128	\$224,350	\$274,410	\$273,115	21.7%
Total Expenditures:	\$145,659	\$64,128	\$224,350	\$274,410	\$273,115	21.7%

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 risk management services.

History:

Major Actions

2016	2019	2022	2023
Operating Reserve started on October 1	Village assumes \$20 million debt to fund purchase of Estero on the River property on January 9	Village updates the Reserve Policy, which establishes reserves for operating, road capital and road maintenance, and legal defense on May 18	\$0.00 Debit Obligations for 2023
	Village adopts the Reserve Policy, which establishes reserves for operating, road capital and road maintenance, and legal defense on January 9	Village paid off Debt Obligation 7 years early on June 8	

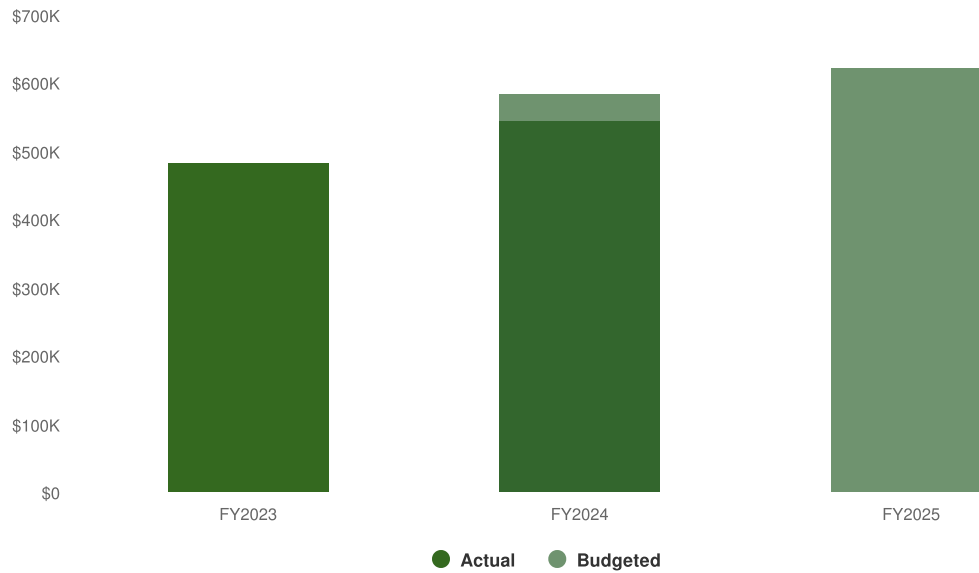
Workload and Performance Indicators:

	2017	2018	2019	2020	2021	2022	2023	2024
Millage Rate	0.7998	0.7998	0.7798	0.7750	0.7726	0.7700	0.7500	0.7400
Number of months of Operating Reserve	8	10	12	12	12	12	12	12
Number of Audit Findings	1	0	0	0	0	0	1	0
Number of Management Comments	0	0	1	0	1	1	1	0

Expenditures Summary

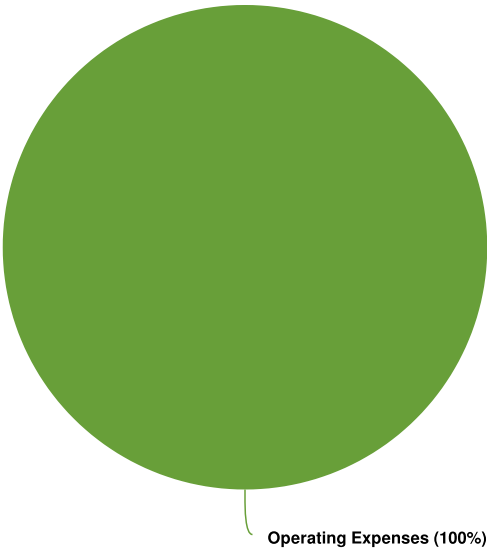
\$622,070 **\$35,450**
(6.04% vs. prior year)

Finance Proposed and Historical Budget vs. Actual

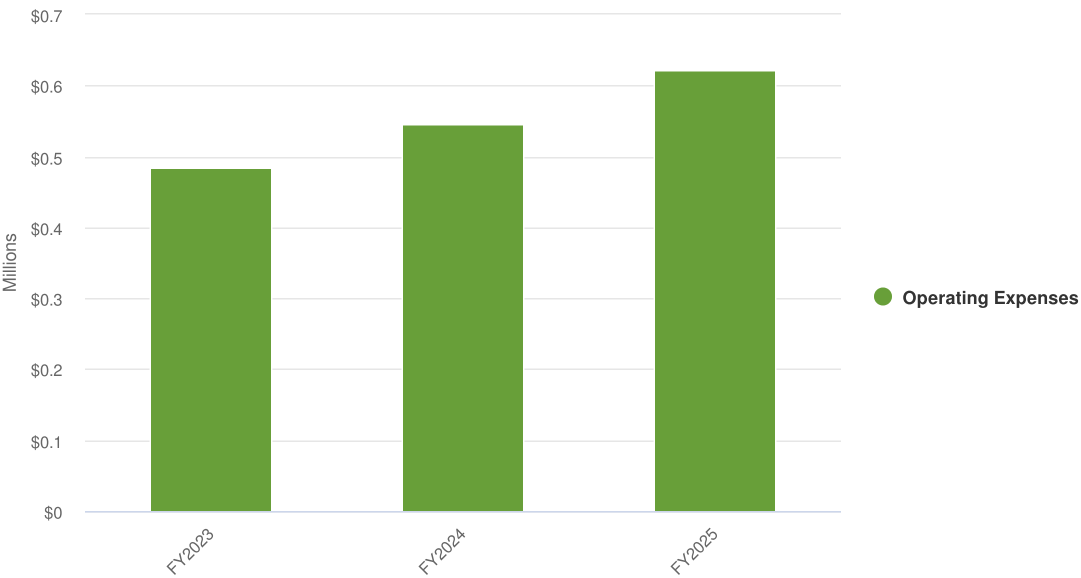


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Finance Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2024 Adopted	FY2025 Proposed	FY2025 Adopted	FY2024 Adopted vs. FY2025 Adopted (% Change)
Expenditures						
General Government						
Finance						
Regular Salaries & Wages	\$324,557	\$306,456	\$340,250	\$388,490	\$388,490	14.2%
FICA Taxes	\$24,432	\$22,314	\$26,050	\$29,750	\$29,750	14.2%
Retirement Contributions	\$16,659	\$27,638	\$18,100	\$36,000	\$36,000	98.9%
Group Health Insurance	\$33,305	\$67,240	\$37,000	\$89,960	\$85,465	131%
Workers Compensation	\$308	\$1,290	\$5,220	\$7,120	\$7,120	36.4%
Unemployment Compensation	\$1,141	\$1,077	\$1,250	\$1,250	\$1,250	0%
Professional Services	\$33,931	\$73,456	\$100,000	\$10,000	\$10,000	-90%
Auditing Services	\$44,700	\$38,700	\$52,250	\$51,000	\$51,000	-2.4%
Travel and Per Diem	\$4,573	\$5,186	\$3,500	\$4,500	\$4,500	28.6%
Books Pub & Memberships	\$1,346	\$1,922	\$1,500	\$2,000	\$2,000	33.3%
Training	\$0	\$135	\$1,500	\$2,000	\$2,000	33.3%
Total Finance:	\$484,953	\$545,415	\$586,620	\$622,070	\$617,575	5.3%
Total General Government:	\$484,953	\$545,415	\$586,620	\$622,070	\$617,575	5.3%
Total Expenditures:	\$484,953	\$545,415	\$586,620	\$622,070	\$617,575	5.3%

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	2022
Planning & Zoning Board established April 17	Assumed building permitting & inspections functions from Lee County January 1	Established bonus density program October 18	First Estero Comprehensive Plan adopted June 13	Building department implemented electronic permitting process May 23	First annexation of property into Estero January 22	First Estero Land Development Code and Zoning Maps adopted January 27	Acquired 8801 Corkscrew Road (Charles Dauray property)
Design Review Board established April 17	Volunteers of America Continuing Care facility rezoning approved January 20	Adopted medical marijuana facility prohibition ordinance November 15	Updated roads & park impact fees adopted July 11	Established reduced fees for private provider building projects October 16	Estero Crossing Rezoning approved January 29	Combined Planning, Zoning and Design Board established January 27	River Oaks property purchased on May 2022
Village assumed Planning, Zoning, Code Compliance & Dev. Review functions from Lee County September 16	Village Center plan approved June 22	Lee Health Coconut Point approved	Retail gas pump security ordinance adopted November 7	Corkscrew Crossing rezoning & residential project approved September 25	Rezoning of old Post Office July 15	Rezoning approved for Pavich office building March 3	The Gess Family Partnership/Driving Range 9000 Williams Road purchased June 2022
Estero joins National Flood Insurance Program	Established Special Magistrate process for code enforcement October 7	Estero Grande approved	Springhill Suites hotel approved			Rezoning approved for Via Coconut mixed use development October 20	
Adopted flood hazard ordinance November 18	Genova rezoning & condos approved July 13	The Reef student housing approved	Phoenix assisted living approved April 12			West Bay zoning approved for high rise building November 17	
Adopted oil and natural gas fracking prohibition ordinance on December 2	Springs at Gulf Coast approved April 23		Primrose School approved July 25				

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:

Type of Permit (Days to Close)	2017	2018	2019	2020	2021	2022	2023	2024
Residential Single Family Residence	N/A	N/A	N/A	N/A	25 (45.5 days)	46 (67.56 days)	293 (70.7 days)	164 (57.3 days)
Residential Single Family Attached (Townhomes)	N/A	N/A	N/A	N/A	4 (14.0 days)	0	29 (75.3 days)	15 (123.3 days)
New Commercial Construction	N/A	N/A	N/A	N/A	7 (124.3 days)	12 (118 days)	18 (309.4 days)	24 (233.4 days)
Commercial Multi-Family	N/A	N/A	N/A	N/A	0 (N/A)	5 (243.4 days)	1 (3.0 days)	1 (78 days)
Commercial Pool	N/A	N/A	N/A	N/A	7 (54.7 days)	1 (40 days)	7 (177.3 days)	4 (15.5 days)
Commercial Roof	N/A	N/A	N/A	N/A	135 (6.4 days)	180 (19.12 days)	197 (38.0 days)	197 (67.0 days)
Miscellaneous Commercial	N/A	N/A	N/A	N/A	23 (24.7 days)	28 (87.78 days)	14 (112.4 days)	27 (51.6 days)
Residential/A/C Change-out	N/A	N/A	N/A	N/A	845 (15.2 days)	671 (17.48 days)	751 (53.6 days)	838 (63.6 days)
Residential Accessory Structure	N/A	N/A	N/A	N/A	352 (23.9 days)	265 (33.31 days)	243 (80.5 days)	238 (82.5 days)
Commercial/A/C/ Change-out	N/A	N/A	N/A	N/A	505 (14.7 days)	476 (20.47 days)	204 (83.4 days)	401 (84.1 days)
Residential SFR/Multi Family Window/Door/Shutter w	N/A	N/A	N/A	N/A	297 (20.2 days)	216 (27.19 days)	248 (63.0 days)	256 (44.5 days)
Residential Roof	N/A	N/A	N/A	N/A	949 (6.0 days)	724 (6.65 days)	1051 (32.5 days)	668 (43.9 days)
Residential SFR/Multi-Family Window/Door/Shutter	N/A	N/A	N/A	N/A	530 (26.9 days)	375 (28.19 days)	560 (63.0 days)	631 (50.6 days)
Residential Fuel/Gas	N/A	N/A	N/A	N/A	246 (21.7 days)	137 (32.95 days)	321 (65.8days)	358 (73.8 days)
Residential Pool	N/A	N/A	N/A	N/A	88 (27.5 days)	53 (40.43 days)	96 (68.8 days)	101 (59.9 days)
Commercial Alteration/Renovation	N/A	N/A	N/A	N/A	101 (44.5 days)	120 (47.91 days)	204 (83.4 days)	167 (203.9 days)
Sign w/electric	N/A	N/A	N/A	N/A	93 (57.7 days)	106 (43.63 days)	88 (81.0 days)	123 (94.3 days)
Other	N/A	N/A	N/A	N/A	1,450 (37.4 days)	1286 (63.5 days)	1286 (63.5 days)	1586 (73.2 days)

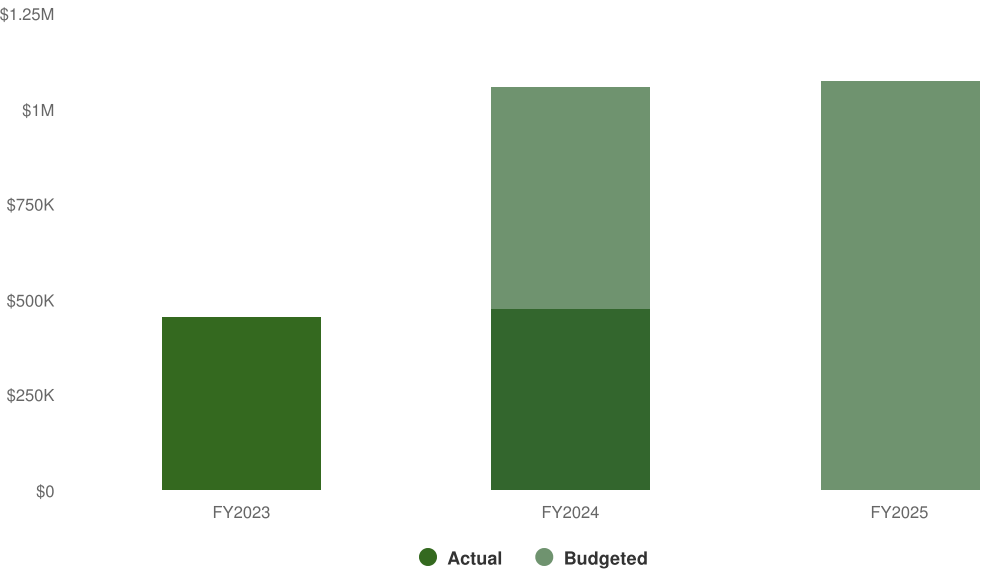
Development Services

\$1,075,000

\$19,320

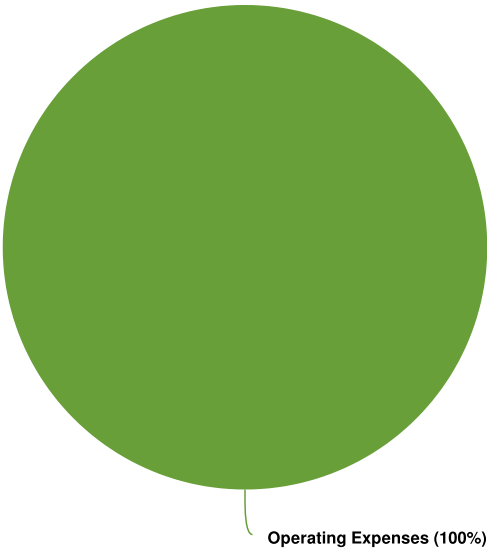
(1.83% vs. prior year)

