



Annual Operating Budget

FY 2021-2022



Village of
ESTERO

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Village of Estero, Florida

Annual Operating Budget Fiscal Year 2021-2022



Katy Errington, District 4

Vice Mayor

Jon McLain, District 3

Village Council

Joanne Ribble, District 1

Larry Fiesel, District 2

Jim Boesch, District 5

Jim Ward, District 6

Jim Wilson, District 7

Administrative Personnel

Steven. R. Sarkozy, Village Manager

Burt Saunders, Village Attorney

Kyle Coleman, Deputy Village Manager

Chris Phillips, CGFM, Finance Director

Carla Fixel, Finance Clerk

Karen Gudella, Finance Clerk

Chris Kessler, CPA, Financial Consultant

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

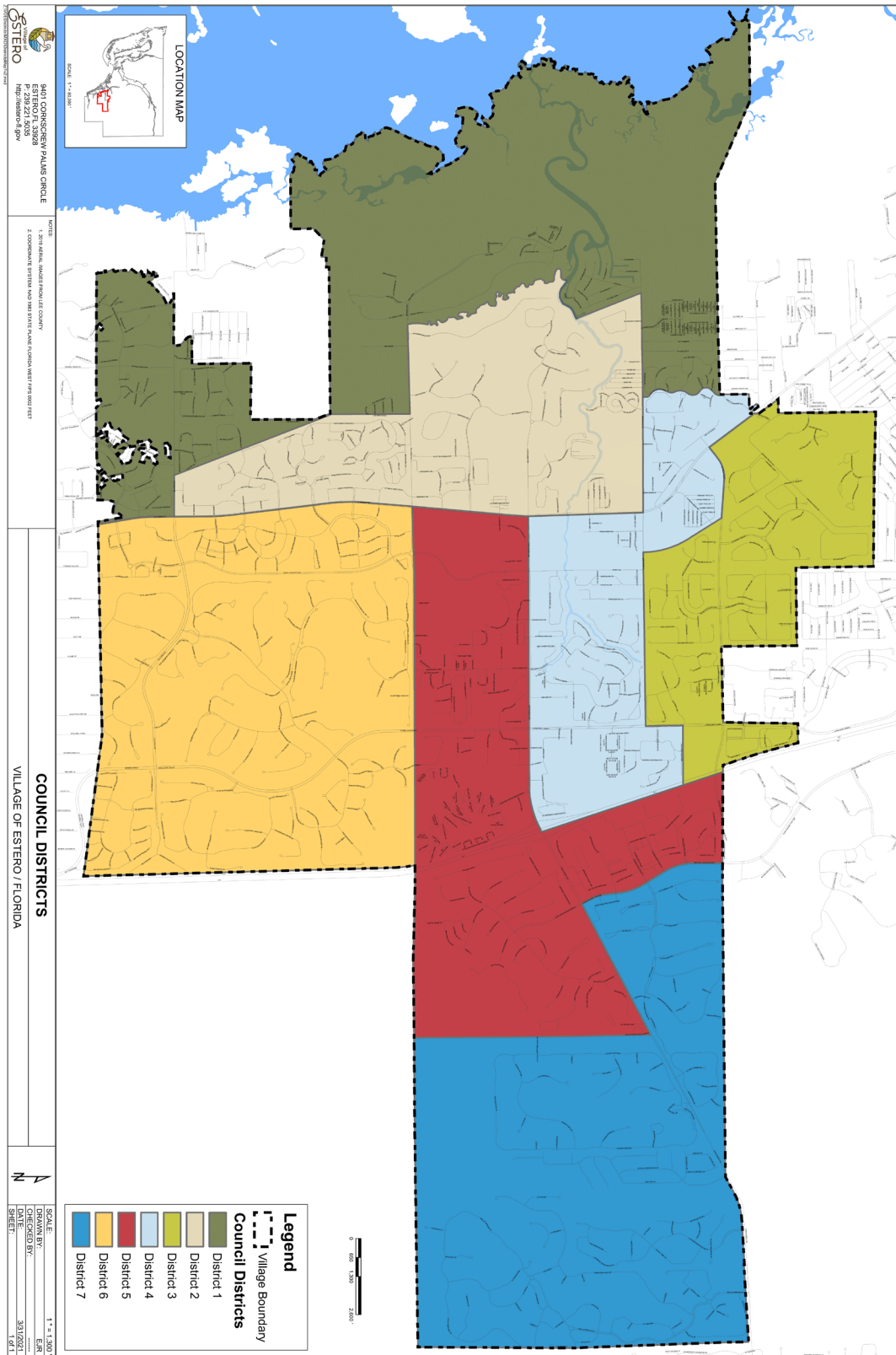
October 01, 2020

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, 2020. 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.

Council District Map



Village Council



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



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



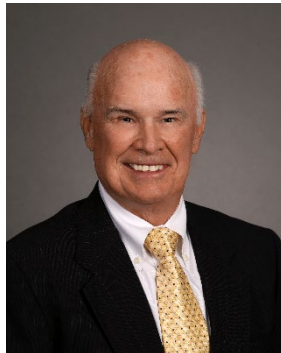
District 2:
Larry Fiesel
(239) 326-1590
fiesel@estero-fl.gov



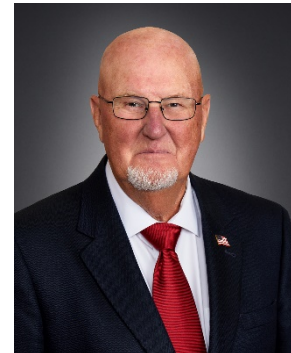
District 3:
Jon McLain, Vice Mayor
(239) 292-1119
mclain@estero-fl.gov



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



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



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

Guide to Readers

The Fiscal Year 2021-2022 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, 2021 through September 30, 2022.

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.

Budget Message

Memorandum

TO: Village Council
FROM: Steve Sarkozy, Village Manager
DATE: September 9, 2021
SUBJECT: Budget Message – Proposed 2021-2022 Operating and Capital Budget

Honorable Mayor and Village Council:

I am pleased to provide you with my recommended Fiscal Year 2021-2022 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 21-22, for operating costs.

New Revenue	\$14,412,941
Operating Expenditures	\$8,978,533
<u>Net Operating Impact (prior to capital expenditures)</u>	<u>+\$5,434,408</u>

In addition to the spending amounts shown above, the Village has accumulated significant amounts in our General Fund Balance over the preceding five (5) years. While the revenues and budget of the first six (6) years of Estero’s incorporation have been generally similar, the build-up of the large Fund Balance is reflective of the very professional and deliberate policies of the initial Village Council. Outlined below is a breakdown of the projected flow of funds in and out of the Village for FY 21-22, now including existing fund balance and requested capital expenditures.

Projected Beginning Fund Balance (including reserves)	\$35,222,194
New Revenue (property taxes, impact fees, etc.)	\$14,412,941
Transfers from other funds (debt service, capital)	\$6,963,600
<u>Total Available Funds</u>	<u>\$56,598,735</u>

Operating Costs	\$8,978,533
Capital Costs	\$19,206,200
Reserves (operating, litigation, road maintenance)	\$7,268,770
Debt Prepayment	\$6,439,170
Unallocated/Restricted Fund Balance	\$14,706,062
<u>Projected Use of Funds</u>	<u>\$56,598,735</u>

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

Having weathered the COVID-19 pandemic with limited interruptions to customer service or capital improvements, the Village is excited for what is to come in FY 21-22. The budget to follow represents the Village's values, history, and future, and we look forward to discussing its merits with you and the community.

Sincerely,

Steve Sarkozy
 Village Manager
 Village of Estero

Budget Outline

The budget is a policy document.

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

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

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

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

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

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

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

Strategic Direction

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

Strategic Principles:

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

Operating Standards:

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

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

Reflection:

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

Our ability to make our annual debt payments, whilst growing a substantial \$6.4 million debt prepayment fund and a \$6.3 million operating reserve (12 months of operating costs), demonstrates our financial sustainability. We wish to reduce the original ten-

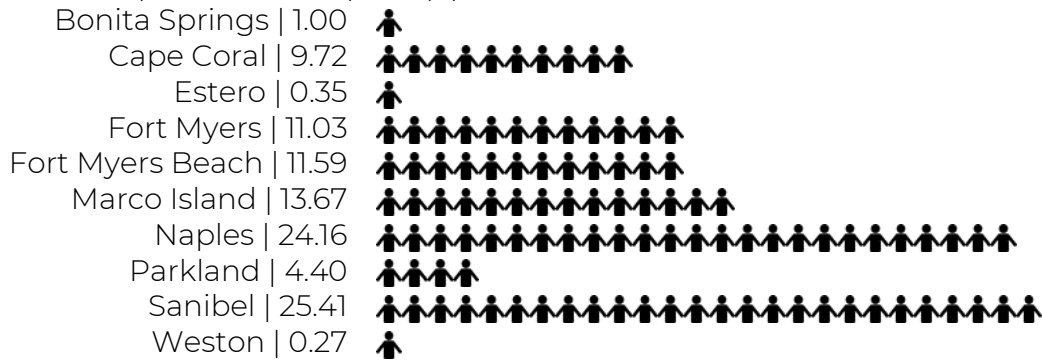
year payoff term via early payment set-asides, land sales, easement trades, and grants. This would free funds for further community improvement.

Population and Staff, By Municipality:

	Population ¹ <u>2020</u>	FTE Staff <u>FY 19-20</u>	FTE Staff <u>FY 20-21</u>	FTE Staff <u>FY 21-22</u>
Bonita Springs	55,645 (+2.2%)	57.50	56.00	56.0
Cape Coral	187,307 (+0.8%)	1,742.62	1,750.62	1821.97
Estero	33,120 (+2.2%)	11.00	11.00	11.50
Fort Myers	92,599 (+5.4%)	1,014.00	1021.40	TBD
Fort Myers Beach	6,558 (+0.6%)	65.50	69.00	76.00
Marco Island	17,595 (+1.4%)	234.00	236.00	240.50
Naples	21,063 (+0.7%)	477.60	487.60	509.00
Parkland	35,438 (+3.9%)	151.00	153.00	156.00
Sanibel	6,849 (+1.4%)	174.03	174.03	TBD
Weston	67,438 (+0.2%)	10.00	10.00	10.00

¹Population data based on most recent county-wide data provided by the Florida Bureau of Economic and Business Research.

Full-time Equivalent Staff (FTE's), per 1,000 residents, for FY 21-22:



Looking Ahead:

We believe that “government lite” can handle the challenges that the Village will soon face. Building construction oversight capacity for our Estero Parkway and US-41 projects and developing technology enhancements to respond to COVID-19 and ADA-related lawsuits are just two examples where our approach succeeded. Estero can remain fiscally conservative and operationally nimble by continuing to apply this formula.

Administrative

Reflection:

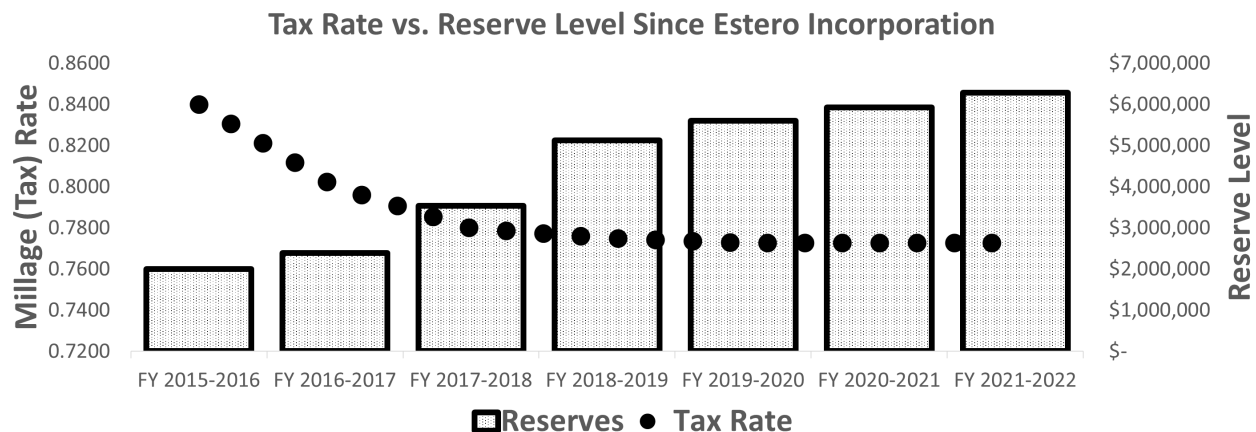
Our focus, from an administrative standpoint, remains centered on delivering high-quality government at an affordable rate. Thus far, this goal has manifested itself through the reduction of taxes (four consecutive years, with a constant rate held for FY

20-21) and the development of a substantial operating reserve (now at 12 months of operating reserves). These accomplishments outpace neighbor municipalities and dwarf our earliest expectations. This unique record is demonstrated in the figures below.

Tax Rate and Reserve Level, By Municipality:

	Tax Rate <u>FY 21-22</u>	Reserves <u>FY 21-22</u>	Reserves (% of operating) <u>FY 21-22</u>
Bonita Springs	0.8173	\$5.5 M	35%
Cape Coral	6.2500	\$82.3 M	37%
Estero	0.7700	\$6.3 M	100%
Fort Myers	7.5875	\$24.1 M	17%
Fort Myers Beach	0.9500	\$1.3 M	13%
Lee County Unincorp.	3.8623	Not divided from Lee County Budget	Not divided from Lee County Budget
Marco Island	1.7610	\$5.6M	25%
Naples	1.1500	\$17.6 M	38%
Parkland	4.2979	\$49.6 M	90%
Sanibel	1.8922	\$11.1 M	38%
Weston	3.3464	\$27.6 M	56%

Tax Rate vs. Reserve Level, Since Estero Incorporation:



Looking Ahead:

We anticipate a slowdown in both trends, as our tax rate and reserve level stabilize for long term operations. The Village may wish to fragment the tax levy and reserve, including options such as a dedicated tax for stormwater maintenance or an additional reserve for street light maintenance, respectively, while maintaining the cumulative totals. A risk to our long-term viability is large, unexpected expenditures: four such

potential expenditures are identified below:

- Land Use Litigation: The Village has settled multiple, significant lawsuits to mitigate this threat.
- Natural Disasters: During Hurricane Irma, we partnered with Lee County to avoid most of the cash flow impact from the storm (we expended ~\$250,000, as opposed to several million dollars). Following negotiations with Lee County, we are now responsible for the cash flow impact of any hurricanes. This could offer a one-time impact, but our reserves are well in excess of any anticipated natural disaster cost. We have received 98%+ reimbursement for costs expended during Hurricane Irma and the COVID-19 pandemic, so this presents a minimal short and long term threat.
- ADA Compliance: Several years ago, our neighbor cities were served lawsuits alleging non-compliance with the Americans with Disabilities Act. We responded by bringing our website and all documents into compliance. We believe that our operation is well within the acceptable range of accessibility, as we well outpace neighbor municipalities on this front.
- Cyber Crime: This is a threat posed to all organizations, globally. We have taken multiple proactive steps and continue to work on improvements that will further mitigate our exposure to this risk.

Records Response Times:

	<u>2019</u>	<u>2020</u>
Public Records Request ¹	205 (4.5 days)	256 (1.5 days)
Estoppel Requests	1,113 (4.2 days)	1,790 (2.2 days)

¹The data provided above shows the total amount of requests received, with the average response time (in business days) included, in parenthesis, below.

Public Works

Reflection:

The past year included the completion of several notable efforts, which are outlined below.

- Estero parkway Improvements: After several years of discussion and a full year of construction, Estero parkway now serves as an example of the quality that our Village prides itself on delivering. Removal of rust stains is ongoing.
- US 41 Median Landscaping: The construction of the US 41 median landscaping enhancements was completed in late 2020 and early 2021. The project is currently in the maintenance Phase of the project.

Issue Requests and Response Time (in days) by category:

	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Animals	1 request 0.8 days	0 requests N/A	1 request 0.6 days	3 requests 5 days
Drainage	21 requests 63.5 days	15 requests 29.6 days	14 requests 17.6 days	15 requests 26.4 days
Landscaping	17 requests 23.3 days	17 requests 23.0 days	11 requests 15.5 days	25 requests 19 days
Other	21 requests 10.3 days	32 requests 22.9 days	21 requests 29.0 days	6 requests 6.8 days
Road Condition	22 requests 37.2 days	27 requests 9.2 days	40 requests 25.8 days	16 requests 18.6 days
Roadway Traffic	97 requests 17.8 days	23 requests 37.0 days	33 requests 24.9 days	34 requests 20.6 days
Trash	18 requests 4.1 days	8 requests 10.0 days	20 requests 14.4 days	5 requests 2 days
Water & Sewer	N/A ¹	N/A ¹	5 requests 3.7 days	9 requests 10 days
Total	197 requests 23.2 days	122 requests 22.5 days	145 requests 22.0 days	113 requests 17.7 days

Looking Ahead:

The year to come promises the beginning and completion of multiple notable capital improvements projects. These are discussed in detail below.

- o Corkscrew & I-75 Interchange Improvements: The Florida Department of Transportation (FDOT) is in the process of finishing the roadway construction. In addition, FDOT is now planning landscaping improvements, with construction to begin in late 2022. This project is expected to take approximately one year to complete and will not require Village funds.
- o Geographic Information System (GIS) Implementation: This effort has an anticipated full rollout of public features to occur in 2021. This integrated system will enhance the customer experience and staff productivity for minimal cost.

Community Development

Reflection:

The past year saw significant improvements to both our community and government. An outline of these projects is provided below.

- o Land Development Code: The Village's first Land Development Code, to replace our current transitional code, was completed and approved by Village Council in FY 20-21. This builds upon the previously adopted Village Comprehensive Plan and paints a clearer picture of allowable development in the Village, providing the exceptional customer service and high quality development that we have come to expect in Estero.
- o Previously accepted building permit applications have been scanned into digital, searchable forms and moved into our Laserfiche public records database.

In late 2021/early 2022, we will roll out a public portal to ease searching of these records for the public.

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Residential Single Family Residence	126 apps ¹ 23.0 days	104 apps 12.8 days	129 apps 46.4 days	49 apps 16.9 days	40 apps
Residential Single Family Attached (Townhomes)	0 apps N/A	1 app 106.3 days	12 apps 10.7 days	12 apps 12.9 days	20 apps
New Commercial Construction	13 apps 69.7 days	11 apps 121.5 days	15 apps 28.7 days	7 apps 55.1 days	6 apps
Commercial Multi-Family	8 apps 90.5 days	16 apps 109.9 days	1 app 2.2 days	1 app 22.9 days	No apps
Commercial Pool	6 apps 20.2 days	2 apps 9.8 days	7 apps 50.4 days	4 apps 12.8 days	2 apps
Commercial Roof	54 apps 1.8 days	35 apps 1.0 days	117 apps 5.0 days	198 apps 3.2 days	371 apps
Miscellaneous Commercial	13 apps 20.1 days	4 apps 7.6 days	9 apps 13.5 days	13 apps 25.7 days	33 apps

Looking Ahead:

This year, the Village will look to build upon the completion of the Comprehensive Plan and encourage quality development in our community. A summary of these efforts is identified below.

- o The Village is moving towards the selection and implementation of sweeping software improvements to our Building, Planning, Zoning, and Code compliance functions. This will greatly improve the efficiency of our limited staff, increase the transparency of our operations, and improve customer service.

Parks and Recreation

Reflection:

The past year reflected a significant shift in focus for the Village, as we turn towards park and recreation development and administration. The first piece of this puzzle is described below.

- o Planning for *Estero on the River*: A master planning process for this site is underway, with substantial public input and expert analysis driving the process.

Looking Ahead:

The year to come will provide a continuation of our progression into the provision of parks and recreation services. The major tenets of this effort are outlined below.

- o Parks and Recreation Master Plan: This will be completed in 2021, providing the Village with a detailed inventory, set of objectives, and plan of action.
- o Estero Community Park Enhancement: We continue to have conversations with partner municipalities, which is supplemented by our purchase of land in this space in 2020. We are utilizing expert consultancy for the planning effort.

Education

Reflection:

To continue to attract individuals and families of all ages, Estero's educational opportunities must be exceptional. We are fortunate to have both an elementary and high school in Estero and Florida Gulf Coast University close by. Our educational efforts and results are discussed below.

- o Pinewoods Elementary and Estero High School Score Well: Both Estero schools received high marks for the quality of education they provide, which is further described in the table below. This is a source of pride for our Village community.

	School Grade <u>2018</u>	School Grade <u>2019</u>	School Grade <u>2020¹</u>	School Grade <u>2021¹</u>
Bonita Springs Charter School	A	B	N/A ¹	N/A
Bonita Springs Elementary School	A	A	N/A	N/A
Bonita Springs High School	B	C	N/A	N/A
Bonita Springs Middle Center for the Arts	B	B	N/A	N/A
Estero High School	A	B	N/A	N/A
Pinewoods Elementary School	B	A	N/A	N/A
San Carlos Park Elementary School	C	C	N/A	N/A
Spring Creek Elementary School	B	B	N/A	N/A
Three Oaks Elementary School	A	A	N/A	N/A
Three Oaks Middle School	A	A	N/A	N/A

¹ From the Florida Department of Education website: "Pursuant to Florida Department of Education Emergency Order No. 2020-EO-1, spring K-12 statewide assessment test administrations for the 2019-20 school year were canceled and accountability measures reliant on such data were not calculated for the 2019-20 school year. Additionally, in April 2020, the U.S. Department of Education provided a waiver for requirements related to certain assessments and accountability that are based on data from the 2019-20 school year." As of November 2021, the school grades for the 2020-2021 school year were not available for the schools listed.

Looking Ahead:

Given our shared interests, we hope to build on our strong relationships with Florida Gulf Coast University and the Lee County School District over the coming year. Working together on meaningful projects, such as a regional water quality center, could greatly improve the Estero community and the quality of education available to our youth.

Public Safety

Reflection:

The Village of Estero continues to be a uniquely safe place to live and work. During our most recent community survey, which was conducted for our branding study, our

residents consistently rated safety as a top value point for the Estero experience. In fact, this interest united every demographic tested. This sentiment was tested against actual crime data, provided by the Lee County Sheriff's Office. This data clearly shows that Estero is, in fact, a uniquely safe community. This should be a point of pride for Estero, as well as a point of emphasis in economic development efforts.

Total Crime in Estero since the Village government started in 2015:

	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Homicide	0	0	0	1	0	0
Aggravated Assault	13	12	17	6	3	16
Simple Assault	38	36	58	55	55	55
Rape	3	3	9	4	6	1
Forcible Fondling	4	2	4	1	3	4
Burglary	34	32	41	24	18	19
Robbery	4	5	7	5	7	4
Arson	0	0	0	1	2	1
Simple Stalking	0	0	1	0	0	0
Threat/Intimidation	0	0	1	2	0	0
Motor Vehicle Theft	13	15	13	14	15	14
Larceny Theft	221	264	268	313	315	199
Total	330	369	419	426	424	313

Included below is a breakdown of crime levels across several comparable cities, based on the most recent FBI Uniform Crime Report (UCR) for 2019. Data for Bonita Springs and Fort Myers Beach is not available, as only cities that have their own, dedicated police force are listed on the FBI UCR. Estero data has been calculated using provided Lee County Sheriff's Office data, in order to provide a comparison. The 2020 FBI UCR is not yet available. The totals are provided, with the rate per 100,000 inhabitants included below, in parenthesis, for context.

	<u>Estero</u>	<u>Cape Coral</u>	<u>Fort Myers</u>	<u>Sanibel</u>	<u>Marco Island</u>	<u>Naples</u>	<u>Parkland</u>	<u>Weston</u>
Homicide	0 (0)	5 (3)	15 (20)	0 (0)	0 (0)	3 (14)	0 (0)	0 (0)
Aggravated Assault	3 (9)	172 (96)	716 (935)	5 (68)	1 (6)	9 (41)	11 (35)	18 (25)
Simple Assault ¹	6 (19)	16 (9)	55 (72)	1 (14)	1 (6)	4 (18)	4 (13)	5 (7)
Rape	18 (56)	632 (352)	354 (462)	43 (581)	13 (72)	52 (237)	27 (86)	43 (61)
Forcible Fondling ¹	7 (22)	31 (17)	161 (210)	0 (0)	0 (0)	3 (14)	3 (10)	13 (18)
Burglary	2 (6)	4 (2)	10 (13)	3 (41)	0 (0)	1 (5)	3 (10)	3 (4)

Robbery	15 (46)	163 (91)	220 (287)	2 (27)	5 (28)	17 (78)	13 (41)	39 (55)
Arson	315 (972)	2286 (1273)	1589 (2075)	41 (554)	76 (423)	339 (1547)	130 (412)	261 (368)
Simple Stalking ¹	366 (1129)	3309 (1842)	3120 (4074)	95 (1285)	96 (535)	428 (1953)	191 (605)	382 (539)
Threat/ Intimidation ¹	0 (0)	5 (3)	15 (20)	0 (0)	0 (0)	3 (14)	0 (0)	0 (0)
Motor Vehicle Theft	3 (9)	172 (96)	716 (935)	5 (68)	1 (6)	9 (41)	11 (35)	18 (25)
Larceny Theft	6 (19)	16 (9)	55 (72)	1 (14)	1 (6)	4 (18)	4 (13)	5 (7)
Total	18 (56)	632 (352)	354 (462)	43 (581)	13 (72)	52 (237)	27 (86)	43 (61)

¹Simple Assault, Forcible Fondling, Simple Stalking, and Threat/Intimidation are included in Lee County Sheriff's Office reporting but are not fields included in the FBI's UCR. Hence, these data fields are available for Estero, but not comparable cities.

Looking Ahead:

While our crime levels are low, we remain committed to further reducing these figures. We will seek further improvements via our strong relationship with the Lee County Sheriff's Office. Additionally, we could explore enhanced services, at an additional charge, in the future, if desired.