Development Services Proposed and Historical Budget vs. Actual

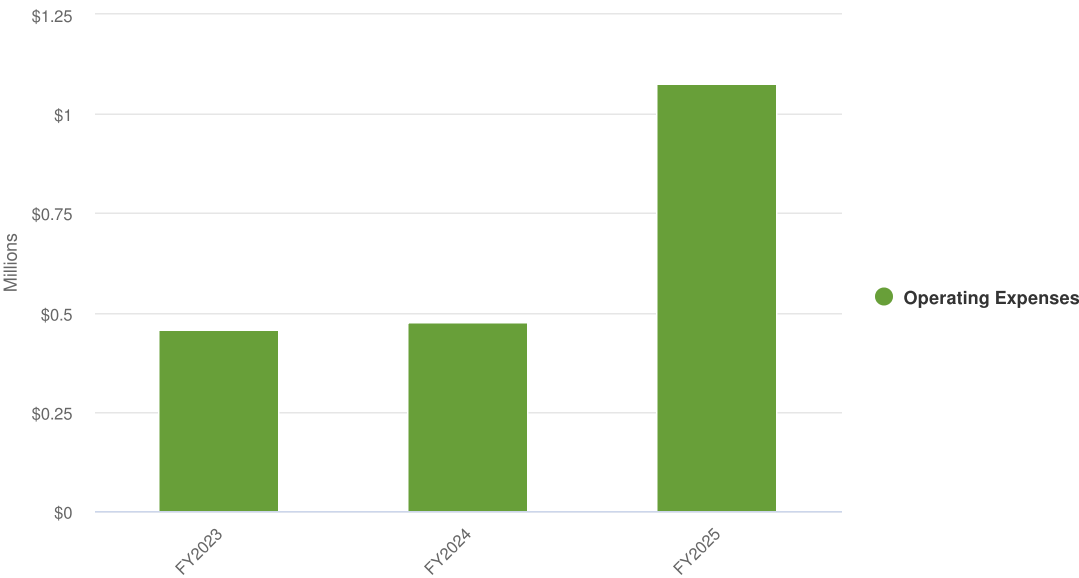


Expenditures by Expense Type

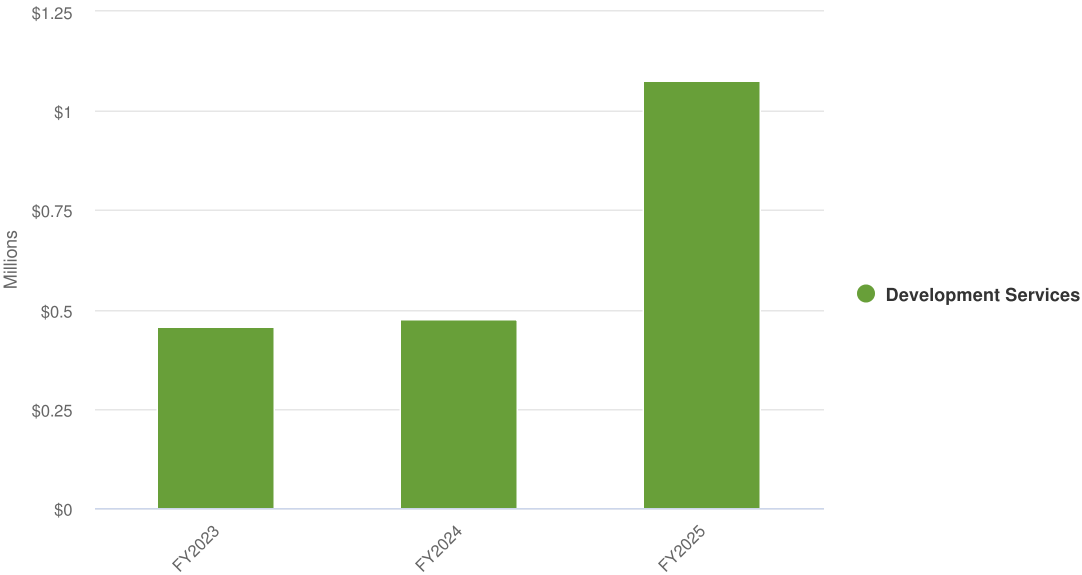
Budgeted Expenditures by Expense Type



Development Services Budgeted and Historical Expenditures by Expense Type



Budgeted and Historical Expenditures by Function



Name	FY2023 Actual	FY2024 Actual	FY2024 Adopted	FY2025 Proposed	FY2025 Adopted	FY2024 Adopted vs. FY2025 Adopted (% Change)
Expenditures						
General Government						
Development Services						
Regular Salaries & Wages	\$293,377	\$305,177	\$575,730	\$585,875	\$585,875	1.8%
FICA Taxes	\$21,857	\$23,041	\$44,080	\$44,845	\$44,845	1.7%
Retirement Contributions	\$37,039	\$31,825	\$54,760	\$54,190	\$54,190	-1%
Group Health Insurance	\$62,667	\$53,823	\$102,900	\$111,380	\$105,810	2.8%
Workers Compensation	\$4,648	\$1,518	\$12,710	\$12,710	\$12,710	0%
Unemployment Compensation	\$1,376	\$1,725	\$1,500	\$1,500	\$1,500	0%
Professional Services	\$12,500	\$51,242	\$60,000	\$60,000	\$60,000	0%
Growth Model Svcs	\$0	\$0	\$10,000	\$10,000	\$10,000	0%
Development Svcs Manager	\$0	\$0	\$40,000	\$40,000	\$40,000	0%
Comprehensive Plan	\$0	\$0	\$30,000	\$30,000	\$30,000	0%
Land Development Code	\$1,309	\$0	\$40,000	\$40,000	\$40,000	0%
Misc Contracted Services	\$14,348	\$1,105	\$65,000	\$65,000	\$365,000	461.5%
Travel and Per Diem	\$204	\$766	\$2,000	\$2,500	\$2,500	25%
Legal Notices	\$2,403	\$0	\$6,000	\$6,000	\$6,000	0%
Books Pub & Memberships	\$4,309	\$5,166	\$10,000	\$10,000	\$10,000	0%
Training	\$317	\$177	\$1,000	\$1,000	\$1,000	0%
Total Development Services:	\$456,354	\$475,566	\$1,055,680	\$1,075,000	\$1,369,430	29.7%
Total General Government:	\$456,354	\$475,566	\$1,055,680	\$1,075,000	\$1,369,430	29.7%
Total Expenditures:	\$456,354	\$475,566	\$1,055,680	\$1,075,000	\$1,369,430	29.7%

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.

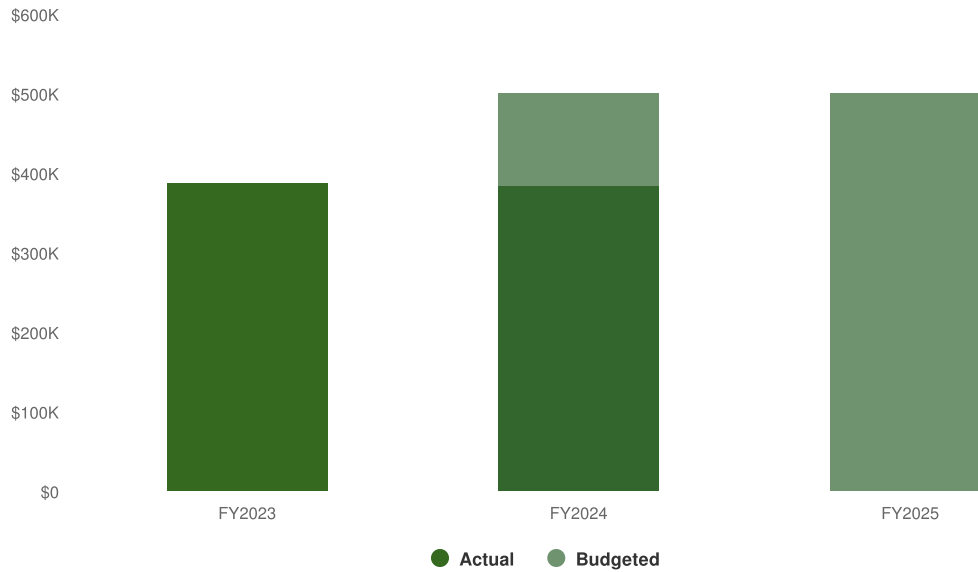
Strategic Planning:

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

Expenditures Summary

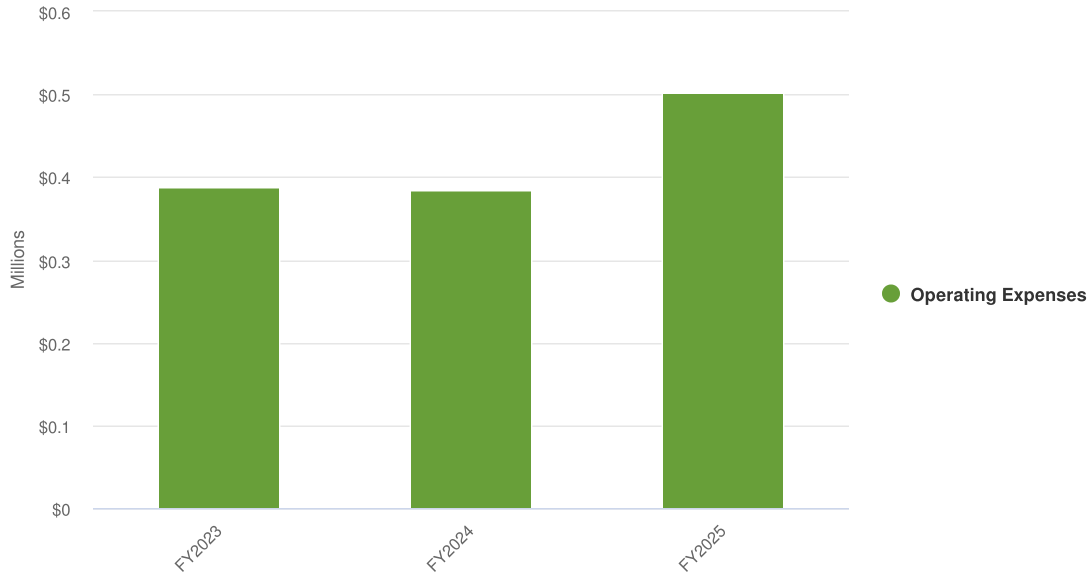
\$502,100 **\$0**
(0.00% vs. prior year)

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	FY2023 Actual	FY2024 Actual	FY2024 Adopted	FY2025 Proposed	FY2025 Adopted	FY2024 Adopted vs. FY2025 Adopted (% Change)
Expenditures						
General Government						
Planning, Zoning, Dev Review						
Regular Salaries & Wages	\$126,497.78	\$54,981.00	\$125,000.00	\$125,000.00	\$125,000.00	0%
FICA Taxes	\$9,640.05	\$4,616.31	\$9,600.00	\$9,600.00	\$9,600.00	0%
Workers Compensation	\$0.00	\$445.22	\$2,000.00	\$2,000.00	\$2,000.00	0%
Unemployment Compensation	\$0.00	\$0.00	\$500.00	\$500.00	\$500.00	0%
Professional Services	\$11,200.00	\$6,935.00	\$15,000.00	\$15,000.00	\$15,000.00	0%
Planning & Zoning-Fixed Fee	\$240,443.48	\$317,532.33	\$350,000.00	\$350,000.00	\$350,000.00	0%
Total Planning, Zoning, Dev Review:	\$387,781.31	\$384,509.86	\$502,100.00	\$502,100.00	\$502,100.00	0%
Total General Government:	\$387,781.31	\$384,509.86	\$502,100.00	\$502,100.00	\$502,100.00	0%
Total Expenditures:	\$387,781.31	\$384,509.86	\$502,100.00	\$502,100.00	\$502,100.00	0%

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 operation and data storage to "the cloud."

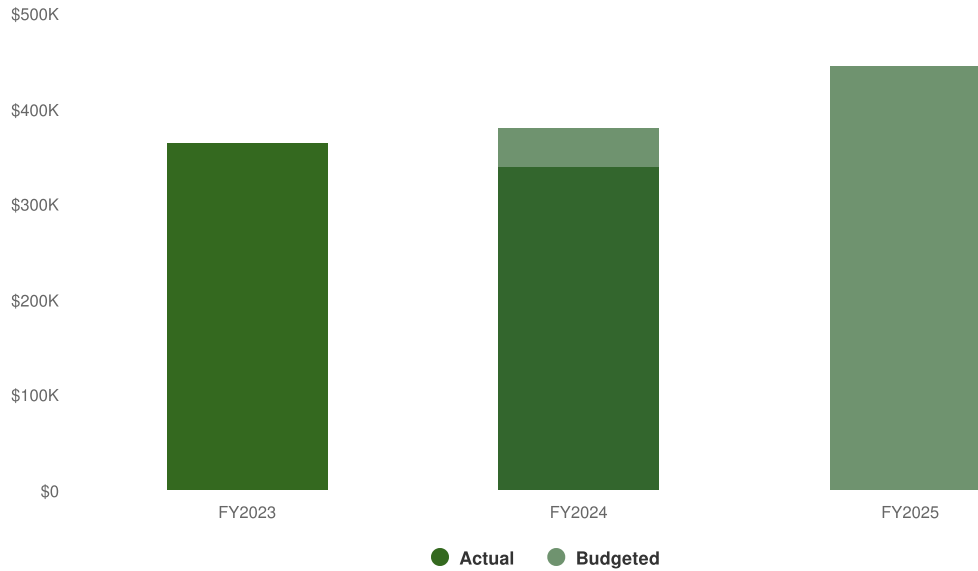
Workload and Performance Indicators:

	2017	2018	2019	2020	2021	2022	2023	2024
Expenditures per capita	\$0.97	\$3.11	\$4.62	\$5.55	\$5.82	\$7.25	\$6.46	\$8.94
Percent of Village expenditures	0.55%	1.81%	0.47%	1.05%	1.65%	0.85%	1.89%	1.24%

Expenditures Summary

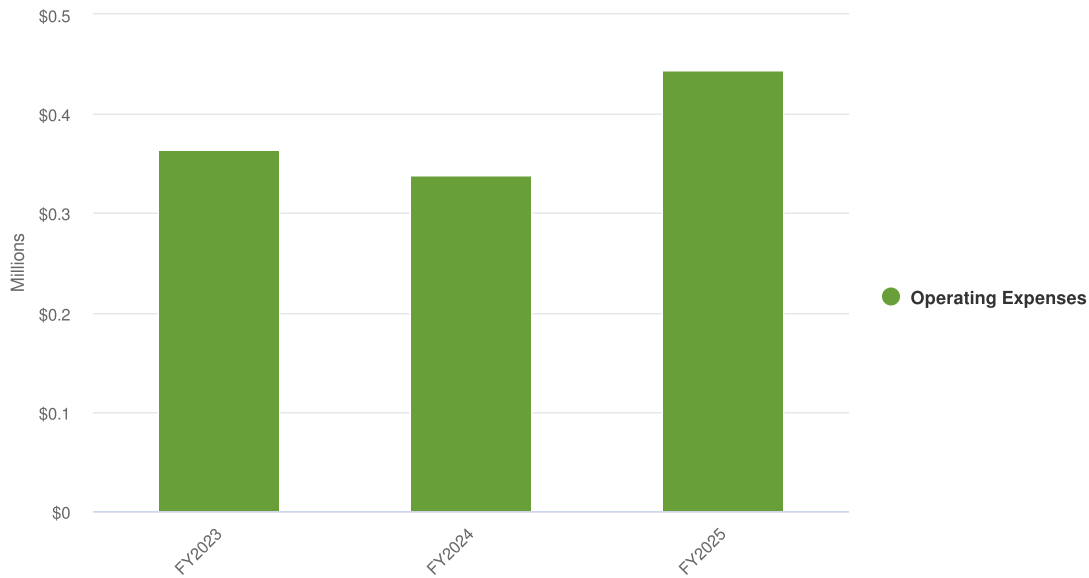
\$444,300 **\$64,150**
(16.87% vs. prior year)

Informaion Technology Proposed and Historical Budget vs. Actual



Expenditures by Expense Type

Information Technology Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2024 Adopted	FY2025 Proposed	FY2025 Adopted	FY2024 Adopted vs. FY2025 Adopted (% Change)
Expenditures						
General Government						
Information Technology						
IT Contracted Services	\$198,668	\$210,000	\$135,000	\$175,000	\$175,000	29.6%
Webmaster Srvs & Maintenance	\$54,139	\$52,073	\$27,650	\$34,300	\$34,300	24.1%
Audio Visual Services	\$0	\$0	\$120,000	\$120,000	\$120,000	0%
Software Licensing	\$111,666	\$73,210	\$77,500	\$95,000	\$145,000	87.1%
Small Tools & Equipment	\$205	\$3,633	\$10,000	\$10,000	\$10,000	0%
Capital Outlay - Mach & Equip	\$0	\$0	\$10,000	\$10,000	\$10,000	0%
Total Information Technology:	\$364,678	\$338,917	\$380,150	\$444,300	\$494,300	30%
Total General Government:	\$364,678	\$338,917	\$380,150	\$444,300	\$494,300	30%
Total Expenditures:	\$364,678	\$338,917	\$380,150	\$444,300	\$494,300	30%

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.