Economic Development

The Village continues to promote economic development via purposeful public planning and exceptional public infrastructure. Renovation efforts on Estero Parkway, US-41 and River Ranch Road & Williams Road (as they relate to Estero High School student safety and traffic flow), are just a few examples of this philosophy in action.

The pending decision as to the future of our Estero on the River property, of which significant public input is being sought, is noteworthy. The use of this critical Village asset will help to shape our Village for years to come. We are committed to a transparent public process, with input from our team of expert consultants.

Conclusion

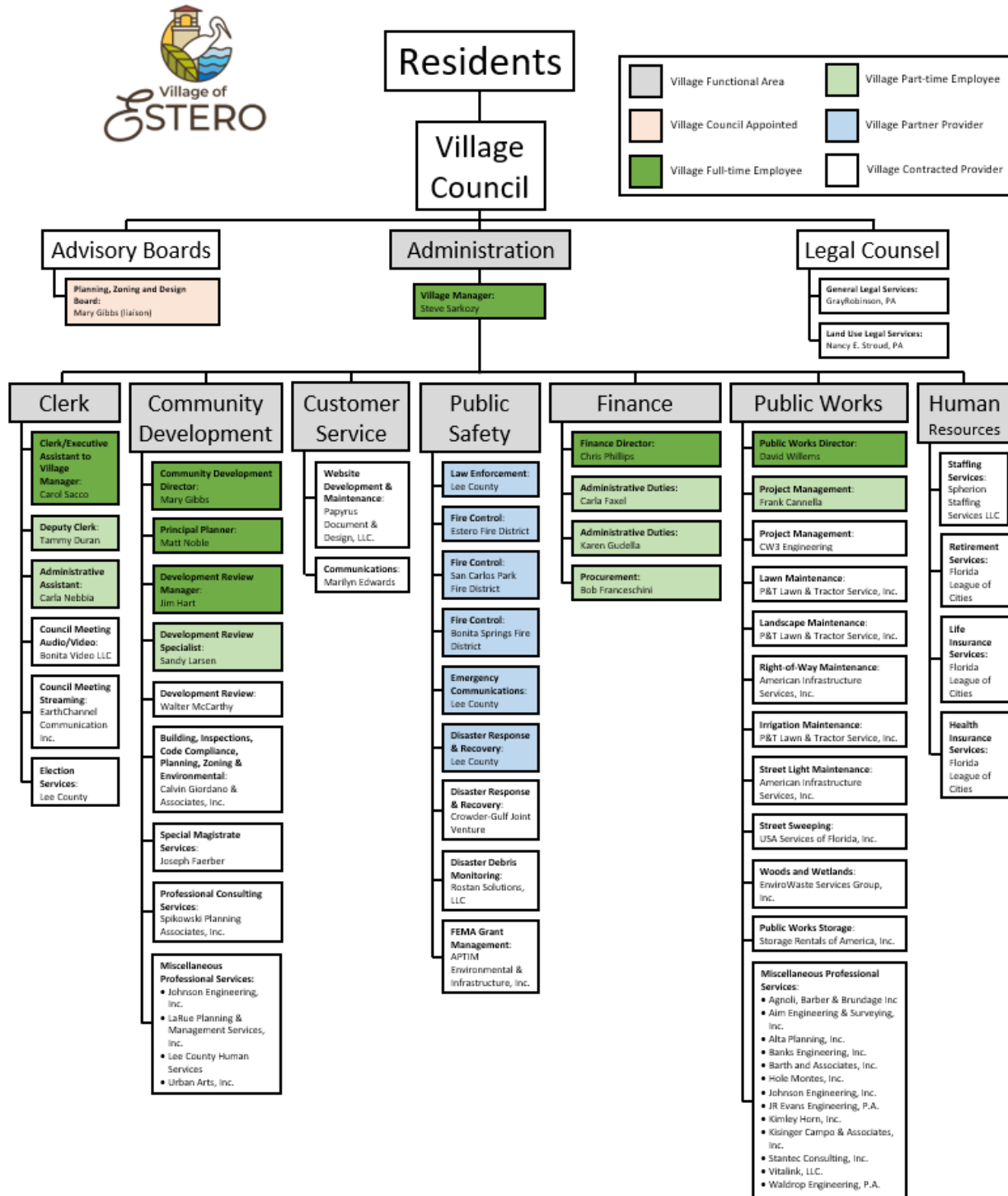
The Village staff is proud to present this budget for FY 21-22. As evidenced above, the future of the Village is bright and full of opportunities to improve our beautiful community. We expect the challenges of COVID-19 to remain and for our community to continue to weather this storm. We are excited to continue the work of improving Estero into the 2021-2022 fiscal year!

Steve Sarkozy
Village Manager



Village of
ESTERO

Organizational Chart



Budget Process

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.

Budget Amendment Process

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 among 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.

During the 2020-2021 fiscal year, the Village developed and adopted a capital improvement program and will conclude the initial land development code process.

Budget Calendar – All Funds

Key dates in the 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.

Truth in Millage (TRIM)

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

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 Village.
August 24	TRIM notices are mailed to property owners.
September 30	Millage resolution approved and taxes levied following certificate of assessment roll.
October 1	Beginning of fiscal year for which tax is to be levied.
November 1	Property taxes due and payable (levy date) with various discount provisions through March 1.
April 1	Taxes become delinquent.
Prior to June 1	Tax certificates sold by Lee County, Florida Tax Collector

Financial Policies

General Budget Policy

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

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

The council may establish or terminate departments by ordinance. One department has been established for the Community Development function including building permit services, code compliance, planning, zoning, and development review services. The department and fund structure are outlined on page 73.

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.

The fiscal year 2021-2022 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.

Fund Balance is the difference between a fund's assets and liabilities.

The Village's annual budget is legally adopted for the following governmental 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.

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 projects.

Non-Major Governmental Funds:

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

The Debt Service Fund accounts for the resources that are restricted, committed or assigned for the payment of principal and interest for loans and other long-term debt issuances.

Budgetary reports for governmental are prepared to maintain control and are presented to the Village Council on a monthly basis.

Basis of Budgeting

The budgets of the Village's 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.

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

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 has adopted a fund balance policy which includes a minimum level of fund balance of four 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.

² Adopted October 19, 2016

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

Florida Building Code for the previous 4 fiscal years and the Village is in compliance.

Reserve Policy³

Ordinance 2019-01 was adopted providing a reserve policy which established an Operating Reserve, Litigation Reserve and Major Road Maintenance Reserve.

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

Intended reserve levels are as follows:

- (a) Operating Reserve at 12 months of budgeted operating expenses;
- (b) Litigation Defense Reserve at \$670,000; and
- (c) Major Road Maintenance Reserve with an annual contribution of \$300,000.

³ Adopted January 9, 2019

Investment Policy⁴

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

- (a) The Local Government Surplus Funds Trust Fund, or any intergovernmental investment pool authorized pursuant to the Florida Interlocal Cooperation Act of 1969, as provided in s. 163.01;
- (b) Securities and Exchange Commission registered money market funds with the highest credit quality rating from a nationally recognized rating agency;
- (c) Interest-bearing time deposits or

savings accounts in qualified public depositories, as defined in s. 280.02; and (d) Direct obligations of the U.S. Treasury. The securities shall be invested to provide sufficient liquidity to pay obligations as they come due.

⁴ Adopted October 19, 2016

Capitalization Policy⁵

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 Project	\$50,000
Infrastructure	\$50,000

⁵ 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.

Fiscal year 2021-2022 includes \$10,000 in nonrecurring capital expenditures for computer equipment which will not have a significant impact on current or future operating budgets nor the services the Village provides.

For a summary of capital expenditures/capital outlay by project type and fund, see individual fund information beginning on page 40.

Capital Improvement Program Policy ⁶

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.

A detailed 5-year capital improvement program is included in the Capital Projects Fund which begins on page 63 and includes a summary of CIP expenditures by major project type. Also provided for each CIP project is the impact on current and future operating budgets beginning on page 68.

⁶ *Adopted December 31, 2014*

Pension Liability Policy ⁷

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.

⁷ *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.

All debt service requirements are fully funded and paid each year by the General Fund.

For fiscal year 2021-2022, the General Fund is projected to have a significant operating excess after funding annual required debt service and no impact on current operations is anticipated.

In addition to funding the annual required debt service, the General Fund has been able to accumulate from operating surplus an amount for debt reduction. This debt reduction accumulated over the last 3 years ending September 30, 2020 totals \$6.4m. An additional annual amount of \$1,110,000 is budgeted for fiscal year 2021-2022 and is projected to be budgeted each fiscal year thereafter until the debt is fully satisfied. The debt reduction allocation is not anticipated to impact current operations.

For more information, see page 61 for details on the Village's debt level contained in the debt service fund.

Budget Highlights

Summarized below are the activity by Fund Type:

Village of Estero
Fiscal Year 2021-2022
Budget Highlights

Summarized below are the activity by Fund Type:

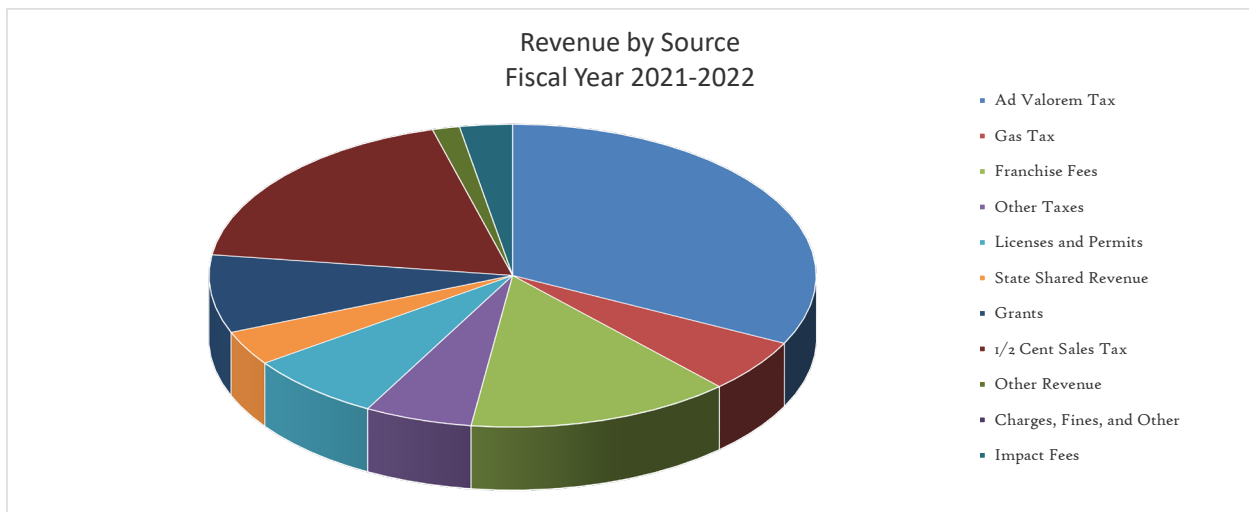
	Actual 2019-2020	Budget 2020-2021	Estimated 2020-2021	Budget 2021-2022	+ / (-) over Budget
General Fund					
Revenue	\$ 13,374,615	\$ 11,563,340	\$ 12,997,597	\$ 13,132,930	\$ (1,569,590)
Expenditures	4,335,279	5,922,210	8,268,076	6,886,986	(964,776)
Operating Excess	9,039,336	5,641,130	4,729,521	6,245,944	(604,814)
Debt Service/Issuance Cost	1,058,288	1,415,800	-	-	1,415,800
Debt Reduction	4,000,000	1,100,000	1,100,000	1,100,000	-
Capital Projects Funding	5,488,307	3,044,660	1,117,795	4,447,800	(1,403,140)
Excess (Deficit)	(1,507,259)	80,670	2,511,726	698,144	(617,474)
Special Revenue: Building Permit Fees Fund					
Revenue	1,023,569	998,300	1,090,057	1,061,500	(63,200)
Expenditures	898,904	1,089,800	1,124,427	1,322,630	(232,830)
Excess (Deficit)	124,665	(91,500)	(34,370)	(261,130)	169,630
Debt Service Fund					
Revenue	40,555	10,000	1,212	10,000	-
Proceeds from sale of asset	-	-	-	-	-
Debt Proceeds	20,000,000	-	-	-	-
Debt Service	-	-	1,407,663	1,375,829	(1,375,829)
Debt Reduction	4,000,000	1,100,000	1,100,000	1,100,000	-
Capital Projects Funding	20,000,000	-	-	-	-
Excess (Deficit)	4,040,555	1,110,000	(306,451)	(265,829)	1,375,829
Capital Projects Fund					
Revenue	2,404,141	4,233,090	2,380,643	2,077,533	2,155,557
Capital Projects Funding	-	6,319,570	2,660,533	19,206,200	(12,886,630)
Excess (Deficit)	2,404,141	(2,086,480)	(279,890)	(17,128,667)	15,042,187
	<u>\$ 5,062,102</u>	<u>\$ (987,310)</u>	<u>\$ 1,891,015</u>	<u>\$ (16,957,482)</u>	<u>\$ 15,970,172</u>

budget figures

The following schedule represents a summary of *Revenues by Category*:

	Actual 2019-2020	Budget 2020-2021	% of Total	Estimated 2020-2021	Budget 2021-2022	% of Total	+ / (-) over Requested
Ad Valorem Tax	\$ 4,955,864	\$ 5,006,000	24.7%	\$ 5,006,000	\$ 5,281,886	32.4%	\$ 275,886
Gas Tax	935,653	928,000	4.6%	802,800	919,462	5.7%	(8,538)
Franchise Fees	2,333,614	2,226,000	11.0%	2,290,400	2,291,500	14.1%	65,500
Communication Svcs Tax	866,260	807,000	4.0%	891,700	878,542	5.4%	71,542
Other Taxes	23,047	22,500	0.1%	21,900	54,200	0.3%	31,700
Licenses, Permits and Fees	1,020,666	1,020,100	5.0%	1,125,100	1,183,600	7.3%	163,500
State Shared Revenue	765,371	754,000	3.7%	667,300	601,500	3.6%	(152,500)
Half-Cent Sales Tax	2,742,569	2,730,000	13.5%	2,424,900	3,021,473	18.6%	291,473
Other State & Local Revenue	151,919	2,346,020	11.6%	153,620	61,000	0.4%	(2,285,020)
Grants	234,542	777,860	3.8%	777,860	1,355,300	8.3%	577,440
Charges for Service	195,212	158,500	0.8%	176,830	-	0.0%	(158,500)
Impact Fees	1,830,982	3,030,700	15.0%	1,102,000	457,600	2.8%	(2,573,100)
Investment Earnings	680,028	372,400	1.8%	349,890	43,400	0.3%	(329,000)
Other Revenue and							
Developer Contributions	107,153	90,300	0.4%	79,500	132,000	0.8%	41,700
Total Revenues	16,842,880	20,269,380	100.0%	15,869,800	16,281,463	100.0%	(3,987,917)
Transfers from Other Funds	30,546,595	11,292,400		10,276,233	6,963,600		(4,328,800)
Proceeds from Debt	20,000,000	-		-	-		-
Proceeds from Sale of Asset	-	996,690		996,690	-		(996,690)
Beginning Fund Balance	30,986,020	32,924,940		36,048,122	35,910,989		2,986,049
Total Sources of Funds	\$ 98,375,495	\$ 65,483,410		\$ 63,190,845	\$ 59,156,052		\$ (6,327,358)

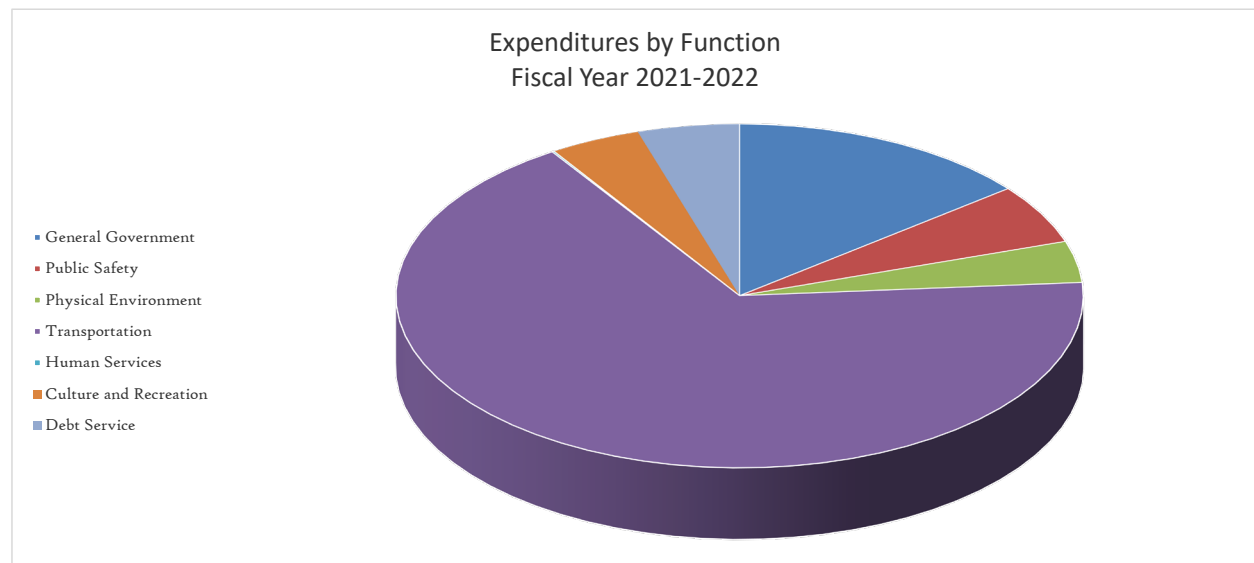
Included in the categories above is revenue restricted for use on roads, parks and building inspections. The Village's restricted revenue totals approximately \$2.6 million (15% of total revenues) and is included in the above amounts as follows: Gas Tax of \$919,462, Building Fees of \$1,042,200, Grants of \$1,355,300, and Impact Fees of \$457,600.



The following schedule represents a summary of *Expenditures by Function*: ²

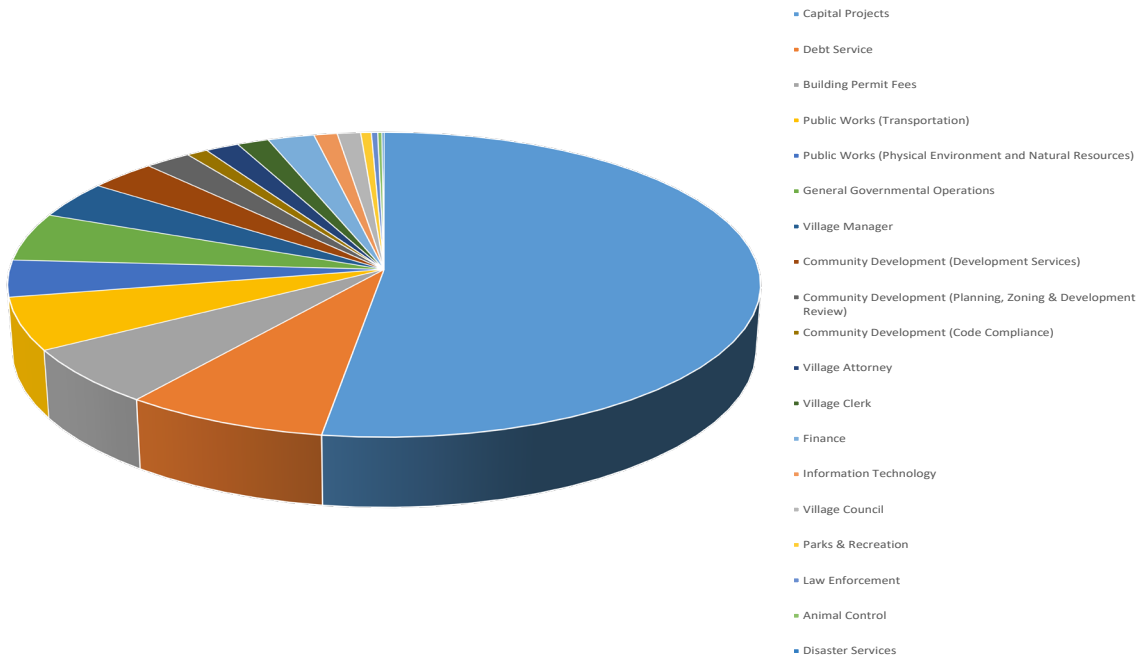
	Actual 2019-2020	Budget 2020-2021	% of Total	Estimated 2020-2021	Budget 2021-2022	% of Total	+ / (-) over Requested
General Government (51x)	\$ 3,203,219	\$ 3,859,710	21.7%	\$ 3,336,780	\$ 4,091,614	14.2%	\$ 231,904
Public Safety (52x)	1,322,971	1,324,860	7.4%	1,293,154	1,613,750	5.6%	\$ 288,890
Physical Environment (53x)	191,691	1,072,900	6.0%	148,794	1,125,000	3.9%	\$ 52,100
Transportation (54x)	2,904,122	8,850,670	49.7%	4,617,060	19,317,352	67.1%	\$ 10,466,682
Human Services (56x)	37,932	38,000	0.2%	38,000	38,000	0.1%	\$ 0
Culture and Recreation (57x)	88,794	1,230,100	6.9%	104,051	1,230,100	4.3%	\$ 0
Debt Service (517) ¹	<u>762,353</u>	<u>1,415,800</u>	<u>7.96%</u>	<u>2,515,197</u>	<u>1,375,829</u>	<u>4.8%</u>	(\$ 39,971)
<i>Total Expenditures</i>	8,511,082	17,792,040	100.0%	12,053,036	28,791,645	100.0%	\$ 10,999,605
Transfers to Other Funds	11,178,860	5,560,460		3,632,992	6,963,600		\$ 1,403,140
Projected Ending Fund Balance	38,797,795	31,647,540		15,599,501	21,551,696		(\$ 10,095,844)
Total Uses of Funds	<u>\$ 58,487,737</u>	<u>\$ 55,000,040</u>		<u>\$ 31,285,530</u>	<u>\$ 57,306,941</u>		\$ 2,306,901
Full Time Equivalent Positions	11.0	11.0		11.0	12.5		<u>1.5</u>
Contract Full Time Equivalent Positions	12.0	12.0		12.0	12.0		<u>0.0</u>

¹ In 2019-2020, the Village sold a parcel of Estero on the River property. The proceeds from the sale of this surplus property totaled \$996,690 and were required to be applied to the bank loan that funded the acquisition of the property.
² Expenditure Functions are as required by the Florida State Chart of Accounts.



The following schedule represents a summary of *Expenditures by Cost Center*:

	Actual			Budget			+ / (-) over Budget
	2019-2020	2020-2021	% of Total	2020-2021	2021-2022	% of Total	
Village Council	\$ 144,566	\$ 165,200	0.9%	\$ 145,407	\$ 165,200	0.6%	\$ -
Village Manager	345,957	699,760	3.9%	603,269	660,160	2.3%	(39,600)
Village Attorney	289,326	277,000	1.6%	302,532	327,000	1.1%	50,000
Village Clerk	135,395	269,700	1.5%	269,700	158,900	0.6%	(110,800)
Finance	345,467	389,500	2.2%	340,065	408,286	1.4%	18,786
Community Development							
Development Services	491,302	565,400	3.2%	513,114	587,400	2.0%	22,000
Planning, Zoning & Development	343,695	398,800	2.2%	452,597	665,318	2.3%	266,518
Code Compliance	148,845	171,200	1.0%	150,791	227,260	0.8%	56,060
Animal Control	37,932	38,000	0.2%	38,000	38,000	0.1%	-
Public Works							
Physical Environment/Natural Resources	191,691	700,900	3.9%	148,794	771,000	2.7%	70,100
Transportation	1,131,527	998,440	5.6%	856,057	1,605,152	5.6%	606,712
Information Technologies	209,978	233,800	1.3%	204,056	238,800	0.8%	5,000
Law Enforcement	4,668	53,860	0.3%	7,936	53,860	0.2%	-
Parks & Recreation	94,844	90,100	0.5%	86,726	90,100	0.3%	-
General Government Operations	411,285	860,550	4.8%	506,040	880,550	3.1%	20,000
Disaster Services	69,504	10,000	0.1%	10,000	10,000	0.0%	-
Operating Expenditures	4,395,981	5,922,210	33.3%	4,635,084	6,886,986	23.9%	964,776
Building Fee Fund	1,082,979	1,089,800	6.1%	1,124,427	1,322,630	4.6%	232,830
Debt Service	3,411,882	1,415,800	8.0%	1,407,663	1,375,829	4.8%	(39,971)
Capital Projects	9,393,077	9,364,230	52.6%	3,778,328	19,206,200	66.7%	9,841,970
Total Expenditures	18,283,919	17,792,040	100.0%	10,945,502	28,791,645	100.0%	10,999,605
Transfers to Other Funds	11,178,860	5,560,460		3,632,992	6,963,600		1,403,140
Projected Ending Fund Balance	38,797,795	31,647,540		15,599,501	21,551,696		(10,095,844)
	\$ 68,260,574	\$ 55,000,040		\$ 30,177,995	\$ 57,306,941		\$ 2,306,901



budget figures

Executive Summary

The 2021-2022 revenue is projected to total \$15,181,463, a decrease of \$1,623,267, 9.66%, from the FY 2020-2021 budget. The following material changes are noted:

- o Other State & Local Revenue: These are predicted to decline by approximately \$2.2 million, because of the one-time expenditure received from Lee County for Estero Parkway cost reimbursement in FY 20-21.
- o 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.
- o Investment Earnings: Interest rates have come down due to the economic recession that the pandemic caused and the Fed's response. Banks have been flooded with deposits as loan demand has diminished which has resulted in lowering of the deposit interest rate. Also, the funds held by the Village are projected to decrease as monies are spent for capital projects.