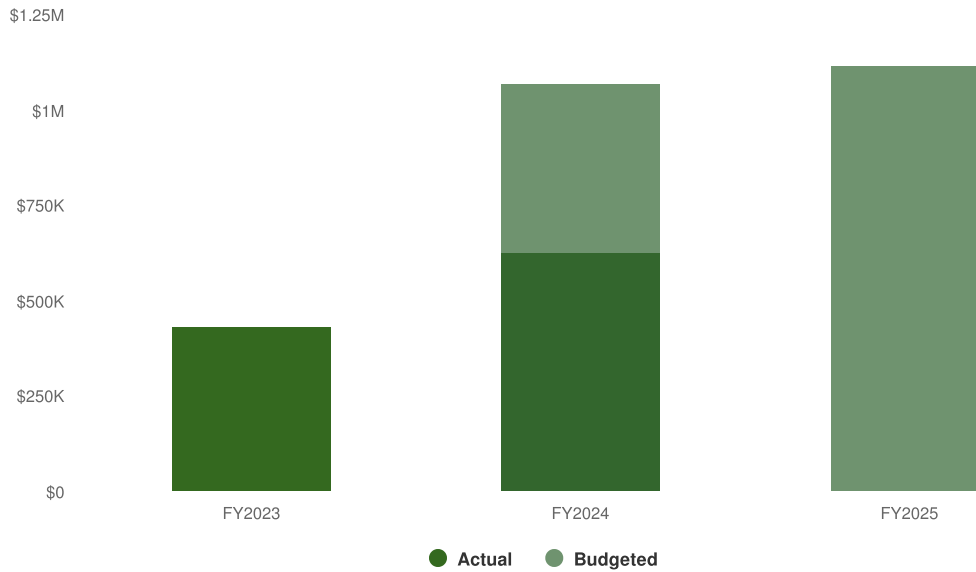
Workload and Performance Indicators:

	2017	2018	2019	2020	2021	2022	2023	2024
Expenditures per capita	\$10.84	\$19.11	\$13.41	\$13.21	\$12.76	\$13.99	\$23.84	\$ 16.52
Percent of Village expenditures	6.20%	11.11%	1.37%	2.50%	3.61%	1.64%	2.25%	2.28%

Expenditures Summary

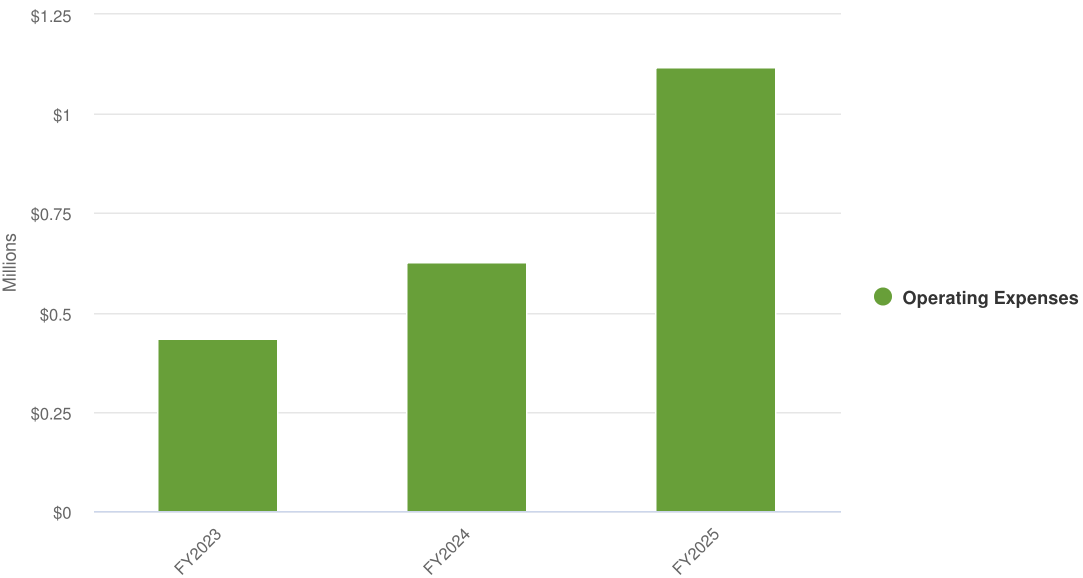
\$1,117,800 **\$48,300**
(4.52% vs. prior year)

General Government Proposed and Historical Budget vs. Actual



Expenditures by Expense Type

General Government Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2024 Adopted	FY2025 Proposed	FY2025 Adopted	FY2024 Adopted vs. FY2025 Adopted (% Change)
Expenditures						
General Government						
General Government						
Audio Visual Services	\$25,015	\$26,037	\$20,000	\$27,550	\$27,550	37.8%
Recruitment Services	\$11,492	\$7,335	\$12,500	\$12,500	\$12,500	0%
Lobbying Services	\$33,000	\$36,000	\$80,000	\$80,000	\$80,000	0%
Misc Contracted Services	\$1,700	\$75,046	\$250,000	\$250,000	\$250,000	0%
Travel and Per Diem	\$2,765	\$424	\$5,000	\$5,000	\$5,000	0%
Communication Services	\$14,800	\$6,074	\$6,500	\$6,500	\$6,500	0%
Freight & Postage	\$1,867	\$3,576	\$2,500	\$4,500	\$4,500	80%
Utilities	\$49,177	\$49,508	\$42,500	\$55,750	\$55,750	31.2%
Building Lease	\$114,658	\$263,293	\$275,000	\$295,000	\$295,000	7.3%
Equipment Rental & Leases	\$10,613	\$11,641	\$10,500	\$11,000	\$11,000	4.8%
Insurance	\$118,343	\$111,520	\$170,000	\$175,000	\$175,000	2.9%
Repair & Maintenance Services	\$13,746	\$12,060	\$20,000	\$20,000	\$20,000	0%
Printing	\$83	\$0	\$1,500	\$1,500	\$1,500	0%
State Administrative Fees	\$0	\$0	\$9,500	\$9,500	\$9,500	0%
Tax Collector Fees	\$0	\$0	\$4,000	\$4,000	\$4,000	0%
Contingency	\$0	\$0	\$125,000	\$125,000	\$125,000	0%
Office Supplies	\$8,288	\$10,540	\$7,500	\$7,500	\$7,500	0%
Operating Supplies	\$27,089	\$12,172	\$25,000	\$25,000	\$25,000	0%
Bank Charges	\$269	\$215	\$500	\$500	\$500	0%
Books Pub & Memberships	\$1,047	\$904	\$2,000	\$2,000	\$2,000	0%
Capital Outlay - Mach & Equip	\$370	\$0	\$0	\$0	\$0	0%
Total General Government:	\$434,322	\$626,346	\$1,069,500	\$1,117,800	\$1,117,800	4.5%
Total General Government:	\$434,322	\$626,346	\$1,069,500	\$1,117,800	\$1,117,800	4.5%
Total Expenditures:	\$434,322	\$626,346	\$1,069,500	\$1,117,800	\$1,117,800	4.5%

Disaster Response

Function:

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

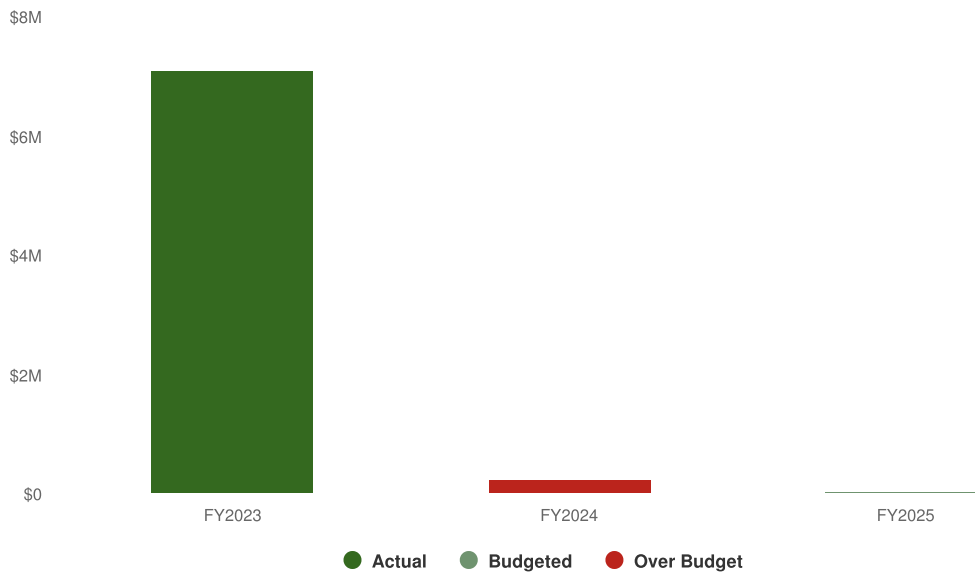
History:

2017	2020	2021	2022
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.	Village responded to Hurricane Ian, the costliest hurricane in Florida history.

Expenditures Summary

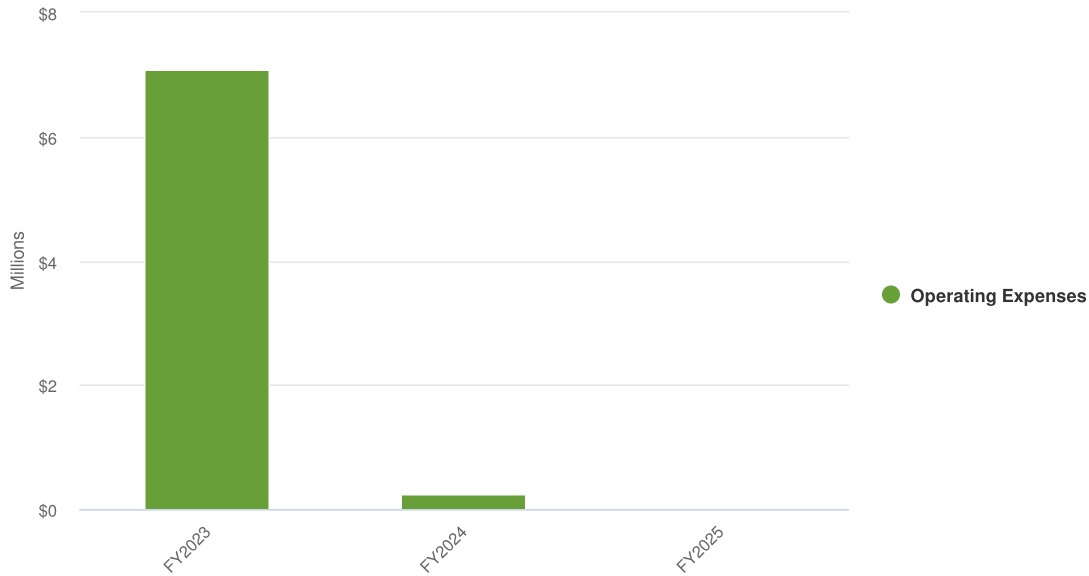
\$35,000 **\$25,000**
(250.00% vs. prior year)

Disaster Response Proposed and Historical Budget vs. Actual



Expenditures by Expense Type

Disaster Response Budgeted and Historical Expenditures by Expense Type



Disaster Response

Name	FY2023 Actual	FY2024 Actual	FY2024 Adopted	FY2025 Proposed	FY2025 Adopted	FY2024 Adopted vs. FY2025 Adopted (% Change)
Expenditures						
General Government						
Disaster Response						
Professional Services	\$81,934.28	\$228,288.75	\$0.00	\$25,000.00	\$25,000.00	N/A
Disaster Preparedness Services	\$43,498.75	\$7,910.00	\$10,000.00	\$10,000.00	\$10,000.00	0%
Misc Contracted Services	\$6,952,799.99	\$0.00	\$0.00	\$0.00	\$0.00	0%
Operating Supplies	\$11,933.87	\$0.00	\$0.00	\$0.00	\$0.00	0%
Total Disaster Response:	\$7,090,166.89	\$236,198.75	\$10,000.00	\$35,000.00	\$35,000.00	250%
Total General Government:	\$7,090,166.89	\$236,198.75	\$10,000.00	\$35,000.00	\$35,000.00	250%
Total Expenditures:	\$7,090,166.89	\$236,198.75	\$10,000.00	\$35,000.00	\$35,000.00	250%

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:

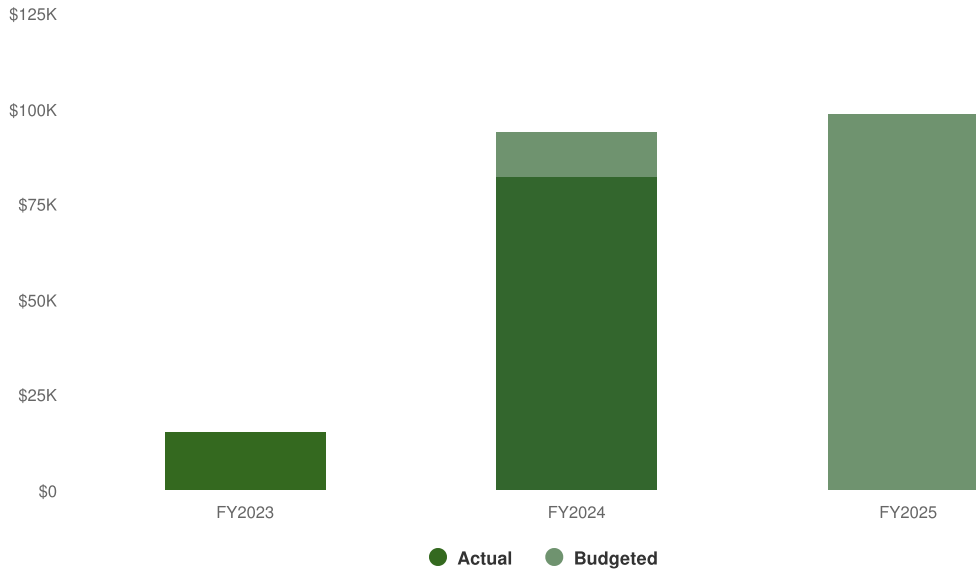
	2017	2018	2019	2020	2021	2022	2023*	2024*
Lee County Total Offences	N/A	N/A	N/A	N/A	1565	2022	N/A	N/A
Homicide	N/A	N/A	N/A	N/A	1	0	N/A	N/A
Aggravated Assault	N/A	N/A	N/A	N/A	15	31	N/A	N/A
Simple Assault	N/A	N/A	N/A	N/A	69	63	N/A	N/A
Rape	N/A	N/A	N/A	N/A	9	4	N/A	N/A
Forcible Fondling	N/A	N/A	N/A	N/A	5	5	N/A	N/A
Burglary	N/A	N/A	N/A	N/A	21	9	N/A	N/A
Robbery	N/A	N/A	N/A	N/A	8	7	N/A	N/A
Arson	N/A	N/A	N/A	N/A	1	0	N/A	N/A
Simple Stalking	N/A	N/A	N/A	N/A	0	0	N/A	N/A
Threat/Intimidation	N/A	N/A	N/A	N/A	1	0	N/A	N/A
Motor Vehicle Theft	N/A	N/A	N/A	N/A	20	14	N/A	N/A
Larceny Theft	N/A	N/A	N/A	N/A	240	168	N/A	N/A

Lee County Sheriff's Department no longer provides this information

Expenditures Summary

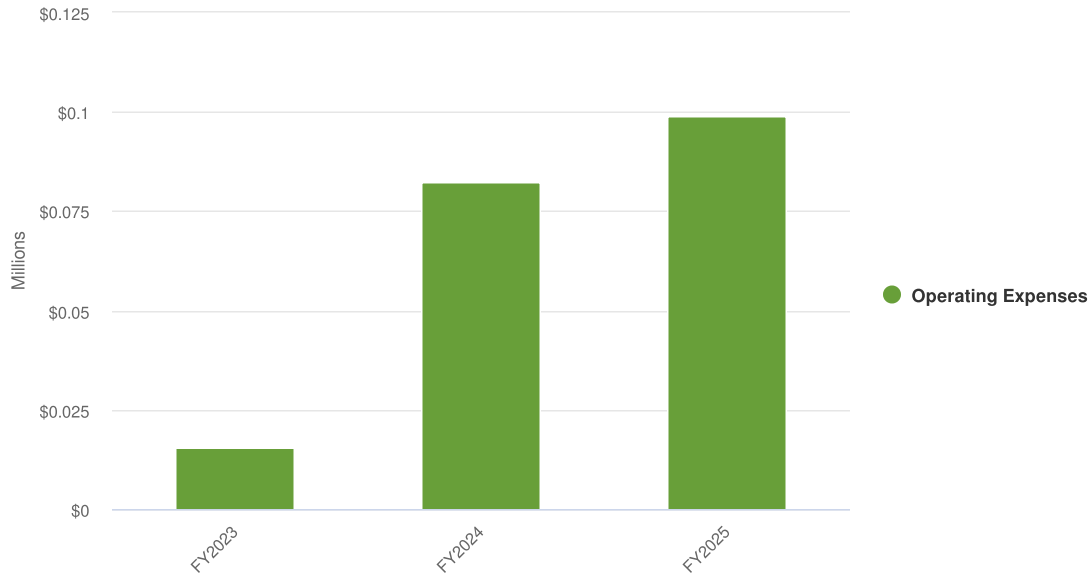
\$98,860 **\$5,000**
(5.33% vs. prior year)

Public Safety Proposed and Historical Budget vs. Actual



Expenditures by Expense Type

Public Safety Budgeted and Historical Expenditures by Expense Type



Public Safety

Name	FY2023 Actual	FY2024 Actual	FY2024 Adopted	FY2025 Proposed	FY2025 Adopted	FY2024 Adopted vs. FY2025 Adopted (% Change)
Expenditures						
Public Safety						
Law Enforcement/Security						
Lee Cty Law Enforcement	\$4,022.00	\$5,115.00	\$10,000.00	\$10,000.00	\$10,000.00	0%
Lee Cty Animal Control Svcs	\$11,347.50	\$77,073.50	\$40,000.00	\$45,000.00	\$45,000.00	12.5%
Total Law Enforcement/Security:	\$15,369.50	\$82,188.50	\$50,000.00	\$55,000.00	\$55,000.00	10%
Lee County Marine Patrol						
Lee Cty Marine Patrol	\$0.00	\$0.00	\$43,860.00	\$43,860.00	\$43,860.00	0%
Total Lee County Marine Patrol:	\$0.00	\$0.00	\$43,860.00	\$43,860.00	\$43,860.00	0%
Total Public Safety:	\$15,369.50	\$82,188.50	\$93,860.00	\$98,860.00	\$98,860.00	5.3%
Total Expenditures:	\$15,369.50	\$82,188.50	\$93,860.00	\$98,860.00	\$98,860.00	5.3%

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.

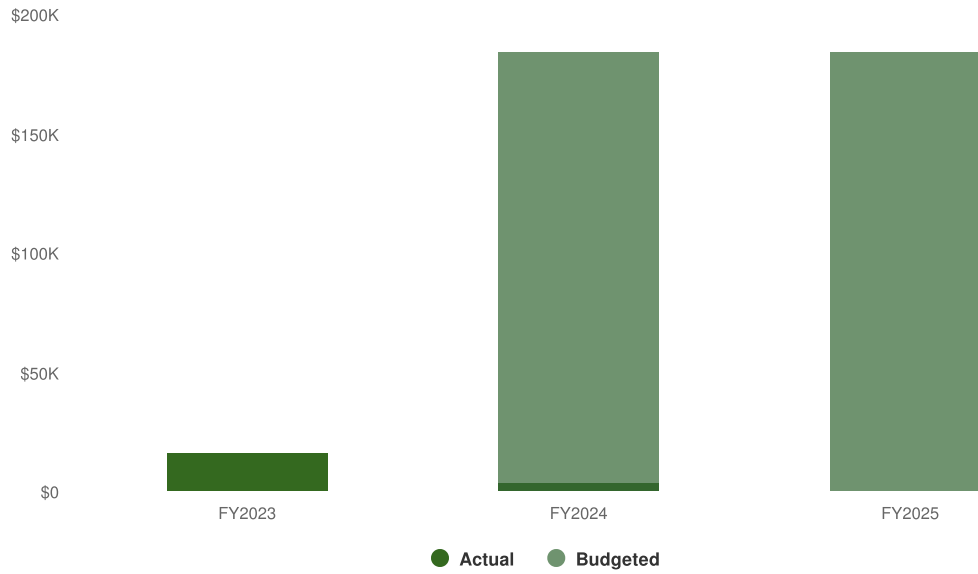
Strategic Planning:

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

Expenditures Summary

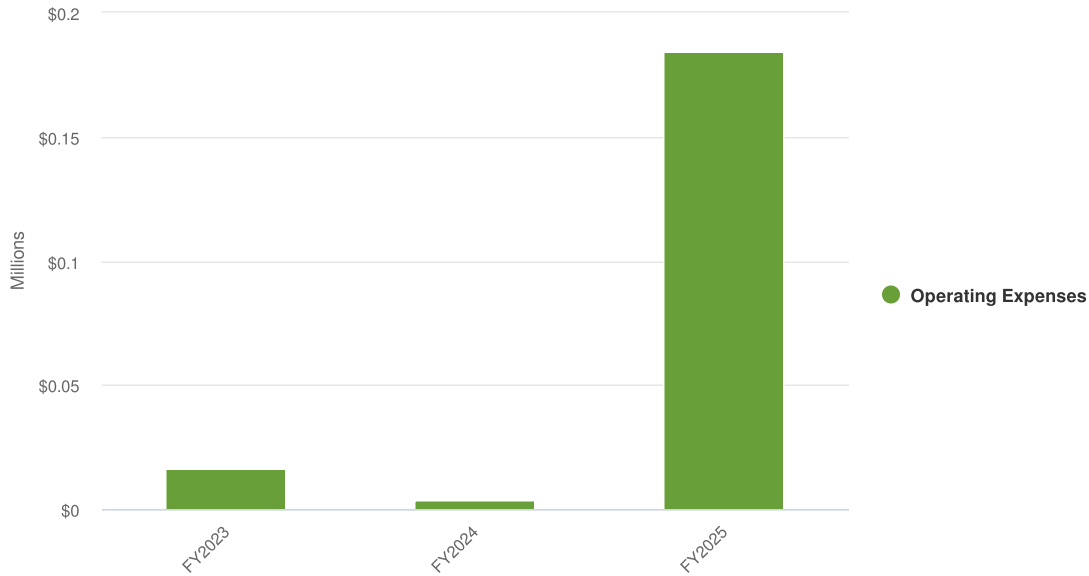
\$184,250 **\$0**
(0.00% vs. prior year)

Code Compliance Proposed and Historical Budget vs. Actual



Expenditures by Expense Type

Code Compliance Budgeted and Historical Expenditures by Expense Type



Code Compliance

Name	FY2023 Actual	FY2024 Actual	FY2024 Adopted	FY2025 Proposed	FY2025 Adopted	FY2024 Adopted vs. FY2025 Adopted (% Change)
Expenditures						
General Government						
Code Compliance						
Special Magistrate Srvs	\$3,625.00	\$3,375.00	\$20,250.00	\$20,250.00	\$20,250.00	0%
Code Compliance Contract Srvs	\$12,565.74	\$0.00	\$162,500.00	\$162,500.00	\$162,500.00	0%
Other Chrges-Filing Fees	\$295.75	\$290.50	\$1,500.00	\$1,500.00	\$1,500.00	0%
Total Code Compliance:	\$16,486.49	\$3,665.50	\$184,250.00	\$184,250.00	\$184,250.00	0%
Total General Government:	\$16,486.49	\$3,665.50	\$184,250.00	\$184,250.00	\$184,250.00	0%
Total Expenditures:	\$16,486.49	\$3,665.50	\$184,250.00	\$184,250.00	\$184,250.00	0%

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 is related to the environment and stormwater. This includes responding to citizens' requests for action as they relate to the environment and stormwater.

History:

2017	2018	2020	2021	2022	2023
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	Village of Estero purchases 10 acres along the Estero River	07/26/2023 agreement to allow the Village to acquire 100% of the stormwater management facilities serving the Hertz Arena and other proximate properties, and allowing the Village to share maintenance costs with KTB.

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:

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

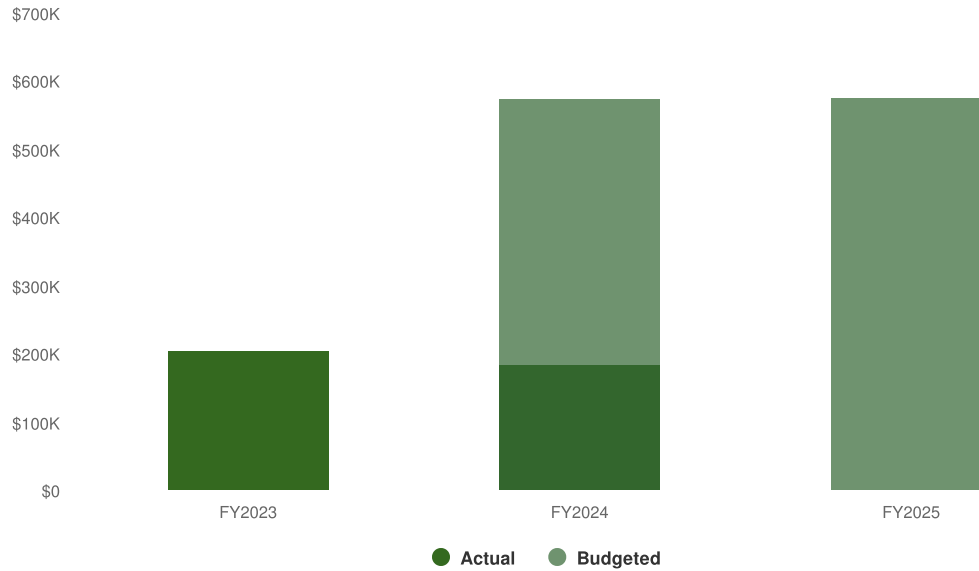
Workload and Performance Indicators:

Type of Request (Days to Close)	2017	2018	2019	2020	2021	2022	2023	2024
Animals	N/A	N/A	N/A	N/A	6 (5.0 days)	4 (19.8 days)	8 (1.3 days)	2 (3.0 days)
Drainage	N/A	N/A	N/A	N/A	16 (23.3 days)	19 (22.6 days)	7 (172.5 days)	13 (55.1 days)
Landscaping	N/A	N/A	N/A	N/A	45 (26.2 days)	40 (10.8 days)	33 (30.2 days)	33 (9.1days)
Other	N/A	N/A	N/A	N/A	33 (29.5 days)	43 (35.9 days)	48 (129.5 days)	27 (56.4 days)
Road Condition	N/A	N/A	N/A	N/A	53 (37.2 days)	56 (16.0 days)	34 (36.7 days)	34 (59.0 days)
Roadway Traffic	N/A	N/A	N/A	N/A	39 (66.8 days)	29 (55.6 days)	32 (40.1 days)	34 (24.6 days)
Trash	N/A	N/A	N/A	N/A	29 (7.6 days)	29 (8.7 days)	34 (7.0 days)	11 (4.0 days)
Water & Sewer	N/A	N/A	N/A	N/A	14 (9.9 days)	12 (5.4 days)	4 (5.0 days)	9 (1.6 days)

Expenditures Summary

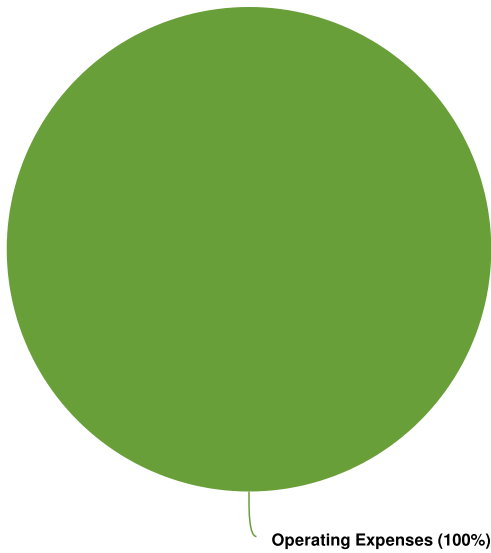
\$577,500 **\$2,500**
(0.43% vs. prior year)

Physical Environment Proposed and Historical Budget vs. Actual

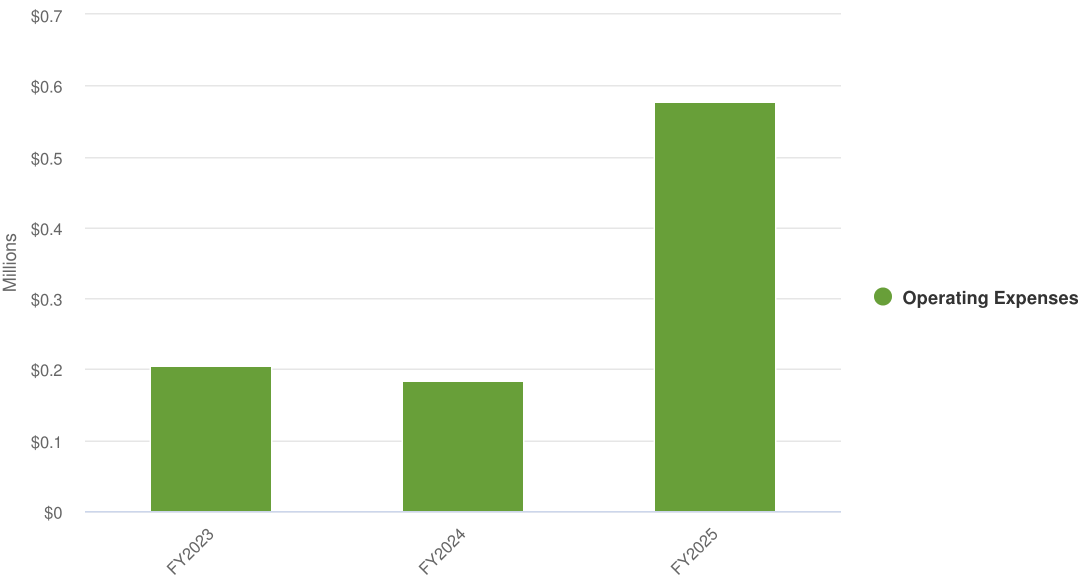


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Physical Environment Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2024 Adopted	FY2025 Proposed	FY2025 Adopted	FY2024 Adopted vs. FY2025 Adopted (% Change)
Expense Objects						
Operating Expenses						
Professional Services	\$5,000.00	\$39,885.50	\$25,000.00	\$25,000.00	\$25,000.00	0%
Water Level & Quality Monitor	\$84,172.23	\$113,844.69	\$170,000.00	\$170,000.00	\$170,000.00	0%
NPDES Compliance	\$32,208.00	\$1,541.84	\$5,000.00	\$5,000.00	\$5,000.00	0%
Reclaimed Water Study	\$0.00	\$0.00	\$20,000.00	\$20,000.00	\$20,000.00	0%
Flood Plain-Com Rating System	\$8,800.00	\$5,000.00	\$150,000.00	\$150,000.00	\$150,000.00	0%
Repair & Maintenance Services	\$988.92	\$16,171.05	\$50,000.00	\$50,000.00	\$50,000.00	0%
Stormwater Maint	\$68,958.16	\$2,500.00	\$150,000.00	\$150,000.00	\$150,000.00	0%
Water Quality Joint Advocacy	\$5,000.00	\$5,000.00	\$5,000.00	\$7,500.00	\$7,500.00	50%
Total Operating Expenses:	\$205,127.31	\$183,943.08	\$575,000.00	\$577,500.00	\$577,500.00	0.4%
Total Expense Objects:	\$205,127.31	\$183,943.08	\$575,000.00	\$577,500.00	\$577,500.00	0.4%

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 capital improvements related to transportation. This includes responding to citizens' requests for action as they relate to the environment and stormwater.

History:

2015	2017	2018	2019	2020	2021	2022	2023
Lee County provides transportation services, via contract, for the <u>2015 & 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	I-75 Interchange Construction completed	Village Council approved the design and permitting of four monument signs, two each on US 41 and Three Oaks Parkway/Imperial Parkway
	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:

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

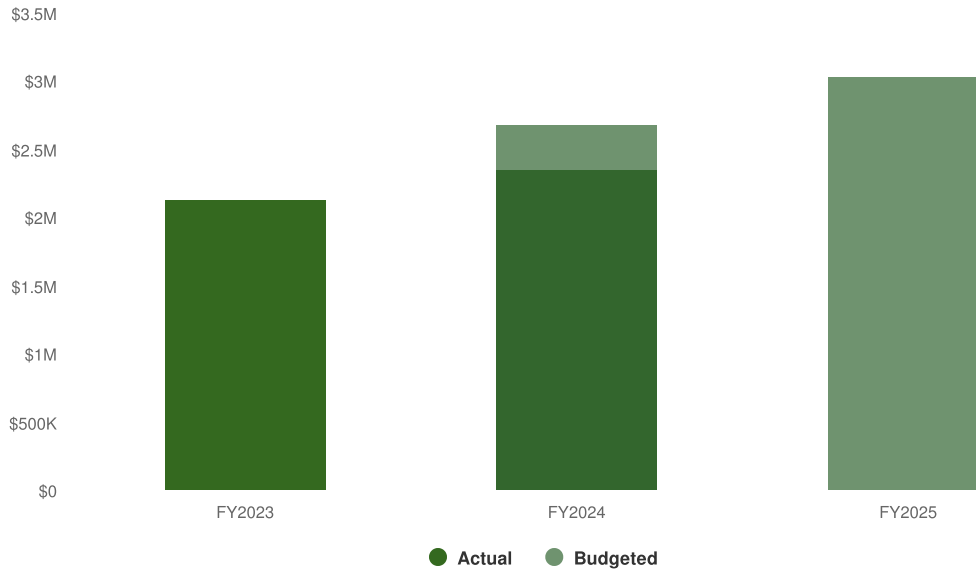
The safety analysis indicated that the study intersection signals appear to be in good shape as far as backplates, borders, and signal heads. It is recommended to confirm with Lee County DOT that the signal clearance interval times (yellow and all-red times) are adequate. It is also recommended to consider 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.