The 2021-2022 budgeted expenditures total \$28,791,645 which is a \$10,999,605 increase, 61.82%, from the FY 2020-2021 budget.

- o General Fund Total Operating Expenditures increased \$358,264. The following material changes are noted:
 - Development Services, Planning, Zoning and Development Services, and the Building Permit Fee Fund), page 56: New software is budgeted with an acquisition cost of \$375,000, and an ongoing annual maintenance cost of \$75,000.
 - Village Manager, page 47: A cost increase of \$50,900 is budgeted, as the cost of a new, budgeted *Assistant to the Village Manager* position is partially offset by the sharing of the Clerk/Executive Assistant costs across both cost centers.
 - Village Clerk, page 53: A cost decrease of \$1,111,400 is budgeted, due to the Village reducing staff levels and costs in this function, as well as the completion of several special projects.;
 - The following Personal Services items are related to all cost centers containing employees:
 - ❖ Full Time Equivalent (FTE) positions: A net increase of 1.5 FTE is anticipated.
 - ❖ Compensation levels: A salary increase of 2.5 for Village staff and 4.0% for CGA staff is budgeted for the 2021-2022 fiscal year.
 - ❖ Retirement contributions: The 2021-2022 budget includes Village funding at 10.5% of salaries with a requirement for an employee match of 2.5%. The Village contribution remains constant from FY 2020-2021.

The 2021-2022 budget projects a decrease of \$13,813,133 in fund balance. Significant changes are outlined below:

- o Building Permit Fees fund balance is projected to decrease, partially due to the cost of new building software.
- o Debt Service fund balance is anticipated to increase as the result of continued accumulation for debt reduction which is funded from the general fund operating surplus.
- o Capital Projects fund balance will decrease as prior year restricted revenues which were accumulated for project funding are spent on capital projects in 2021-2022.

Budget Summary

	General Fund	Special Revenue	Debt Service	Capital Projects	Total Governmental Funds
Prior Year Surplus/Beginning Fund Balance	\$ 20,368,618	\$ 711,739	\$ 5,289,199	\$ 8,852,638	\$ 35,222,194
Revenues ¹					
Ad Valorem Tax	5,281,886	-	-	-	5,281,886
Gas Tax	531,529	-	-	387,933	919,462
Franchise Fees	2,291,500	-	-	-	2,291,500
Communication Services Tax	878,542	-	-	-	878,542
Other Taxes	21,900	-	-	-	21,900
Licenses and Permits	1,500	1,060,500	-	-	1,062,000
Intergovernmental Revenues	3,914,673	-	-	-	3,914,673
Charges for Services	117,500	-	-	-	117,500
Fines and Forfeitures	500	-	-	-	500
Impact Fees	-	-	-	415,600	415,600
Investment Earnings	32,400	1,000	10,000	42,000	85,400
Other Miscellaneous Revenues	61,000	-	-	132,000	193,000
Total Revenues ¹	13,132,930	1,061,500	10,000	977,533	15,181,963
Other Financing Sources					
Transfers from Other Funds	-	-	2,515,800	4,447,800	6,963,600
Total Sources of Funds	\$ 33,501,548	\$ 1,773,239	\$ 7,814,999	\$ 14,277,971	\$ 57,367,757
Expenditures					
General Government	\$ 4,091,614	\$ -	\$ -	\$ -	\$ 4,091,614
Public Safety	291,120	1,322,630	-	-	1,613,750
Physical Environment	771,000	-	-	354,000	1,125,000
Transportation	1,605,152	-	-	17,712,200	19,317,352
Human Services	38,000	-	-	-	38,000
Culture and Recreation	90,100	-	-	1,140,000	1,230,100
Debt Service	-	-	1,375,829	-	1,375,829
Total Expenditures	6,886,986	1,322,630	1,375,829	19,206,200	28,791,645
Surplus (deficit)	6,245,944	(261,130)	(1,365,829)	(18,228,667)	(13,609,682)
Other Financing Uses					
Transfers to Other Funds	6,963,600	-	-	-	6,963,600
Change in Fund Balance	(717,656)	(261,130)	1,149,971	(13,780,867)	(13,609,682)
Fund Balances					
Unassigned and Reserved for:					
Operating Reserves at 12 month	6,887,000	-	-	-	6,887,000
Litigation Defense Reserve	670,000	-	-	-	670,000
Major Road Maintenance Reser	318,270	-	-	-	318,270
Capital Projects	11,775,692	-	-	(1,547,529)	10,228,163
Debt Reduction	-	-	6,439,170	-	6,439,170
Restricted for Capital Projects:					
Road Impact Fees	-	-	-	(4,476,629)	(4,476,629)
Gas Tax Construction or Resurf	-	-	-	1,430,510	1,430,510
Public Land Acquisition	-	-	-	143,107	143,107
Park Impact Fees and Park Entrance	-	-	-	(477,688)	(477,688)
Building Permit Fees Surplus	-	450,609	-	-	450,609
Total Ending Fund Balance	19,650,962	450,609	6,439,170	(4,928,229)	21,612,512
Total Use of Funds	\$ 33,501,548	\$ 1,773,239	\$ 7,814,999	\$ 14,277,971	\$ 57,367,757

¹ Revenue projections remain uncertain as the result of the continued impacts of Covid-19 and, if needed, budgeted revenue amounts will be adjusted as future collections data becomes available.

budget figures

General Fund Revenue Summary

Fund	001 General Fund	Actual 2019-2020	Budget 2020-2021	Estimated 2020-2021	Budget 2021-2022	+ / (-) over Budget
3110000	Ad Valorem Taxes ¹	\$ 5,054,886	\$ 5,075,000	\$ 5,021,646	\$ 5,281,888	\$ 206,888
3152000	Local Communication Services Tax	909,318	891,700	891,700	878,542	(13,158)
3180000	Business Tax - Estero Portion	19,624	21,900	9,997	21,900	-
	Taxes Total	\$ 5,983,828	\$ 5,988,600	\$ 5,923,343	\$ 6,182,328	\$ 193,728
3124100	Local Option Gas Tax-1 to 6 Cent	496,117	432,500	432,500	531,529	99,029
	Gas Tax Total	\$ 496,117	\$ 432,500	\$ 432,500	\$ 531,529	\$ 99,029
3231000	Franchise Fees-FPL Electric	2,121,895	2,130,400	2,130,400	2,130,400	-
3237000	Franchise Fees-Solid Waste	158,137	181,100	181,100	181,100	-
	Franchise Fees Total	\$ 2,280,032	\$ 2,291,500	\$ 2,291,500	\$ 2,291,500	\$ -
3290000	Right of Way Permits	2,750	1,500	1,800	1,500	-
	Licenses & Permits Total	\$ 2,750	\$ 1,500	\$ 1,800	\$ 1,500	\$ -
	State Shared Revenues					
3351200	Revenue Sharing-Sales Tax Portion	583,901	412,300	681,885	482,900	-
3351201	Revenue Sharing-Fuel Tax Portion	170,815	123,400	199,217	138,600	-
3351400	Mobile Home License Tax	2,809	2,800	4,595	3,600	800
3351500	Alcohol Beverage Licenses	33,987	32,300	33,181	32,300	-
3351800	Half-cent Sales Tax	2,875,131	1,919,800	2,977,084	3,021,973	1,102,173
33x5000	FEMA	3,274	-	-	121,300	121,300
3354901	Florida DOT-US41 Light Maint	118,525	122,080	122,080	122,100	20
3373000	Marine Patrol Grant (WCIND)	544	11,860	11,860	11,900	40
	Intergovernmental Total	\$ 3,588,986	\$ 2,624,540	\$ 4,029,862	\$ 3,914,673	\$ 1,224,333
3413000	Impact Fee Administrative Fees	54,171	20,000	25,521	18,000	(2,000)
3413000	Cost Recovery-Administrative Fees	14,000	10,000	13,100	9,000	(1,000)
3419000	Development/Zoning-Fixed Fees	52,869	45,000	84,854	40,400	(4,800)
3419009	Cost Recovery-Professional Svcs	47,619	48,800	128,302	43,800	(5,000)
3439000	Code Comp & Contractor License	32,242	7,000	2,867	6,300	(700)
	Charges for Service Total	\$ 200,901	\$ 130,800	\$ 254,444	\$ 117,500	\$ (13,300)
3590000	Fine and Forfeitures	920	500	381	500	-
	Fines & Forfeitures Total	\$ 920	\$ 500	\$ 381	\$ 500	\$ -
3611000	Interest Income	183,392	32,400	4,058	32,400	-
	Interest Income Total	\$ 183,392	\$ 32,400	\$ 4,058	\$ 32,400	\$ -
3620000	Rents and Royalties	51,000	36,000	42,000	36,000	-
3699000	Other Miscellaneous Revenue	11,710	25,000	17,709	25,000	-
	Miscellaneous Revenue Total	\$ 62,710	\$ 61,000	\$ 59,709	\$ 61,000	\$ -
	Total General Fund Revenues ²	\$ 12,799,637	\$ 11,563,340	\$ 12,997,597	\$ 13,132,930	\$ 1,503,790

¹ Budget 2021-2022 revenue was based upon the property taxable value as of May 28, 2021, \$7,103,071,000, with millage rate of 0.7728 tax rate per \$1,000 of taxable value and budgeted at a 95% collection rate.

² Revenue projections remain uncertain as the result of the continued impacts of Covid-19 and, if needed, budgeted revenue amounts will be adjusted as future collections data becomes available.

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. We have seen an increase in total taxable value of 1.5% along with a 0.8% increase in new construction. In fiscal year 2021-2022, the maximum millage rate allowed by a majority vote of the governing body is 0.8695 and is based on the rolled back rate of 0.7481 and adjusted 1.03% for the change in per capita Florida personal income. A two-thirds (5 out of 7) council member vote allows for a maximum millage rate of 0.9565. These rules are outlined in Florida Statutes §200.065.

Fee Schedule

Resolution No. 2021-21 fixed the millage rate of the Village of Estero, for the tax year 2021, levying an annual tax for said year at 0.7700 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	7.4%	0.7998	0.8004	-0.1%	\$4,699,042
2017	\$8,023,726,022	\$6,484,202,557	6.3%	0.7798	0.7682	1.5%	\$4,819,043
2018	\$8,035,620,944	\$6,649,259,073	2.5%	0.7750	0.7692	0.7%	\$4,955,863
2019	\$8,284,006,502	\$6,808,708,418	2.4%	0.7726	0.7630	1.2%	\$5,006,000
2020	\$8,368,207,123	\$6,907,286,529	1.4%	0.7726	0.7681	0.6%	\$5,075,000
2021	\$8,621,214,307	\$7,196,324,224	4.2%	0.7700	0.7481	2.9%	\$5,281,886
		<u>Actual 2019-2020</u>		<u>Budget 2020-2021</u>	<u>Estimated 2020-2021</u>		<u>Budget 2021-2022</u>
Total Ad Valorem Taxes		\$5,054,886		\$5,075,000	\$5,021,646		\$5,281,886

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.

<u>Taxing Authority</u>	<u>2020 Millage Rate</u>	<u>2021 Millage Rate</u>	<u>2021 % of Total Tax Bill</u>	<u>2021 Assessment Projected ¹</u>
Lee County General Revenue	4.0506	3.8623	28%	\$27,794,363
Lee County Library District	0.4956	0.4714	3%	\$3,392,347
Village of Estero	0.7726	0.7700	6%	\$5,541,170
Public School by Local Board	2.2480	2.2480	16%	\$17,526,112
Public School by State Law	3.8100	3.6430	27%	\$28,401,969
Hyacinth Control District	0.0221	0.0235	0%	\$190,186
Mosquito Control District	0.2439	0.2439	2%	\$1,973,883
South Florida Water Management District	0.2675	0.2572	2%	\$1,850,895
West Coast Inland Navigation District	0.0394	0.0394	0%	\$283,535
Subtotal Excluding Fire District	11.9497	11.5587		\$86,954,460

The following apply to property located in the *Estero Fire Rescue District*:

Estero Fire Rescue District ²	2.1300	2.1300	16%
Total Estero Fire Rescue District	14.0797	13.6887	

The following apply to property located in the *San Carlos Park Fire District*:

San Carlos Fire Rescue District ²	2.8000	2.7500	20%
Total San Carlos Park Fire District	14.7497	14.3087	

The following apply to property located in the *Bonita Springs Fire District*:

Bonita Springs Fire Rescue District ²	2.2300	2.1800	16%
Total Bonita Springs Fire District	14.1797	13.7387	

¹ Property values are subject to change during the Value Adjustment Board process which could significantly change the assessment projections. Assessments projected for the various taxing authorities are based upon the property values applicable to the type of entity as provided in Florida Statutes and set by the Lee County Property Appraiser.

² Three Fire Districts have property within the Village. Percentages were calculated based upon Property Appraiser Real Property, Personal Property and Centrally Assessed Property data is not available and are typically approximately 2% of total value and not expected to materially impact assessment projected.