Expenditures Summary

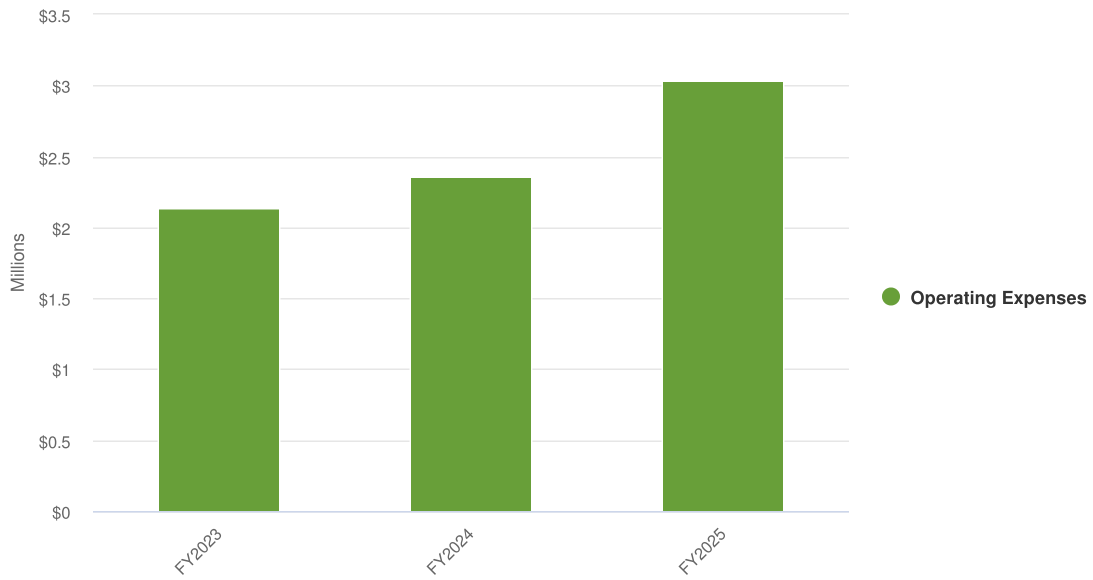
\$3,039,195 **\$350,785**
(13.05% vs. prior year)

Transportation Proposed and Historical Budget vs. Actual



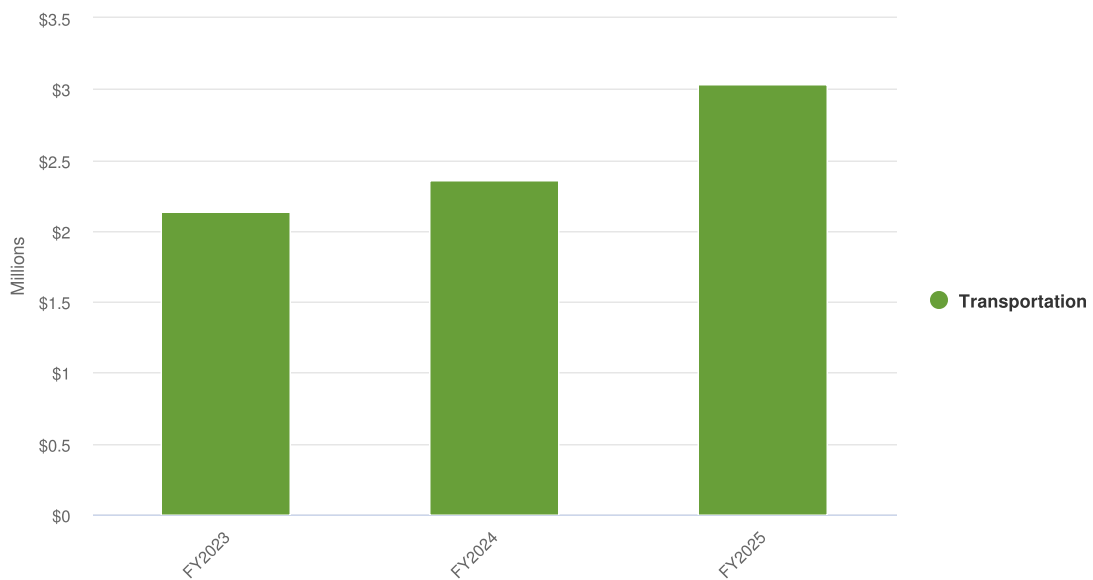
Expenditures by Expense Type

Transportation Budgeted and Historical Expenditures by Expense Type



Transportation

Budgeted and Historical Expenditures by Function



Name	FY2023 Actual	FY2024 Actual	FY2024 Adopted	FY2025 Proposed	FY2025 Adopted	FY2024 Adopted vs. FY2025 Adopted (% Change)
Expenditures						
Transportation						
Transportation						
Regular Salaries & Wages	\$318,807	\$314,165	\$325,600	\$341,225	\$341,225	4.8%
FICA Taxes	\$23,405	\$22,918	\$24,930	\$26,130	\$26,130	4.8%
Retirement Contributions	\$16,858	\$18,037	\$18,040	\$19,000	\$19,000	5.3%
Group Health Insurance	\$46,018	\$69,618	\$49,740	\$47,390	\$45,020	-9.5%
Workers Compensation	\$6,208	\$3,501	\$9,600	\$10,050	\$10,050	4.7%
Unemployment Compensation	\$772	\$859	\$1,000	\$1,000	\$1,000	0%
Traffic Counts	\$16,080	\$15,973	\$20,000	\$20,000	\$20,000	0%
Misc Contracted Services	\$103,650	\$28,340	\$100,000	\$100,000	\$100,000	0%
Street Sweeping Services	\$28,610	\$21,200	\$30,000	\$30,000	\$30,000	0%
Right-of-Way Permit Review	\$7,363	\$12,082	\$20,000	\$25,000	\$25,000	25%
Misc Construction Services	\$3,937	\$45,245	\$60,000	\$60,000	\$60,000	0%
Travel and Per Diem	\$5,400	\$5,228	\$5,000	\$6,500	\$6,500	30%
Communication Services	\$527	\$521	\$500	\$650	\$650	30%
Utilities	\$68,806	\$77,485	\$65,000	\$85,000	\$85,000	30.8%
Equipment Rental & Leases	\$2,905	\$2,996	\$2,500	\$2,500	\$2,500	0%
Insurance	\$12,857	\$9,643	\$16,500	\$14,750	\$14,750	-10.6%
Bridge Maintenance	\$0	\$10,969	\$10,000	\$10,000	\$10,000	0%
Irrigation Maintenance	\$84,194	\$81,020	\$0	\$77,500	\$77,500	N/A
Landscape Maintenance	\$891,139	\$1,152,492	\$1,036,500	\$1,180,000	\$1,180,000	13.8%
Mowing Maintenance	\$85,575	\$115,260	\$0	\$32,500	\$32,500	N/A
Ditch Maintenance	\$213,677	\$36,749	\$150,000	\$157,000	\$157,000	4.7%
Street Light Maintenance	\$20,885	\$111,782	\$50,000	\$85,500	\$85,500	71%
Traffic Sign Maintenance	\$68,322	\$13,167	\$70,000	\$70,000	\$70,000	0%
Traffic Signal Maintenance	\$5,273	\$5,949	\$66,000	\$66,000	\$66,000	0%
Railroad Maintenance	\$19,670	\$14,752	\$150,000	\$150,000	\$150,000	0%
Road Maintenance	\$84,478	\$160,901	\$400,000	\$412,000	\$412,000	3%
Operating Supplies	\$2,838	\$4,540	\$3,000	\$5,000	\$5,000	66.7%
Books Pub & Memberships	\$1,839	\$302	\$1,500	\$1,500	\$1,500	0%
Training	\$369	\$1,003	\$3,000	\$3,000	\$3,000	0%
Total Transportation:	\$2,140,461	\$2,356,696	\$2,688,410	\$3,039,195	\$3,036,825	13%
Total Transportation:	\$2,140,461	\$2,356,696	\$2,688,410	\$3,039,195	\$3,036,825	13%
Total Expenditures:	\$2,140,461	\$2,356,696	\$2,688,410	\$3,039,195	\$3,036,825	13%

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	2021	2022
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 entered 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.	Numerous public meetings held regarding the new Estero land Development Code, with an expected adoption date of late 2020 or early 2021	High-5 Entertainment submitted an unsolicited proposal to the Village of Estero in December 2022 to build an indoor/outdoor family entertainment center.

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:

- Phase 1- Existing Conditions Analysis
- Phase 2- Needs and Priorities Assessment
- Phase 3- Long-Range Vision
- 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:

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

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

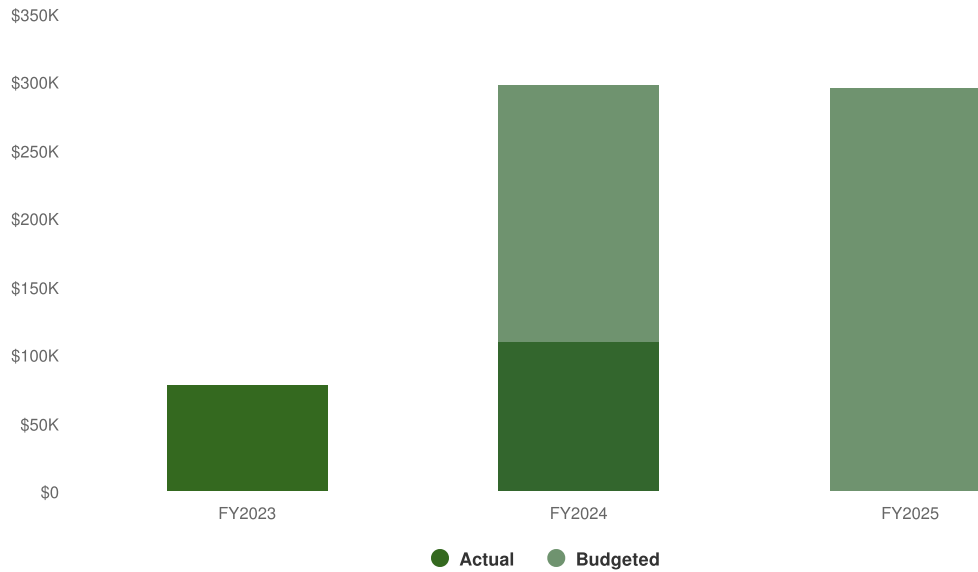
- Village Program Plan - Develop a Village Program Plan based on residents' needs (e.g. additional community special events, fitness/wellness programs, nature and environmental education programs, and senior leisure programs)
- Open Space – Protect and enhance natural areas, particularly along Estero 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.

Expenditures Summary

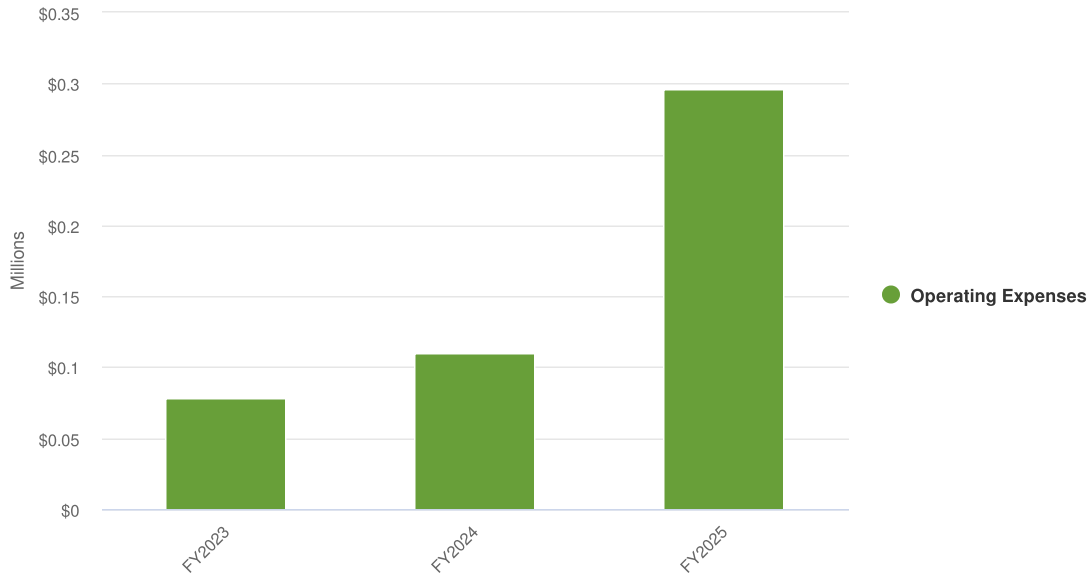
\$296,240 **-\$1,610**
(-0.54% vs. prior year)

Parks & Recreation Proposed and Historical Budget vs. Actual



Expenditures by Expense Type

Parks & Recreation Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2024 Adopted	FY2025 Proposed	FY2025 Adopted	FY2024 Adopted vs. FY2025 Adopted (% Change)
Expenditures						
Culture & Recreation						
Parks & Recreation						
Regular Salaries & Wages	\$0	\$0	\$140,000	\$140,000	\$140,000	0%
FICA Taxes	\$0	\$0	\$10,700	\$10,710	\$10,710	0.1%
Retirement Contributions	\$0	\$0	\$14,700	\$14,700	\$14,700	0%
Group Health Insurance	\$0	\$0	\$35,350	\$33,630	\$31,950	-9.6%
Workers Compensation	\$0	\$0	\$2,150	\$2,150	\$2,150	0%
Unemployment Compensation	\$0	\$0	\$500	\$500	\$500	0%
Professional Services	\$0	\$34,400	\$0	\$0	\$0	0%
YMCA Operating Agreement	\$62,453	\$60,646	\$66,000	\$69,300	\$69,300	5%
Utilities	\$6,306	\$8,750	\$7,250	\$7,750	\$7,750	6.9%
Equipment Rental & Leases	\$4,875	\$4,509	\$1,200	\$2,500	\$2,500	108.3%
Repair & Maintenance Services	\$4,333	\$1,633	\$20,000	\$15,000	\$15,000	-25%
Total Parks & Recreation:	\$77,967	\$109,938	\$297,850	\$296,240	\$294,560	-1.1%
Total Culture & Recreation:	\$77,967	\$109,938	\$297,850	\$296,240	\$294,560	-1.1%
Total Expenditures:	\$77,967	\$109,938	\$297,850	\$296,240	\$294,560	-1.1%

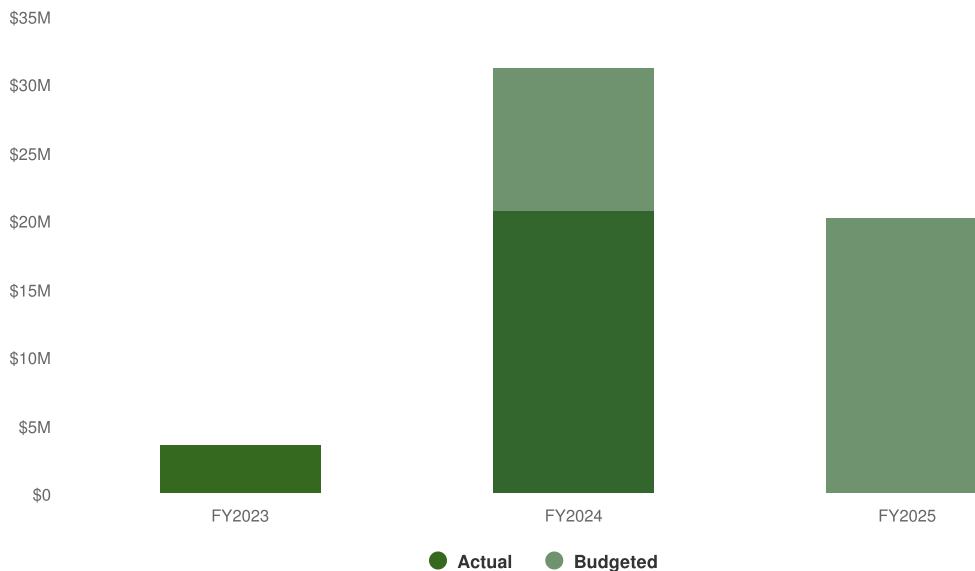
Transfers to Other Funds

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

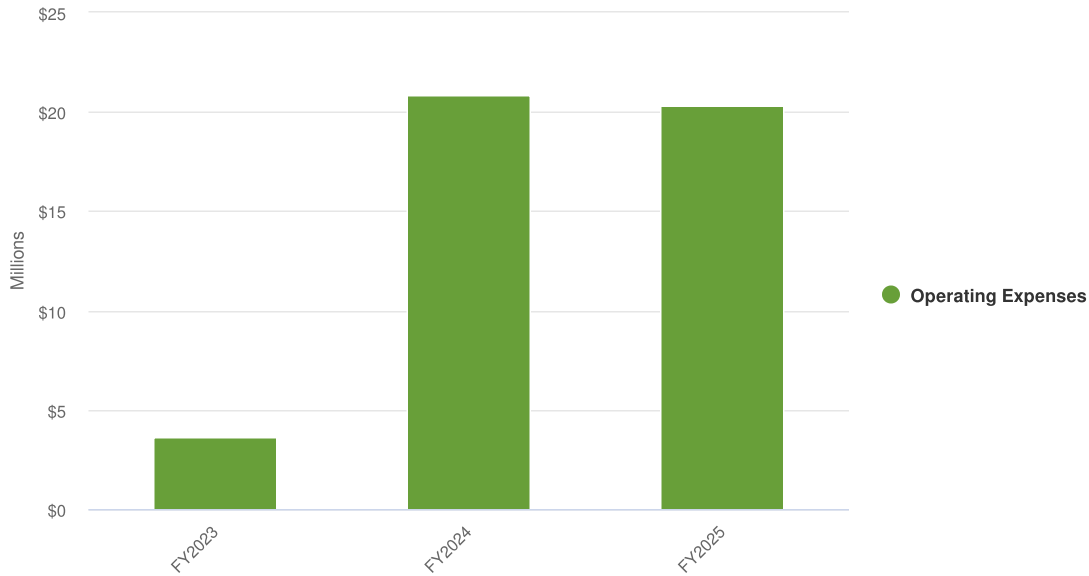
\$20,304,615 **-\$10,941,300**
(-35.02% vs. prior year)

Transfers Proposed and Historical Budget vs. Actual



Expenditures by Expense Type

Transfers Budgeted and Historical Expenditures by Expense Type



Transfers to Other Funds

Name	FY2023 Actual	FY2024 Actual	FY2024 Adopted	FY2025 Proposed	FY2025 Adopted	FY2024 Adopted vs. FY2025 Adopted (% Change)
Expenditures						
Transfers						
Transfers						
Transfer to Transportation	\$3,620,030.26	\$20,833,888.20	\$31,245,915.00	\$20,304,615.00	\$20,304,615.00	-35%
Total Transfers:	\$3,620,030.26	\$20,833,888.20	\$31,245,915.00	\$20,304,615.00	\$20,304,615.00	-35%
Total Transfers:	\$3,620,030.26	\$20,833,888.20	\$31,245,915.00	\$20,304,615.00	\$20,304,615.00	-35%
Total Expenditures:	\$3,620,030.26	\$20,833,888.20	\$31,245,915.00	\$20,304,615.00	\$20,304,615.00	-35%

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.