Local Option Gas Tax Revenue

Legal Authorization

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

Major Assumptions

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

Fee Schedule

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

Revenue Trends

	Actual 2019-2020	Budget 2020-2021	Estimated 2020-2021	Budget 2021-2022
Local Option Gas Tax 1 to 6 Cent	\$ 496,117	\$ 432,500	\$ 432,500	\$ 531,529
Local Option Gas Tax 1 to 5 Cent	<u>361,467</u>	<u>316,000</u>	<u>316,000</u>	<u>387,933</u>
Total Local Option Gas Tax	<u>\$ 857,585</u>	<u>\$ 748,500</u>	<u>\$ 748,500</u>	<u>\$ 919,462</u>

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).

budget figures

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.

	Actual 2019-2020	Budget 2020-2021	Estimated 2020-2021	Budget 2021-2022
Franchise Fees-Electrical	\$ 2,121,895	\$ 2,130,400	\$ 2,130,400	\$ 2,130,400
Franchise Fees-Solid Waste	<u>158,137</u>	<u>161,100</u>	<u>161,100</u>	<u>161,100</u>
Total Franchise Fees	<u>\$ 2,280,033</u>	<u>\$ 2,291,500</u>	<u>\$ 2,291,500</u>	<u>\$ 2,291,500</u>

Communication Services Tax

Legal Authorization

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

Major Assumptions

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

Fee Schedule

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

	Actual 2019-2020	Budget 2020-2021	Estimated 2020-2021	Budget 2021-2022
Communication Services Tax	<u>\$ 909,318</u>	<u>\$ 891,700</u>	<u>\$ 891,700</u>	<u>\$ 878,542</u>

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 decrease as the result of continued impacts of Covid-19 and related economic slowdown.

Fee Schedule

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

Revenue Trends

	Actual 2019-2020	Budget 2020-2021	Estimated 2020-2021	Budget 2021-2022
Revenue Sharing-Sales Tax Portion	\$ 583,901	\$ 412,300	\$ 681,885	\$ 462,900
Revenue Sharing-Fuel Tax Portion	170,815	123,400	199,217	138,600
Half Cent Sales Tax	<u>2,675,131</u>	<u>1,919,800</u>	<u>2,977,064</u>	<u>3,021,973</u>
Total Shared State Revenue	<u>\$ 3,429,846</u>	<u>\$ 2,455,500</u>	<u>\$ 3,858,166</u>	<u>\$ 3,623,473</u>

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 2019-2020	Budget 2020-2021	Estimated 2020-2021	Budget 2021-2022
Road Impact Fees	\$ 1,139,906	\$ 400,000	\$ 400,000	\$ 291,600
Park Impact Fees	<u>293,011</u>	<u>170,000</u>	<u>83,311</u>	<u>124,000</u>
Total Impact Fee Revenue	<u>\$ 1,432,917</u>	<u>\$ 570,000</u>	<u>\$ 483,311</u>	<u>\$ 415,600</u>

Building Permits & Fees

Legal Authorization

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

Major Assumptions

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

Fee Schedule

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

Revenue Trends

	Actual 2019-2020	Budget 2020-2021	Estimated 2020-2021	Budget 2021-2022
Building Permits & Fees	<u>\$ 1,147,131</u>	<u>\$ 979,000</u>	<u>\$ 1,050,592</u>	<u>\$ 1,062,000</u>

General Fund Expenditure Summary

	Actual 2019-2020	Budget 2020-2021	Estimated 2020-2021	Budget 2021-2022	+ / (-) over Budget
Personal Services	\$ 1,396,056	\$ 1,736,400	\$ 1,680,428	\$ 1,913,200	\$ 176,800
Operating Expenditures	2,995,509	4,175,810	2,944,657	4,851,286	675,476
Capital Outlay	4,416	10,000	10,000	122,500	112,500
Total Operating Expenditures	4,395,981	5,922,210	4,635,085	6,886,986	964,776
Transfers to Debt Service & Reduction	2,515,197	2,515,800	2,515,200	2,515,800	\$ -
Transfers to Capital Projects	5,162,053	3,044,660	1,117,795	4,447,800	\$ 1,403,140
	\$ 12,073,231	\$11,482,670	\$ 8,268,080	\$13,850,586	\$ 2,367,916
Full Time Equivalent Positions	11.0	11.0	11.0	12.5	1.5
Contract Full Time Equivalent Positions	6.0	6.0	6.0	6.0	-
<i>Expenditures by Cost Center:</i>					
Village Council	\$ 144,566	\$ 165,200	\$ 147,470	\$ 165,200	\$ -
Village Manager	345,957	699,760	551,450	660,160	(39,600)
Village Attorney	289,326	277,000	272,400	327,000	50,000
Village Clerk	135,395	269,700	165,400	158,900	(110,800)
Finance	345,467	389,500	361,690	408,286	18,786
Community Development					
Development Services	491,302	565,400	497,830	587,400	22,000
Planning, Zoning & Development	343,695	398,800	297,340	665,318	266,518
Code Compliance	148,845	171,200	150,900	227,260	56,060
Animal Control	37,932	38,000	37,940	38,000	-
Public Works					
Physical Environment/Natural Resources	191,691	700,900	360,570	771,000	70,100
Transportation	1,131,527	998,440	1,092,930	1,605,152	606,712
Information Technologies	209,978	187,800	172,530	238,800	51,000
Law Enforcement	4,668	53,860	16,630	53,860	-
Parks & Recreation	94,844	90,100	91,410	90,100	-
General Government Operations	411,285	906,550	436,569	880,550	(26,000)
Disaster Services	-	10,000	69,510	10,000	-
Transfers to Debt Service & Reduction	2,515,197	2,515,800	2,515,200	2,515,800	-
Transfers to Capital Projects	5,162,053	3,044,660	6,761,033	4,447,800	1,403,140
	\$ 12,003,728	\$11,482,670	\$ 13,998,802	\$13,850,586	\$ 2,367,916

budget figures



Village Council

General Fund Expenditure Cost Centers



Village of
ESTERO

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 2019-01

Tax Policy

2016: Taxes Reduced,
Resolution 2016-28

2017: Taxes Reduced,
Resolution 2017-27

2018: Taxes Reduced,
Resolution 2018-14

2019: Taxes Reduced,
Resolution 2019-16

2020: Tax Rate Unchanged,
Resolution 2020-20

Adopted
2021: Tax Rate Reduced,
Resolution 2021-17

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:

	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Major Actions	First Village Council meeting held on <u>March 17</u>		Second Mayor, Jim Boesch, & Vice Mayor, Bill Ribble, elected on <u>April 5</u>	Second Veterans Day Celebration held on <u>November 17</u>	Third Mayor, Bill Ribble, and Vice Mayor, Katy Errington, elected on <u>March 20</u>	Fourth Veterans Day Celebration was cancelled due to the Coronavirus pandemic	Joanne Ribble, Larry Fiesel, & Jim Ward elected to serve as Councilmembers for Districts 1, 2, & 6, respectively. Each was sworn in on <u>March 17</u>
	First Mayor, Nick Batos, & Vice Mayor, Howard Levitan, elected on <u>March 17</u>		Jon McLain elected District 3 Council-member by Village Council on <u>June 21</u>	Third Anniversary Celebration held on <u>March 16</u>	Third Veterans Day Celebration on <u>November 9</u>	Fifth Anniversary Celebration was cancelled due to the Coronavirus pandemic	Fourth Mayor, Katy Errington, & Vice Mayor, Jon McLain, elected on <u>March 17</u>
			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:

- o Estero is a large diverse community with most of its necessary infrastructure in place
- o 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
- o Estero has a strong ad valorem and sales tax base
- o 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
- o Community leaders are knowledgeable and experienced in providing existing public services through their efforts working with existing local governing agencies
- o The community has demonstrated the ability to work together to accomplish a common goal
- o 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
- o The community has the ability to incorporate existing land development codes into the zoning regulations of a new municipality

- o There is existing support for a business-like look at incorporation by local residents
- o 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
- o 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
- o Many of the gated communities have recreation amenities that they maintain for their residents greatly reducing the need for local government recreation services
- o 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
- o The proximity of the Southwest Florida International Airport will have a positive influence on the commercial and business development of the community
- o The community is home to two regional shopping centers, Coconut Point Town Center and Miramar [Miromar] Outlets
- o 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
- o 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
- o 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
- o Estero is a safe community with many communities providing supplemental security services to their residents
- o 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.
- o The Estero Design Review Committee's review process of all new developments has lead to a coordinated and aesthetically pleasing look for the community
- o 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
- o The area has many high-end gated residential communities
- o There is a wealth of available, experienced leaders
- o The ECCL has established a strong relationship with Lee County and its Commissioners
- o Estero is the best example of an unincorporated area working with Lee County Commissioners
- o 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.

- o Estero Art League - promotes the arts in Estero
- o Estero Festival of the Arts - art competition for Estero school children
- o Friends of S. County Regional Library - sponsors author luncheons and reading programs
- o 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.
- o Home of the Koreshan State Park.
- o Nearby the spring training sites for the Boston Red Sox and Minnesota Twins.

Weaknesses:

- o 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
- o 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.
- o Like all new municipalities, Estero has not established relationships with Federal and State agencies
- o 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
- o 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
- o At present Estero does not have an established downtown area
- o 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.
- o Since Estero is relatively new as a mature community it does not have a fully developed "sense of place".
- o 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
- o 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
- o 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
- o 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.
- o FOOT has recently removed dollars from its work program which were scheduled to make improvements to the 1-75 Interchange at Corkscrew.

- o 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.
- o 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
- o There is no beachfront property inside Estero however several communities have boat access to adjacent island beaches
- o 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
- o There are some areas with unpaved roads, both private and public, which have proven to be problematic for other Southwest Florida cities
- o 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
- o As a costal [coastal] community in Florida the area is susceptible to damage for hurricanes

Opportunities:

- o 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
- o 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.
- o 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
- o 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
- o The Village could negotiate with Lee County for control of impact fees collected within the incorporated area
- o 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
- o Clearly establish Estero's boundaries and prevent additional annexation attempts by the City of Bonita Springs
- o Encourage new development/redevelopment focusing on housing for the baby boom generation, continuing care facilities and young working families
- o Becoming a municipality may help to create a greater sense of community throughout the proposed are for incorporation
- o 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

- o Develop the vacant commercial and residential property in a consistent manner with the high standards established by the community of Estero
- o As FGCU continues to grow and expand Estero could become more and more of a "college town"
- o Estero can take over projects with capital dollars in the County's 5 year Capital Improvement Plan (CIP)

Threats:

- o The City of Bonita Springs will vigorously defend their two mile buffer claim with the Lee County Legislative Delegation
- o 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
- o 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
- o The community may have limited ability for new growth in one undeveloped parcel in the High Coastal Hazard Area
- o 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
- o The voting strength of the gated communities might leave other areas underserved and without adequate representation on the Village Council
- o 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
- o The incorporation effort may sever a good relationship with Lee County and show a lack of support to defend our boundaries
- o 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
- o 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
- o 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.
- o 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
- o 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

- o Incorporation may set back the cooperative economic development efforts recently experienced with the Bonita Springs Estero Economic Development Council
- o 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 Law

“

Adopted Budget:

Fund	001 General Fund	Cost Center	100 Village Council			Transaction	511 Legislative
			Actual 2019-2020	Budget 2020-2021	Estimated 2020-2021		
5111100	Executive Salaries	\$ 124,277	\$ 124,300	\$ 124,017	\$ 124,300	\$ -	
5112100	FICA Taxes	9,507	9,600	9,488	9,600	-	
5112400	Workers Compensation	183	300	178	300	-	
5112500	Unemployment Compensation	1,574	2,000	1,821	2,000	-	
	Total Personal Services	135,541	136,200	135,503	136,200	-	
5114000	Travel & Per Diem ¹	2,011	22,000	133	22,000	-	
5115400	Books, Pub, Memberships ²	5,385	5,000	9,744	5,000	-	
5115500	Training ¹	1,629	2,000	27	2,000	-	
	Total Operating Expenditures	9,024	29,000	9,904	29,000	-	
	Village Council Expenditures	144,566	165,200	145,407	165,200	-	
	Full Time Equivalent Positions	-	-	-	-	-	
	Contract Full Time Equivalent Positions	-	-	-	-	-	

¹ Travel and Per Diem and Training line items include \$3,000 per Village Council Member and \$3,000 for Ethics training.

² Books, Publications and Memberships include Florida League of Cities and Southwest Florida League of Cities memberships.



Village Manager



Village of
ESTERO

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

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

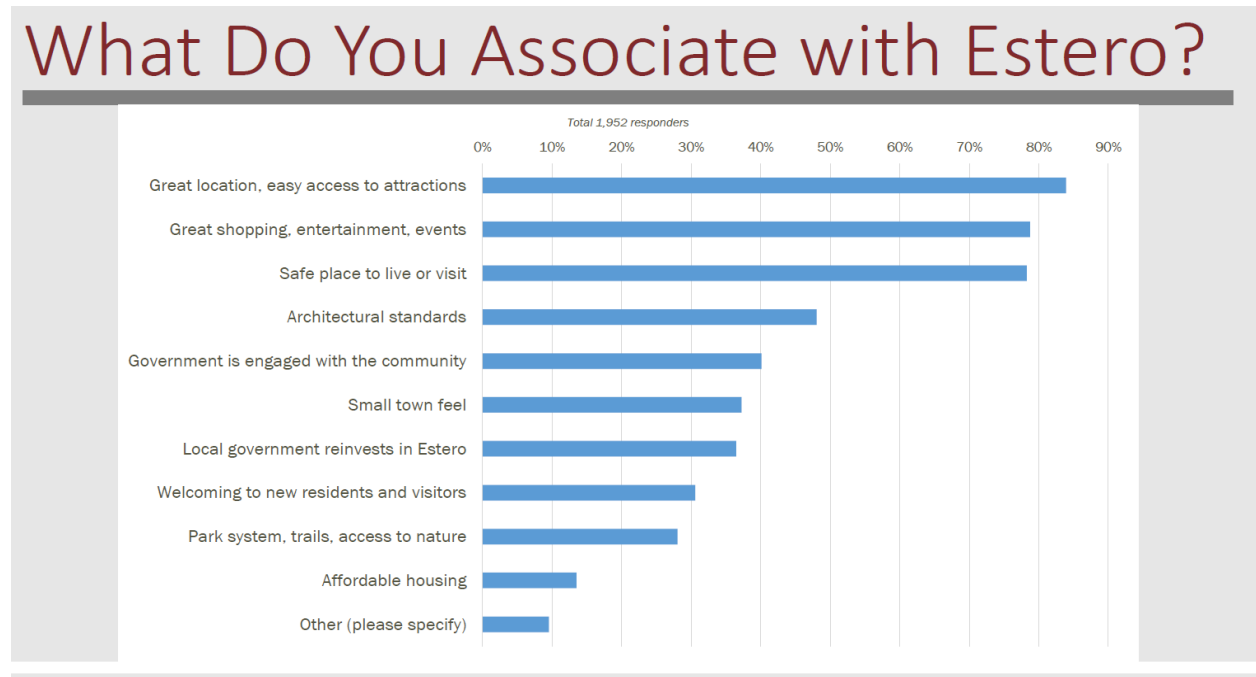
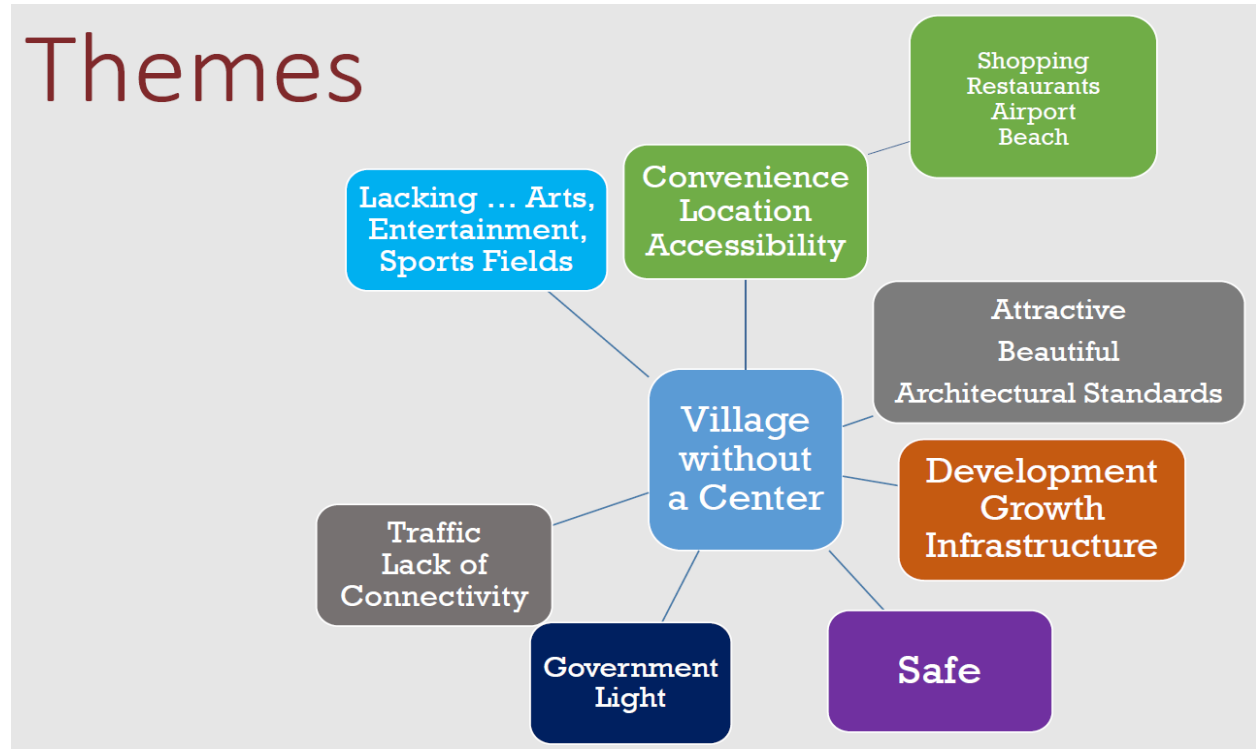
History:

	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	
Major Actions	<p>First Village Manager, Steve Sarkozy, started on <u>October 10</u></p> <p>First Village Attorney, Burt Saunders, started on <u>March 17</u></p> <p>First Village Clerk, Kathy Hall, started on <u>June 1</u></p> <p>First Village Finance Director, Lisa Roberson, started on <u>March 17</u></p> <p>First Village Community Development Director, Mary Gibbs, started on <u>June 8</u></p>	<p>First Assistant to the Village Manager, Kyle Coleman, started on <u>July 5</u></p> <p>First Executive Assistant to the Village Manager started on <u>September 6</u></p>		<p>First Village Public Works Director, David Willems, started on <u>January 17</u></p>			<p>Village provides emergency response to Coronavirus pandemic throughout 2020</p> <p>Kyle Coleman started as first Deputy Village Manager on <u>May 1</u></p> <p>First Village Clerk, Kathy Hall, retired on <u>June 5</u></p> <p>First Village Finance Director, Lisa Roberson, resigned on <u>November 24</u></p>	<p>Carol Sacco started as second Village Clerk on <u>January 27</u></p> <p>Second Village Finance Director, Chris Phillips, started on <u>August 16</u></p> <p>First Village Deputy Manager, Kyle Coleman, resigned on <u>September 9</u></p>
Village Staff	6.5 fte*	8.5 fte	10.5 fte	11.5 fte	11.0 fte	11.0 fte	11.5 fte	
Contracted Staff	12.5 fte	13.5 fte	13.5 fte	12.0 fte	12.0 fte	12.0 fte	12.0 fte	

*FTE: Full Time Equivalents

Strategic Planning:

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





Several key themes were apparent. These have been woven into our decision-making, including the CIP and budgeting processes. The primary themes identified were:

- o Access to regionally significant assets, such as shopping and parks, are highly valued.
- o Safety and beautiful architecture are unique and critical.
- o Quality of life must be prioritized as development continues.

Adopted Budget:

Fund	001 General Fund	Cost Center	200 Village Manager		Transaction	512 Executive	
			Actual	Budget	Estimated	Budget	+ / (-) over
			2019-2020	2020-2021	2020-2021	2021-2022	Budget
5111100	Executive Salaries	\$ 109,822	\$ 204,700	\$ 188,267	\$ 205,000	\$ 300	
5121101	Car Allowance	3,956	7,200	6,782	7,200	-	
5121200	Regular Salaries & Wages ¹	104,283	162,400	178,772	137,100	(25,300)	
5122100	FICA Taxes	13,819	24,400	23,689	26,200	1,800	
5122200	Retirement Contributions ²	22,208	38,600	38,072	36,000	(2,600)	
5122300	Insurance	55,227	84,000	94,675	69,900	(14,100)	
5112400	Workers Compensation	277	800	475	800	-	
5112500	Unemployment Compensation	661	900	1,133	1,200	300	
	Total Personal Services	310,254	523,000	531,863	483,400	(39,600)	
5123150	Miscellaneous Professional Svcs ³	7,750	75,000	15,500	75,000	-	
5123400	Contractual Svcs-Adm Assist	675	-	1,350	-	-	
5123401	Communication Svcs	18,375	32,760	36,750	32,760	-	
5123450	Miscellaneous Contractual Svcs ⁴	-	35,000	-	35,000	-	
5124000	Travel & Per Diem ⁵	474	12,000	948	12,000	-	
5124810	Public Relations	5,250	15,000	10,500	15,000	-	
5125400	Books, Pub, Memberships ⁶	1,314	3,000	2,628	3,000	-	
5115500	Training ⁵	1,865	4,000	3,730	4,000	-	
	Total Operating Expenditures	35,703	176,760	71,406	176,760	-	
	Village Manager Expenditures	345,957	699,760	603,269	660,160	(39,600)	
	Full Time Equivalent Positions	3.0	3.0	3.0	2.5	(0.5)	
	Contract Full Time Equivalent Positions	-	-	-	-	-	

¹ The Village Clerk also serves as the Executive Assistant to the Village Manager. As such, the salary and benefits for this position are split between the Village Manager and Village Clerk cost centers.

² Retirement contributions are budgeted at 10.5% of salaries with a requirement for an employee match of 2.5%. Insurance includes health, life, AD&D, dental and vision and employee assistance.

³ Miscellaneous Professional Services funds available for potential future services, such as Community Survey.

⁴ Miscellaneous Contractual Services for unanticipated future service needs.

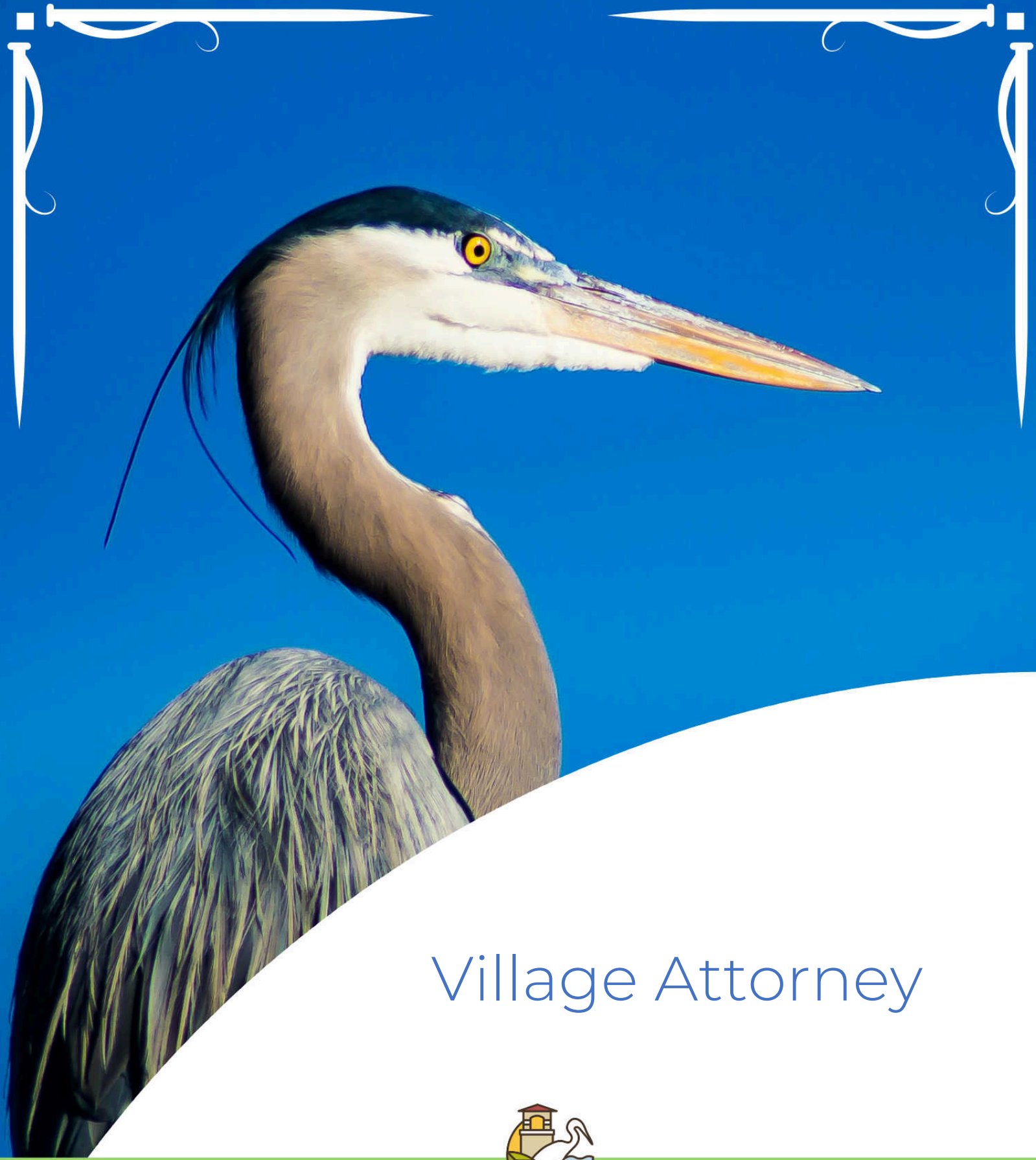
⁵ Travel and Per Diem and Training will provide for conference attendance for the Village Manager and Deputy Village Manager.