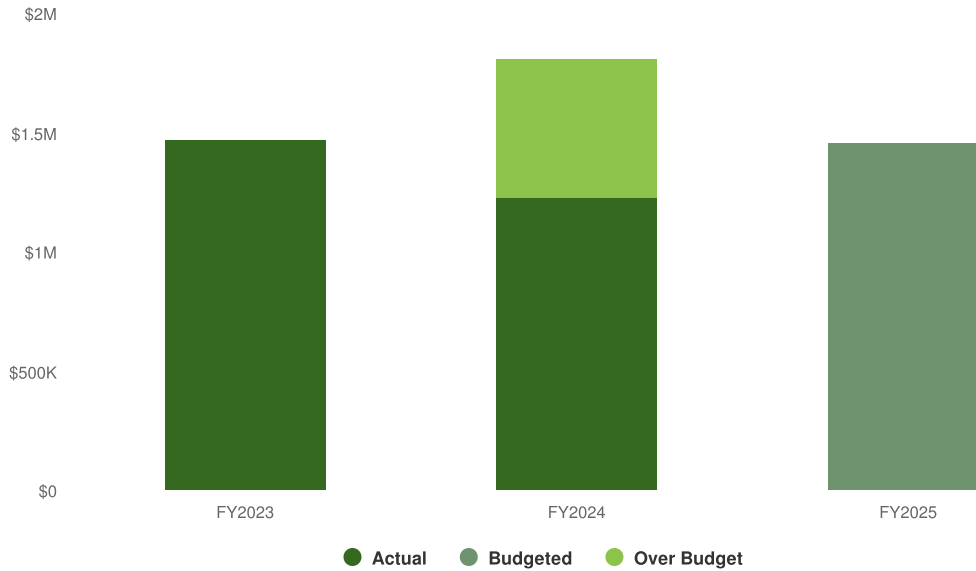
History:

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

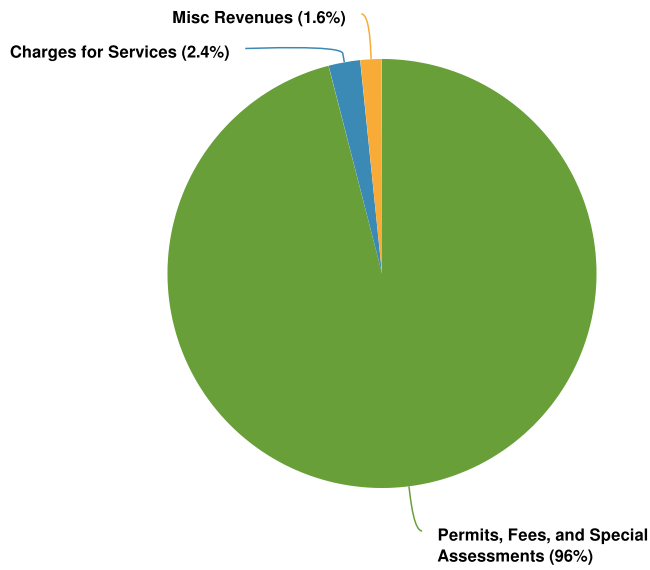
\$1,460,250 **\$231,000**
(18.79% vs. prior year)

Building Fee Fund Revenues Budget vs. Actual

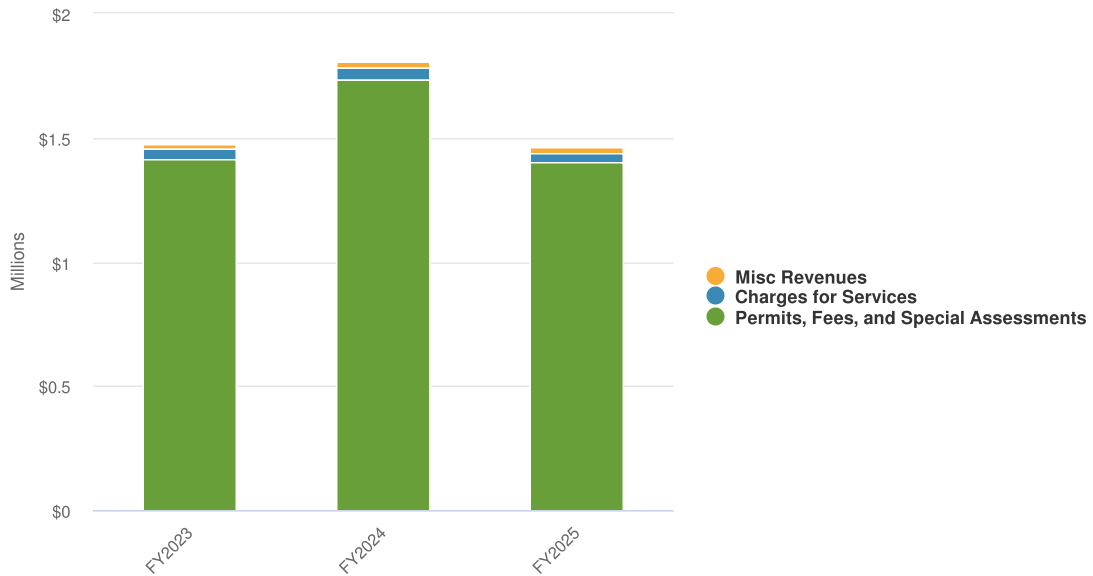


Revenues by Source

Building Fee Fund Budgeted Revenues by Source



Building Fee Fund Budgeted and Historical 2023 Revenues by Source



Name	FY2023 Actual	FY2024 Actual	FY2024 Adopted	FY2025 Proposed	FY2025 Adopted	FY2024 Adopted vs. FY2025 Adopted (% Change)
Revenue Source						
Permits, Fees, and Special Assessments						
Building Permit Fees	\$1,415,655	\$1,736,628	\$1,175,000	\$1,400,000	\$1,400,000	19.1%
Surcharge Fee Retained	\$1,249	\$0	\$3,500	\$1,750	\$1,750	-50%
Total Permits, Fees, and Special Assessments:	\$1,416,904	\$1,736,628	\$1,178,500	\$1,401,750	\$1,401,750	18.9%
Charges for Services						
Convenience Fee	\$40,651	\$43,134	\$33,500	\$35,000	\$35,000	4.5%
Total Charges for Services:	\$40,651	\$43,134	\$33,500	\$35,000	\$35,000	4.5%
Misc Revenues						
Interest Income	\$16,175	\$28,641	\$17,250	\$23,500	\$23,500	36.2%
Total Misc Revenues:	\$16,175	\$28,641	\$17,250	\$23,500	\$23,500	36.2%
Total Revenue Source:	\$1,473,729	\$1,808,403	\$1,229,250	\$1,460,250	\$1,460,250	18.8%

Expenditures Summary

\$1,554,600 **\$10,850**
(0.70% vs. prior year)

Building Fee Fund Expenditures Budget vs. Actual



Name	FY2023 Actual	FY2024 Actual	FY2024 Adopted	FY2025 Proposed	FY2025 Adopted	FY2024 Adopted vs. FY2025 Adopted (% Change)
Expense Objects						
Operating Expenses						
Professional Services	\$67,620	\$34,965	\$150,000	\$100,000	\$100,000	-33.3%
IT Contracted Services	\$5,960	\$5,591	\$5,500	\$5,750	\$5,750	4.5%
Building Service Contract	\$1,343,606	\$1,713,653	\$1,250,000	\$1,300,000	\$1,300,000	4%
Communication Services	\$1,775	\$1,823	\$2,000	\$2,000	\$2,000	0%
Freight & Postage	\$423	\$837	\$500	\$750	\$750	50%
Utilities	\$7,499	\$8,438	\$4,750	\$8,500	\$8,500	78.9%
Building Lease	\$23,484	\$53,927	\$57,500	\$62,500	\$62,500	8.7%
Equipment Rental & Leases	\$8,255	\$8,718	\$8,600	\$8,600	\$8,600	0%
Repair & Maintenance Services	\$2,360	\$2,429	\$3,000	\$3,000	\$3,000	0%
Office Supplies	\$3,742	\$3,368	\$2,500	\$3,500	\$3,500	40%
Operating Supplies	\$618	\$1,545	\$5,000	\$5,000	\$5,000	0%
Software Licensing	\$15,300	\$14,025	\$15,800	\$15,000	\$15,000	-5.1%
Credit Card Fees	\$36,649	\$47,764	\$38,600	\$40,000	\$40,000	3.6%
Interest Expense	\$1,353	\$0	\$0	\$0	\$0	0%
Total Operating Expenses:	\$1,518,644	\$1,897,082	\$1,543,750	\$1,554,600	\$1,554,600	0.7%
Total Expense Objects:	\$1,518,644	\$1,897,082	\$1,543,750	\$1,554,600	\$1,554,600	0.7%

Capital Projects Fund

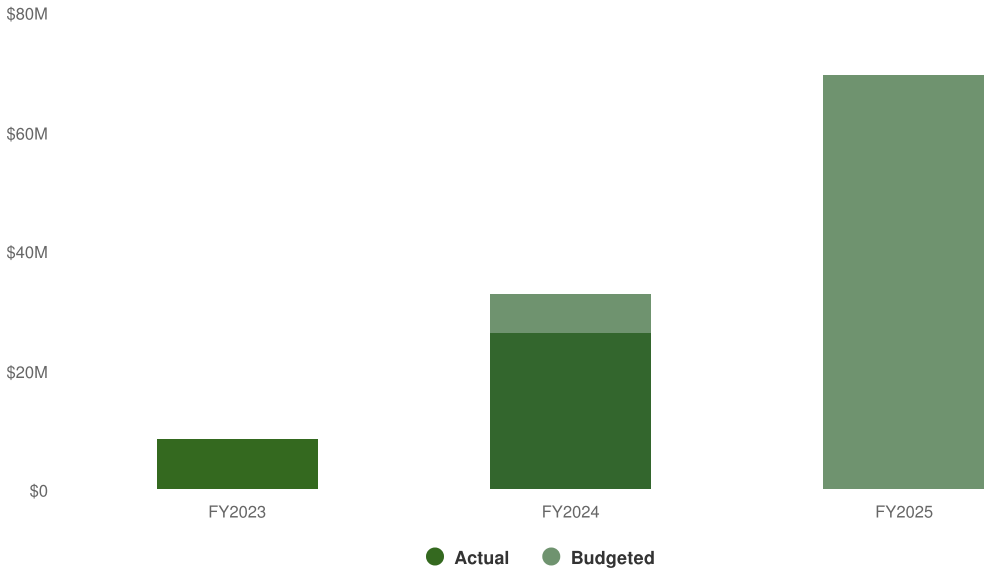
Revenues Summary

\$69,710,635

\$36,763,220

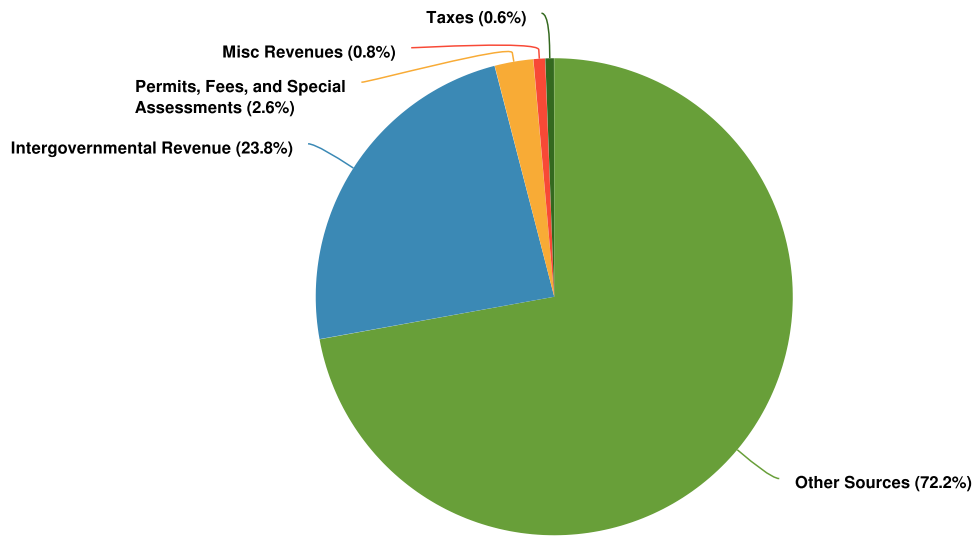
(111.58% vs. prior year)

Capital Projects Fund Revenue Budget vs. Actual

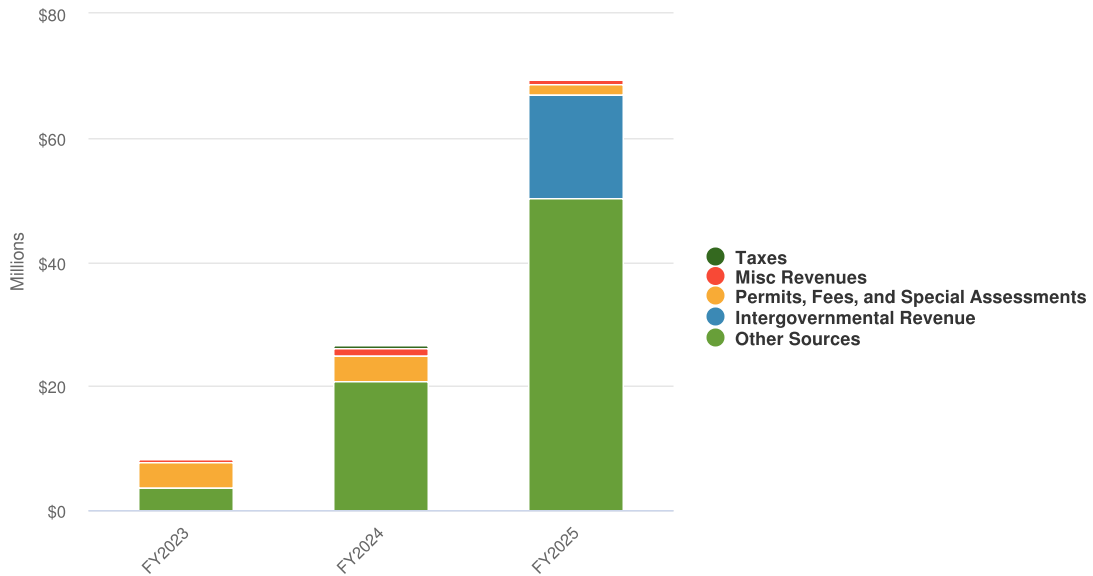


Revenues by Source

Capital Projects Fund Budgeted Revenues by Source



Capital Projects Fund Budgeted and Historical 2023 Revenues by Source

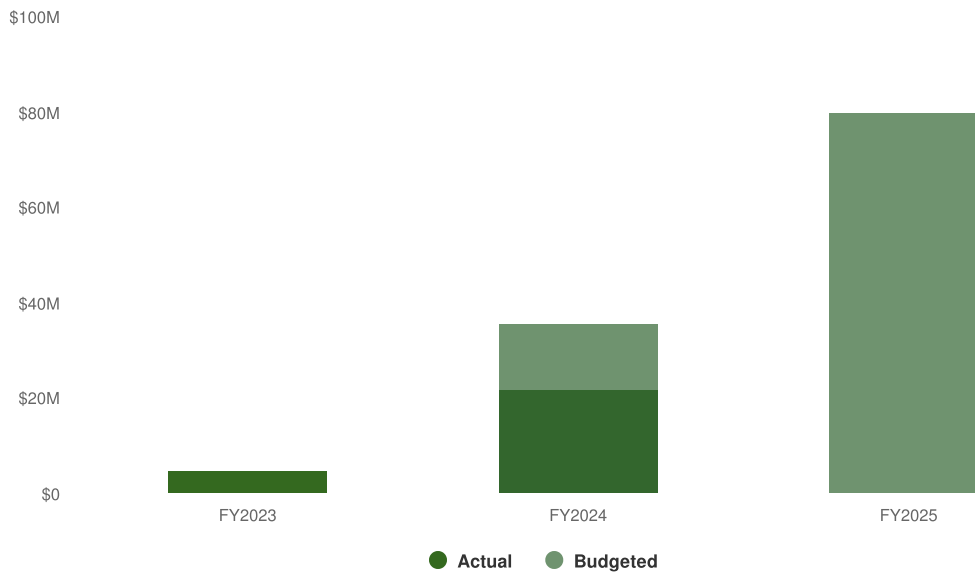


Name	FY2023 Actual	FY2024 Actual	FY2024 Adopted	FY2025 Proposed	FY2025 Adopted	FY2024 Adopted vs. FY2025 Adopted (% Change)
Revenue Source						
Taxes						
Local Option Gas Tax 1-5 Cent	\$465,738	\$446,575	\$435,250	\$415,000	\$415,000	-4.7%
Total Taxes:	\$465,738	\$446,575	\$435,250	\$415,000	\$415,000	-4.7%
Permits, Fees, and Special Assessments						
Road Imp Fee-Residential	\$3,015,550	\$2,874,348	\$750,000	\$1,250,000	\$1,250,000	66.7%
Road Imp Fees-Commercial	\$575,866	\$677,543	\$225,000	\$400,500	\$400,500	78%
Park Imp Fees-Residential	\$382,215	\$328,490	\$65,000	\$115,000	\$115,000	76.9%
Park Imp Fee-Commercial	\$120,774	\$151,060	\$33,500	\$67,500	\$67,500	101.5%
Total Permits, Fees, and Special Assessments:	\$4,094,405	\$4,031,441	\$1,073,500	\$1,833,000	\$1,833,000	70.7%
Intergovernmental Revenue						
Federal Grant - Econ Environ	\$0	\$0	\$0	\$16,600,600	\$16,600,600	N/A
Total Intergovernmental Revenue:	\$0	\$0	\$0	\$16,600,600	\$16,600,600	N/A
Misc Revenues						
Interest Income	\$286,375	\$619,832	\$72,500	\$368,400	\$368,400	408.1%
Interest Income	\$2,722	\$5,421	\$7,250	\$3,225	\$3,225	-55.5%
Interest Income	\$2,585	\$5,079	\$6,250	\$1,575	\$1,575	-74.8%
Interest Income	\$3,664	\$7,195	\$9,500	\$4,275	\$4,275	-55%
Interest Income	\$26,575	\$61,573	\$11,250	\$36,595	\$36,595	225.3%
Contributions & Donations	\$19,913	\$376,525	\$65,000	\$75,000	\$75,000	15.4%
Interest Income	\$55,697	\$113,460	\$21,000	\$68,350	\$68,350	225.5%
Total Misc Revenues:	\$397,530	\$1,189,086	\$192,750	\$557,420	\$557,420	189.2%
Other Sources						
Transfer from General Fund	\$3,620,030	\$20,833,888	\$31,245,915	\$20,304,615	\$20,304,615	-35%
Transfer from Debt Service	\$0	\$0	\$0	\$30,000,000	\$30,000,000	N/A
Total Other Sources:	\$3,620,030	\$20,833,888	\$31,245,915	\$50,304,615	\$50,304,615	61%
Total Revenue Source:	\$8,577,703	\$26,500,990	\$32,947,415	\$69,710,635	\$69,710,635	111.6%

Expenditures Summary

\$79,868,914 **\$44,413,011**
(125.26% vs. prior year)

Capital Projects Fund Expenditures Budget vs. Actual



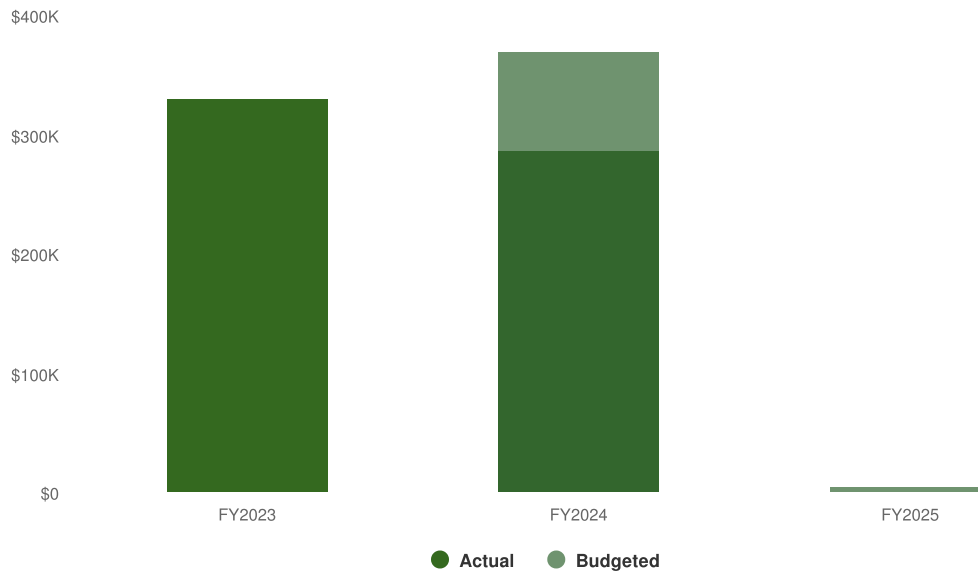
Name	FY2023 Actual	FY2024 Actual	FY2024 Adopted	FY2025 Proposed	FY2025 Adopted	FY2024 Adopted vs. FY2025 Adopted (% Change)
Expense Objects						
Operating Expenses						
Capital Outlay - Infrastrcture	\$2,149,488	\$1,094,749	\$14,532,623	\$23,151,714	\$23,151,714	59.3%
Capital Outlay - Infrastrcture	\$1,519,213	\$1,669,802	\$11,873,280	\$25,547,200	\$25,547,200	115.2%
Gas Tax Trans to CIP	\$4,825	\$0	\$0	\$0	\$0	0%
Capital Outlay - Infrastrcture	\$966,668	\$18,841,968	\$9,050,000	\$31,170,000	\$31,170,000	244.4%
Total Operating Expenses:	\$4,640,195	\$21,606,519	\$35,455,903	\$79,868,914	\$79,868,914	125.3%
Total Expense Objects:	\$4,640,195	\$21,606,519	\$35,455,903	\$79,868,914	\$79,868,914	125.3%

Driving Range Fund

Revenues Summary

\$5,015 **-\$364,490**
(-98.64% vs. prior year)

Driving Range Fund Revenue Budget vs. Actual

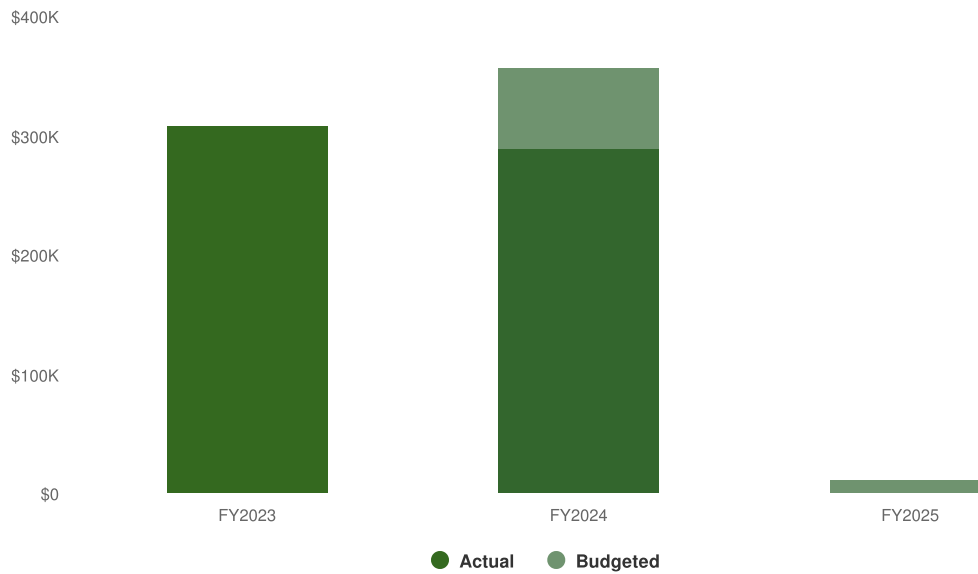


Name	FY2023 Actual	FY2024 Actual	FY2024 Adopted	FY2025 Proposed	FY2025 Adopted	FY2024 Adopted vs. FY2025 Adopted (% Change)
Revenue Source						
Charges for Services						
Convenience Fee	\$5,322	\$5,811	\$5,940	\$0	\$0	-100%
Charges for Svcs-Parks & Rec	\$321,004	\$272,035	\$357,815	\$0	\$0	-100%
Total Charges for Services:	\$326,326	\$277,846	\$363,755	\$0	\$0	-100%
Misc Revenues						
Interest Income	\$4,253	\$8,438	\$5,750	\$5,015	\$5,015	-12.8%
Cash Over / Short	-\$79	-\$25	\$0	\$0	\$0	0%
Total Misc Revenues:	\$4,175	\$8,413	\$5,750	\$5,015	\$5,015	-12.8%
Total Revenue Source:	\$330,500	\$286,258	\$369,505	\$5,015	\$5,015	-98.6%

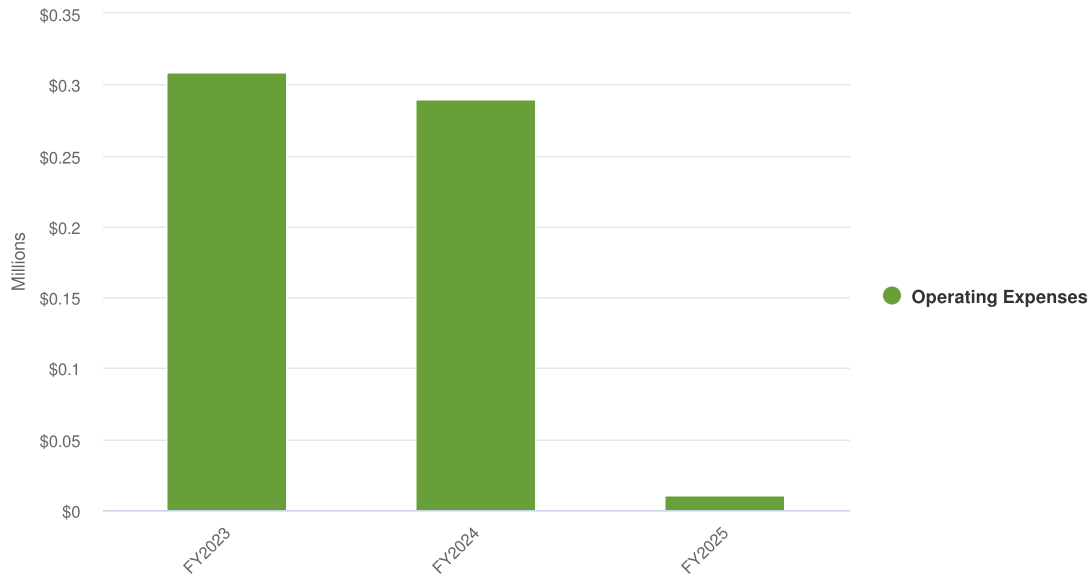
Expenditures Summary

\$10,800 **-\$346,705**
(-96.98% vs. prior year)

Driving Range Fund Expenditures Budget vs. Actual



Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2024 Adopted	FY2025 Proposed	FY2025 Adopted	FY2024 Adopted vs. FY2025 Adopted (% Change)
Expense Objects						
Operating Expenses						
Misc Contracted Services	\$292,618.73	\$285,408.58	\$330,155.00	\$2,500.00	\$2,500.00	-99.2%
Communication Services	\$1,701.70	\$1,555.75	\$1,500.00	\$1,800.00	\$1,800.00	20%
Utilities	\$2,849.00	\$2,604.07	\$3,000.00	\$3,000.00	\$3,000.00	0%
Repair & Maintenance Services	\$1,908.37	\$225.00	\$10,000.00	\$2,000.00	\$2,000.00	-80%
Operating Supplies	\$44.30	\$0.00	\$1,500.00	\$1,500.00	\$1,500.00	0%
Credit Card Fees	\$9,121.99	\$0.00	\$11,350.00	\$0.00	\$0.00	-100%
Total Operating Expenses:	\$308,244.09	\$289,793.40	\$357,505.00	\$10,800.00	\$10,800.00	-97%
Total Expense Objects:	\$308,244.09	\$289,793.40	\$357,505.00	\$10,800.00	\$10,800.00	-97%

CAPITAL IMPROVEMENTS

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:

- a. Capital costs for the current and future years, and potential for the proposed project to reduce future capital and operating costs or legal liability
- b. Estimates of the additional operating and maintenance costs or reductions in these costs
- c. Estimates of the revenue impact
- d. Impact on energy requirements
- e. 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 on 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 is included in future year planning.

Roadway and Intersection Improvements

Capital Improvement Plan - FY 2024-2025									
	Project Name	Estimated Project Cost	Funding Source	Budget FY 24-25	Budget FY 25-26	Budget FY 26-27	Budget FY 27-28	Budget FY 28-29	Total Cost
Roadway Improvements									
1	Corkscrew Rd Paths, Landscaping & Street Lighting	\$ 21,700,000	RIF	\$ 5,500,000	\$ 5,000,000	\$ -	\$ -	\$ -	\$ 10,500,000
1			GF	\$ 5,000,000	\$ 5,500,000	\$ -	\$ -	\$ -	\$ 10,500,000
1			LDOT-Reimburse	\$ (1,523,100)	\$ (1,523,100)	\$ -	\$ -	\$ -	\$ (3,046,200)
2	River Ranch Road Improvements (Drainage, Road, Bike/Ped)	\$ 9,100,000	RIF	\$ -	\$ -	\$ -	\$ -	\$ 740,000	\$ 740,000
2			GF	\$ -	\$ -	\$ -	\$ -	\$ 4,460,000	\$ 4,460,000
2			GT	\$ -	\$ -	\$ -	\$ -	\$ 2,800,000	\$ 2,800,000
3	Broadway W. Phase 1 Improvements (US41-Breckenridge) (Road, Bike/Ped, Drainage)	\$ 5,500,000	GT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3			RIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3			Grant - Reimburse	\$ (1,300,000)		\$ -			\$ (1,300,000)
3	Broadway W. Phase 2 Improvements (Breckenridge-Pine Tree Ln.)(Road, Bike/Ped, Drainage)	\$ 7,000,000	GF	\$ 1,300,000	\$ -	\$ -		\$ -	\$ 1,300,000
4			GT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4			RIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4			Grant - Reimburse						\$ -
4			GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5	Williams Road Widening (US41 - Via Coconut)	\$ 6,800,000	RIF	\$ 1,192,200	\$ -	\$ -	\$ -	\$ -	\$ 1,192,200
5			GT	\$ 267,500	\$ -	\$ -	\$ -	\$ -	\$ 267,500
6	Via Coconut Point Extension (South)	\$ 3,620,000	RIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7	Roadway Assessment	\$ 500,000	GF	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ 125,000
8	Village Traffic Study Update	\$ 250,000	GF	\$ 62,500	\$ -	\$ -	\$ -	\$ -	\$ 62,500
	Village of Estero Sub-total (all funding sources)			\$ 13,447,200	\$ 10,500,000	\$ -	\$ -	\$ 8,000,000	\$ 31,947,200
	Project Name	Estimated Project Cost	Funding Source	Budget FY 24-25	Budget FY 25-26	Budget FY 26-27	Budget FY 27-28	Budget FY 28-29	Total Cost
Intersection Improvements									
1	US-41 - Pelican Colony Traffic Signal	\$ 1,280,000	Developer	\$ 1,100,000	\$ -	\$ -	\$ -	\$ -	\$ 1,100,000
2	Williams Road-Atlantic Gulf Drive Intersection	\$ 3,270,000	RIF	\$ 340,000	\$ -	\$ -	\$ -	\$ -	\$ 340,000
2			GT	\$ 2,160,000	\$ -	\$ -	\$ -	\$ -	\$ 2,160,000
2			GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3	Corkscrew Rd-Three Oaks Pkwy. Intersection Improvements	\$ 556,400	LDOT	\$ -	\$ 556,400	\$ -	\$ -	\$ -	\$ 556,400
4	US41-Coconut Road Intersection Improvements	\$ 1,650,000	Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5	US41-Williams Rd Intersection Improvements	\$ 325,000	RIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5			GT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5			GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6	Coconut Road - Coconut Shores Roundabout	\$ 1,725,000	Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6			RIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6			GT	\$ -	\$ 325,000	\$ -	\$ -	\$ -	\$ 325,000
6			GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7	US41-Pelican Sound Intersection Improvements	\$ 2,325,000	Developer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
8	US41-Corkscrew Rd Intersection Improvements	\$ 1,510,000	Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
9	Coconut Road - Meadowbrook Roundabout	\$ 1,625,000	Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
9			RIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
9			GT	\$ -	\$ -	\$ 325,000	\$ -	\$ -	\$ 325,000
9			GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
10	North Point Railroad Crossing	\$ 450,000	RIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11	Coconut Road - El Dorado Roundabout	\$ 1,625,000	Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11			RIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11			GT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11			GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Village of Estero Sub-total (all funding sources)			\$ 2,500,000	\$ 325,000	\$ 325,000	\$ -	\$ -	\$ 3,150,000

Bike-Pedestrian Improvements

Capital Improvement Plan - FY 2024-2025									
	Project Name	Estimated Project Cost	Funding Source	Budget FY 24-25	Budget FY 25-26	Budget FY 26-27	Budget FY 27-28	Budget FY 28-29	Total Cost
Bike-Pedestrian Improvements									
1	Williams Road Bike-Ped Improvements (East of Via Coconut)	\$ 5,553,200	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1			RIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2	Sandy Lane Bike-Ped Improvements	\$ 7,450,000	GF	\$ 4,716,000	\$ -	\$ -	\$ -	\$ -	\$ 4,716,000
2			RIF	\$ 1,784,000	\$ -	\$ -	\$ -	\$ -	\$ 1,784,000
2			Grant - Reimburse	\$ (450,000)	\$ -	\$ -	\$ -	\$ -	\$ (450,000)
3	Broadway Ave. East Bike-Ped Improvements	\$ 6,250,000	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3			RIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4	Corkscrew Road Shared Use Path (Three Oaks-Sandy)	\$ 10,300,000	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4			RIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5	Coconut Rd Sidewalk (Oakwild to Via Coconut)	\$ 1,085,000	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5			RIF	\$ -	\$ -	\$ 400,067	\$ -	\$ -	\$ 400,067
5			FDOT	\$ -	\$ 330,000	\$ 353,633	\$ -	\$ -	\$ 683,633
6	Coconut Sidewalk (Via Coconut to U S41)	\$ 815,000	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6			RIF	\$ -	\$ -	\$ -	\$ 241,400	\$ -	\$ 241,400
6			FDOT	\$ -	\$ 190,000	\$ -	\$ 380,600	\$ -	\$ 570,600
7	Corkscrew Shared Use Path (Koreshan to U S 41)	\$ 954,900	GF	\$ -	\$ -	\$ -	\$ 330,300	\$ -	\$ 330,300
7			RIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7			FDOT	\$ -	\$ 190,000	\$ -	\$ 434,600	\$ -	\$ 624,600
8	Corkscrew Palms Blvd. Sidewalks	\$ 300,000	County	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Project Name	Estimated Project Cost	Funding Source	Budget FY 24-25	Budget FY 25-26	Budget FY 26-27	Budget FY 27-28	Budget FY 28-29	Total Cost
9	Via Coconut Point Roundabouts Improvements	\$ 1,675,000	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
9			RIF	\$ -	\$ -	\$ 383,459	\$ -	\$ -	\$ 383,459
9			FDOT	\$ -	\$ 524,000	\$ 754,141	\$ -	\$ -	\$ 1,278,141
10	Corkscrew Rd Bike-Ped Improvements (E of US41)	\$ 19,250,000	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
10			RIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
10			Lee County	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11	Coconut Rd Shared Use Path	\$ 4,450,000	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11			RIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
12	Williams Rd West Bike-Ped Improvements (West of US41)	\$ 3,650,000	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
12			RIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
13	Broadway E. Shared Use Path (Sandy Ln to Three Oaks & Estero Pkwy)	\$ 4,420,000	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
13			RIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
14	SUN Trail Estero Parkway South	\$ 5,063,500	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
14			RIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
15	SUN Trail Estero Parkway North	\$ 5,323,500	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
15			RIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
16	FPL Shared Use Path (East I-75)	\$ 4,940,000	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
17	Utility Shared Use Path (West US 41)	\$ 10,621,000	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
17			RIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
18	Village Bike/Ped Master Plan Update	\$ 230,000	GF	\$ -	\$ 230,000	\$ -	\$ -	\$ -	\$ 230,000
Village of Estero Sub-total (all funding sources)				\$ 6,500,000	\$ 230,000	\$ 783,526	\$ 571,700	\$ -	\$ 8,085,226

Landscaping, Parks & Recreation, and Stormwater Improvements

Capital Improvement Plan - FY 2024-2025									
	Project Name	Estimated Project Cost	Funding Source	Budget FY 24-25	Budget FY 25-26	Budget FY 26-27	Budget FY 27-28	Budget FY 28-29	Total Cost
Landscaping Improvements									
1	I-75 Monument Signs	\$ 816,000	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2	Ben Hill Griffin Monument Sign	\$ 160,000	GF	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
3	Corkscrew Road Monument Sign	\$ 160,000	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4	Via Coconut Point Landscape Improvements (Williams - Coconut)	\$ 5,900,000	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5	Ben Hill Griffin Pkwy Landscape Improvements	\$ 3,150,000	GF	\$ 2,800,000	\$ -	\$ -	\$ -	\$ -	\$ 2,800,000
7	Corkscrew Rd Landscaping (Corkscrew Woodlands to Ben Hill Griffin)	\$ 2,800,000	GF	\$ 200,000	\$ 2,500,000	\$ -	\$ -	\$ -	\$ 2,700,000
8	US41 Shoulder Landscape Improvements	\$ 5,350,000	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
9	Three Oaks Parkway Landscape Improvements (Excluding Brooks)	\$ 4,090,000	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
10	Corkscrew Road Landscape Improvements West (US-41 to I-75)	\$ 4,360,000	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11	Estero Parkway Reuse Main - Phase 1	\$ 1,605,000	GF	\$ 1,500,000	\$ -		\$ -	\$ -	\$ 1,500,000
11			Grant - Reimburse	\$ (802,500)					\$ (802,500)
Village of Estero Sub-total (all funding sources)				\$ 4,600,000	\$ 2,500,000	\$ -	\$ -	\$ -	\$ 7,100,000
	Project Name	Estimated Project Cost	Funding Source	Budget FY 24-25	Budget FY 25-26	Budget FY 26-27	Budget FY 27-28	Budget FY 28-29	Total Cost
Parks & Recreation									
1	Estero High School Improvements	\$ 25,000,000	Partner	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
			PIF	\$ 1,720,000	\$ 250,000	\$ 250,000	\$ 240,000	\$ -	\$ 2,460,000
1			RIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1			GF	\$ 5,500,000	\$ 3,000,000	\$ 4,000,000	\$ 3,000,000	\$ -	\$ 15,500,000
2	Village Center Hub	\$ 15,000,000	Partner	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2			PIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2			RIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2			GF	\$ 15,000,000	\$ -	\$ -	\$ -	\$ -	\$ 15,000,000
3	Estero on the River Improvements	\$ 8,500,000	GF	\$ 4,500,000	\$ 3,000,000	\$ -	\$ -	\$ -	\$ 7,500,000
3			PIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4	River Oaks Preserve	\$ 2,500,000	GF	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -	\$ 2,500,000
4			PIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4			Grant - Reimburse	\$ (2,500,000)	\$ -	\$ -	\$ -	\$ -	\$ (2,500,000)
5	Eco-Historic Planning Study	\$ 450,000	GF	\$ 225,000	\$ 225,000	\$ -	\$ -	\$ -	\$ 450,000
			Grant - Reimburse	\$ (225,000)	\$ (225,000)	\$ -	\$ -	\$ -	\$ (450,000)
6	Village Parks & Rec. Master Plan Update	\$ 150,000	GF	\$ -	\$ -	\$ -	\$ 150,000	\$ -	\$ 150,000
Village of Estero Sub-total (all funding sources)				\$ 29,220,000	\$ 6,250,000	\$ 4,250,000	\$ 3,390,000	\$ -	\$ 43,110,000
	Project Name	Estimated Project Cost	Funding Source	Budget FY 24-25	Budget FY 25-26	Budget FY 26-27	Budget FY 27-28	Budget FY 28-29	Total Cost
Stormwater Improvements									
1	Estero River North Branch Drainage Improvements	\$ 6,739,000	GF	\$ 500,000	\$ -	\$ 3,119,447	\$ 3,119,447	\$ -	\$ 6,738,894
1			Grant - Reimburse	\$ -	\$ -	\$ (3,119,447)	\$ (3,119,447)	\$ -	\$ (6,238,894)
2	Estero River Sediment Removal (West of US 41)	\$ 2,750,000	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3	Estero River Sediment Removal (Railroad to Sandy Ln)	\$ 766,800	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4	US-41 Drainage Improvements Design (Williams-Corkscrew)	\$ 72,000	FDOT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5	Vulnerability Assessment	\$ 450,000	GF	\$ 225,000	\$ 225,000	\$ -	\$ -	\$ -	\$ 450,000
5			Grant - Reimburse	\$ (225,000)	\$ (225,000)	\$ -	\$ -	\$ -	\$ (450,000)
Village of Estero Sub-total (all funding sources)				\$ 725,000	\$ 225,000	\$ 3,119,447	\$ 3,119,447	\$ -	\$ 7,188,894

Utility Improvements

Capital Improvement Plan - FY 2024-2025									
	Project Name	Estimated Project Cost	Funding Source	Budget FY 24-25	Budget FY 25-26	Budget FY 26-27	Budget FY 27-28	Budget FY 28-29	Total Cost
Utility Improvements									
1	Package WWTP UEP Design & Permitting	\$ 420,000	Grant - Reimburse	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1			PA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1			GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2	Broadway W UEP Design & Permitting	\$ 1,475,000	Grant - Reimburse	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2			PA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2			GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3	Broadway E UEP Design & Permitting	\$ 1,550,000	Grant - Reimburse	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3			PA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3			GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4	Estero Bay Village UEP	\$ 1,924,080	Grant - Reimburse	\$ -	\$ (962,040)	\$ -	\$ -	\$ -	\$ (962,040)
4			PA	\$ -	\$ -	\$ (962,040)	\$ -	\$ -	\$ (962,040)
4			GF	\$ -	\$ 1,924,080	\$ -	\$ -	\$ -	\$ 1,924,080
5	Sunny Groves UEP	\$ 2,900,000	Grant - Reimburse	\$ (2,900,000)	\$ -	\$ -	\$ -	\$ -	\$ (2,900,000)
5			PA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5			GF	\$ 2,900,000	\$ -	\$ -	\$ -	\$ -	\$ 2,900,000
6	Cypress Bend UEP	\$ 1,700,000	Grant - Reimburse	\$ (1,700,000)	\$ -	\$ -	\$ -	\$ -	\$ (1,700,000)
6			PA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6			GF	\$ 1,700,000	\$ -	\$ -	\$ -	\$ -	\$ 1,700,000
	Project Name	Estimated Project Cost	Funding Source	Budget FY 24-25	Budget FY 25-26	Budget FY 26-27	Budget FY 27-28	Budget FY 28-29	Total Cost
7	Estero River Heights UEP	\$ 10,773,521	Grant - Reimburse	\$ (3,750,000)	\$ -	\$ -	\$ -	\$ -	\$ (3,750,000)
7			PA	\$ -	\$ (5,386,761)	\$ -	\$ -	\$ -	\$ (5,386,761)
7			GF	\$ 10,773,521	\$ -	\$ -	\$ -	\$ -	\$ 10,773,521
8	Charring Cross UEP	\$ 5,497,502	Grant - Reimburse	\$ (3,750,000)	\$ -	\$ -	\$ -	\$ -	\$ (3,750,000)
8			PA	\$ -	\$ (2,748,751)	\$ -	\$ -	\$ -	\$ (2,748,751)
8			GF	\$ 5,497,502	\$ -	\$ -	\$ -	\$ -	\$ 5,497,502
9	Sherrill & Luetich UEP	\$ 7,739,585	Grant - Reimburse	\$ -	\$ -	\$ (7,739,585)	\$ -	\$ -	\$ (7,739,585)
9			PA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
9			GF	\$ -	\$ -	\$ 7,739,585	\$ -	\$ -	\$ 7,739,585
10	Trailside UEP	\$ 6,840,000	Grant - Reimburse	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
10			PA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
10			GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11	Broadway E-Highlands UEP	\$ 4,200,000	Grant - Reimburse	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11			PA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11			GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
12	Sandy Ln-Groves UEP	\$ 5,160,000	Grant - Reimburse	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
12			PA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
12			GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
13	Tanglewood UEP	\$ 1,440,000	Grant - Reimburse	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
13			PA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
13			GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
14	See See Street UEP	\$ 1,070,000	Grant - Reimburse	\$ -	\$ 535,000	\$ -	\$ -	\$ -	\$ 535,000
14			PA	\$ -	\$ -	\$ 267,500	\$ -	\$ -	\$ 267,500
14			GF	\$ 66,125	\$ 1,070,000	\$ -	\$ -	\$ -	\$ 1,136,125
15	Cypress Park UEP	\$ 1,820,000	Grant - Reimburse	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
15			PA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
15			GF	\$ 272,000	\$ -	\$ -	\$ -	\$ -	\$ 272,000
GF				\$ 21,209,148	\$ 2,994,080	\$ 7,739,585	\$ -	\$ -	\$ 31,942,813

Building Facilities, Land Aquisition, and Information Technology

Capital Improvement Plan - FY 2024-2025									
	Project Name	Estimated Project Cost	Funding Source	Budget FY 24-25	Budget FY 25-26	Budget FY 26-27	Budget FY 27-28	Budget FY 28-29	Total Cost
Building Facilities									
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 24-25	Budget FY 25-26	Budget FY 26-27	Budget FY 27-28	Budget FY 28-29	Total Cost
Land Acquisition									
1	SUN Trail	\$ 30,000,000	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1			RIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1			Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Village of Estero Sub-total (all funding sources)				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Project Name	Estimated Project Cost	Funding Source	Budget FY 24-25	Budget FY 25-26	Budget FY 26-27	Budget FY 27-28	Budget FY 28-29	Total Cost
Information Technology									
1	Community Development Software	\$ -	Building	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2	Finance Software	\$ -	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Village of Estero Sub-total (all funding sources)				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Village total			\$ 78,201,348	\$ 23,024,080	\$ 16,217,558	\$ 7,081,147	\$ 8,000,000	\$ 132,524,133
Estero Road Impacts Fees Estero Gas Tax Estero General Fund Park Impact Fee (include public land acqu Non-Estero Funding Source Property Assessment (funds back into General Fund in following year) Building Fund									

DEBT

Government-wide Debt Overview

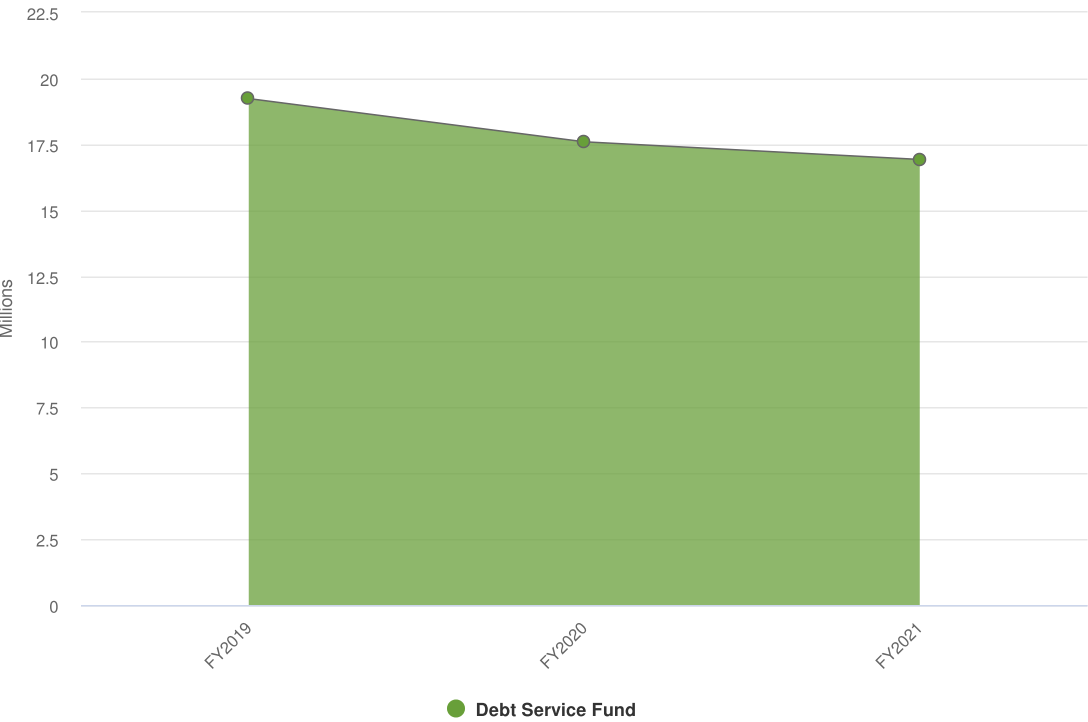
The Village currently has no outstanding debt obligations.*

The Village had one obligation from the 2019 Revenue Note. The Village accumulated resources annually to pay additional principal every year. In FY 2021-2022, the Village was able to pay off this debt seven (7) years prior to full maturity, saving the Village over \$4 million in interest.

*The Village intends to incur \$30,000,000.00 of debt in FY 2024-2025. This page will be updated when the debt is approved and adopted.



Debt by Fund



Financial Summary	FY2019	FY2020	FY2021	FY2022	\$ Change
All Funds	—	—	—	—	
Debt Service Fund	\$19,231,584	\$17,590,289	\$16,919,830	\$0	\$-16,919,830
Total All Funds:	\$19,231,584	\$17,590,289	\$16,919,830	\$0	\$-16,919,830

Debt Service Fund



Financial Summary	FY2019	FY2020	FY2021	FY2022	\$ Change
Debt Service Fund	—	—	—	—	
Debt Service Fund	\$19,231,584	\$17,590,289	\$16,919,830	\$0	\$-16,919,830
Total Debt Service Fund:	\$19,231,584	\$17,590,289	\$16,919,830	\$0	\$-16,919,830

APPENDIX

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 CI 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.