⁶ Books, Publications and Memberships include International City/County Management Association (ICMA) & Florida City/County Management Association (FCCMA) memberships.

Performance Metrics:

	Population ¹ <u>2020</u>	FTE Staff <u>FY 19-20</u>	FTE Staff <u>FY 20-21</u>	FTE Staff <u>FY 21-22</u>
Bonita Springs	55,645 (+2.2%)	57.50	56.00	56.0
Cape Coral	187,307 (+0.8%)	1,742.62	1,750.62	1821.97
Estero	33,120 (+2.2%)	11.00	11.00	11.50
Fort Myers	92,599 (+5.4%)	1,014.00	1021.40	TBD
Fort Myers Beach	6,558 (+0.6%)	65.50	69.00	76.00
Marco Island	17,595 (+1.4%)	234.00	236.00	240.50
Naples	21,063 (+0.7%)	477.60	487.60	509.00
Parkland	35,438 (+3.9%)	151.00	153.00	156.00
Sanibel	6,849 (+1.4%)	174.03	174.03	TBD
Weston	67,438 (+0.2%)	10.00	10.00	10.00

	Tax Rate <u>FY 21-22</u>	Reserves <u>FY 21-22</u>	Reserves (% of operating) <u>FY 21-22</u>
Bonita Springs	0.8173	\$5.5 M	35%
Cape Coral	6.2500	\$82.3 M	37%
Estero	0.7700	\$6.3 M	100%
Fort Myers	7.5875	\$24.1 M	17%
Fort Myers Beach	0.9500	\$1.3 M	13%
Lee County Unincorp.	3.8623	Not divided from Lee County Budget	Not divided from Lee County Budget
Marco Island	1.7610	\$5.6M	25%
Naples	1.1500	\$17.6 M	38%
Parkland	4.2979	\$49.6 M	90%
Sanibel	1.8922	\$11.1 M	38%
Weston	3.3464	\$27.6 M	56%



Village Attorney



Village of
ESTERO

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:

	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Major Actions	First Village Attorney hired on <u>March 17</u>						

Adopted Budget:

Fund	<i>001 General Fund</i>	Cost Center <i>210 Village Attorney</i>			Transaction <i>514 Legal Counsel</i>	
		Actual	Budget	Estimated	Budget	+ / (-) over
		<u>2019-2020</u>	<u>2020-2021</u>	<u>2020-2021</u>	<u>2021-2022</u>	<u>Budget</u>
<i>Professional Services</i>						
5143100	Village Attorney	\$ 173,217	\$ 150,000	\$ 199,969	\$ 200,000	\$ 50,000
5143101	Land Use Legal	81,163	85,000	76,482	85,000	-
5143102	Comprehensive Plan Legal	2,115	15,000	-	15,000	-
5143103	Code Compliance Legal	7,676	12,000	301	12,000	-
5143104	Land Development Code Legal ¹	20,706	15,000	25,780	15,000	-
5143150	Other Special Legal ²	4,449	-	-	-	-
Total Operating Expenditures		<u>289,326</u>	<u>277,000</u>	<u>302,532</u>	<u>327,000</u>	<u>50,000</u>
Village Attorney Expenditures		<u>289,326</u>	<u>277,000</u>	<u>302,532</u>	<u>327,000</u>	<u>50,000</u>
Full Time Equivalent Positions		-	-	-	-	-
Contract Full Time Equivalent Positions		-	-	-	-	-

¹ Legal Services for the land development code update cost are estimated at \$45,000 and will be completed over three fiscal years.

² As approved in Ordinance 2019-01, the Litigation Reserve balance for 2021-2022 will be fully funded at \$670,000.



Village Clerk



Village of
ESTERO

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:

	2015	2016	2017	2018	2019	2020	2021
Major Actions	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.

Adopted Budget:

Fund	001 General Fund	Cost Center	220 Village Clerk	Transaction	513 Administration	
		Actual	Budget	Estimated	Budget	+ / (-) over
		2019-2020	2020-2021	2020-2021	2021-2022	Budget
5131200	Regular Salaries & Wages ¹	103,836	131,600	35,069	121,000	(10,600)
5132100	FICA Taxes	7,919	10,100	2,683	9,300	(800)
5132200	Retirement Contributions ²	6,459	10,500	-	12,800	2,300
5132300	Insurance	9,033	15,000	-	8,300	(6,700)
5132400	Workers Compensation	183	300	178	300	-
5132500	Unemployment Compensation	520	600	544	600	-
	Total Personal Services	127,950	168,100	168,100	152,300	(15,800)
	Contractual Services					
5133450	Miscellaneous Professional Svcs	-	-	-	-	-
5133401	Codification	4,840	25,000	6,050	-	(25,000)
5133410	Elections	-	70,000	15,724	-	(70,000)
5134000	Travel & Per Diem ³	-	1,000	-	1,000	-
5134800	Legal Notices ⁴	2,435	5,000	5,539	5,000	-
5135400	Books, Pub, memberships	170	500	300	500	-
5135500	Training ³	-	100	608	100	-
	Total Operating Expenditures	7,445	101,600	101,600	6,600	(95,000)
	Village Clerk Expenditures	135,395	269,700	269,700	158,900	(110,800)
	Full Time Equivalent Positions	1.5	1.5	1.5	1.5	-
	Contract Full Time Equivalent Positions	-	-	-	-	-

¹ The Village Clerk also serves as the Executive Assistant to the Village Manager. As such, the salary and benefits for this position are split between the Village Manager and Village Clerk cost centers.

² Retirement contributions are budgeted at 10.5% of salaries with a requirement for an employee match of 2.5%. Insurance includes health, life, AD&D, dental and vision and employee assistance.

³ Travel and Per Diem and Training line items include conference attendance for the Village Clerk.

⁴ Legal Notice cost as required for Ordinances, Truth in Millage (TRIM) compliance and other required advertisements.

Performance Metrics:

	2019	2020
Public Records Request ¹	205 (4.5 days)	256 (1.5 days)
Estoppel Requests	1,113 (4.2 days)	1,790 (2.2 days)

¹The data provided above shows the total amount of requests received, with the average response time (in business days) included, in parenthesis, below.



Finance



Function:

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

History:

	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22
Major Actions		Operating Reserve started on <u>October 1</u>		Village assumes \$20 million debt to fund purchase of Estero on the River property on <u>January 9</u>			
				Village adopts the Reserve Policy, which establishes reserves for operating, road capital and road maintenance, and legal defense on <u>January 9</u>			
Tax Rate		Village lowers tax rate from	Village lowers tax rate from	Village lowers tax rate from	Village lowers tax rate from	Village holds tax rate	TBD tax at

	0.8398	.7998	.7798	.7750	.7726		
	mills to	mills to	mills to	mills to	mills to	(the	
	.7998	.7798	.7750	.7726	(the	lowest	
	(the	lowest	lowest	lowest	rate in Lee	County)	
	lowest	rate in Lee	rate in Lee	rate in Lee	County)		
	rate in Lee	County)	County)	County)			
	County)						
Operating Reserve	3.6	4.0	7.5	10.0	12.0	12.0	12.0
	months of	months of	months of	months of	months of	months of	months of
	operating	operating	operating	operating	operating	operating	operating
	costs are	costs are	costs are	costs are	costs are	costs are	costs are
	in reserve	in reserve	in reserve	in reserve	in reserve	in reserve	in reserve
Pension Liabilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debt Obligations	\$0	\$0	\$0	\$19,231,584	\$18,586,970	\$17,590,289	\$16,919,830
Audit Findings	None	None	None	None	None	None	TBD
Management Comments	None	None	None	Yes	Yes	No	TBD

Adopted Budget:

Fund	001 General Fund	Cost Center	230 Finance			Transaction	513 Financial
			Actual	Budget	Estimated	Budget	+ / (-) over
			<u>2019-2020</u>	<u>2020-2021</u>	<u>2020-2021</u>	<u>2021-2022</u>	<u>Budget</u>
5131200	Regular Salaries & Wages		260,266	283,100	170,502	275,800	(7,300)
5132100	FICA Taxes		19,690	21,700	12,958	21,100	(600)
5132200	Retirement Contributions ¹		11,206	13,100	3,957	29,000	15,900
5132300	Insurance		19,767	23,700	10,384	26,100	2,400
5132400	Workers Compensation		304	600	357	600	-
5132500	Unemployment Compensation		951	1,100	1,068	1,100	-
	Total Personal Services		<u>312,184</u>	<u>343,300</u>	<u>199,226</u>	<u>353,700</u>	<u>10,400</u>
Accounting and Auditing Services							
5133200	Accounting Services ²		-	5,000	91,253	5,000	-
5133201	Auditing & Actuarial Services		31,000	38,000	49,000	49,000	11,000
513400	Travel & Per Diem ³		-	1,200	-	-	(1,200)
5135400	Books, Pub, memberships		779	800	586	586	(214)
5135500	Training ³		1,504	1,200	-	-	(1,200)
	Total Operating Expenditures		<u>33,283</u>	<u>46,200</u>	<u>140,839</u>	<u>54,586</u>	<u>8,386</u>
	Finance Expenditures		<u>345,467</u>	<u>389,500</u>	<u>340,065</u>	<u>408,286</u>	<u>18,786</u>
	Less Impact Administrative Fees 1.5%		<u>27,086</u>	<u>(10,000)</u>	<u>(12,761)</u>	<u>(10,000)</u>	<u>-</u>
			<u>372,552</u>	<u>379,500</u>	<u>327,305</u>	<u>398,286</u>	<u>18,786</u>
	Full Time Equivalent Positions		<u>2.5</u>	<u>2.5</u>	<u>2.5</u>	<u>2.5</u>	<u>-</u>
	Contract Full Time Equivalent Positions		<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

¹ Retirement contributions are budgeted at 10.5% of salaries with a requirement for an employee match of 2.5%. Insurance includes health, life, AD&D, dental and vision and employee assistance.
² Budgeted for future accounting, procurement, human resources or other financial services.
³ Travel and Per Diem and Training line items include funding for 40 hours per year of continuing education as required to maintain Florida Certified Public Accounting (CPA) license.



Development Services



Village of
ESTERO

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; changes to the Village's Comprehensive Plan and redevelopment plans; and compliance with Village ordinances. Development services operate within the Community Development Department.

History:

	2015	2016	2017	2018	2019	2020	2021	
Major Actions	<p>Planning & Zoning Board established on <u>April 17</u></p> <p>Design Review Board established on <u>April 17</u></p> <p>Village assumed Planning, Zoning, Code Compliance & Dev. Review functions from Lee County on <u>September 16</u></p> <p>Estero joins National Flood Insurance</p>	<p>Assumed building permitting & inspection functions from Lee County on <u>January 1</u></p> <p>Volunteers of America Continuing Care facility rezoning approved on <u>January 20</u></p> <p>Village Center plan approved on <u>June 22</u></p> <p>Established Special Magistrate</p>	<p>Established bonus density program on <u>October 18</u></p> <p>Adopted medical marijuana prohibition ordinance on <u>November 15</u></p> <p>Lee Health Coconut Point approved</p> <p>Estero Grande approved</p> <p>The Reef student housing approved</p>	<p>First Estero Comprehensive Plan adopted on <u>June 13</u></p> <p>Updated roads & park impact fees adopted on <u>July 11</u></p> <p>Retail gas pump security ordinance adopted on <u>November 7</u></p> <p>Springhill Suites hotel approved</p> <p>Phoenix assisted living approved on <u>April 12</u></p>	<p>Building department implemented electronic permitting process on <u>May 23</u></p> <p>Established reduced fees for private provider building projects on <u>October 16</u></p> <p>Corkscrew Crossing rezoning & residential project approved on <u>September 25</u></p>			<p>First Estero land Development Code adopted on <u>January 27</u></p>

Program	te	d	Primrose School approved on <u>July 25</u>		
Adopted flood hazard ordinance on <u>November 18</u>	process for code enforcement on <u>October 7</u>		University Storage approved on <u>August 22</u>		
Adopted oil and natural gas fracking prohibition ordinance on <u>December 2</u>	Genova rezoning & condos approved on <u>July 13</u> Springs at Gulf Coast approved		Zoning for hotel at Miromar Outlets approved on <u>October 24</u>		
Updated Road Impact fees on <u>December 16</u>			Zoning for Hilton Garden Inn hotel at Coconut Pt approved on <u>October 24</u>		
			Rezoning for Class A office on Three Oaks approved on <u>May 9</u>		
			Edera rezoning/ multifamily approved on <u>November 14</u>		

Strategic Planning:

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

Purpose

This 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 from September 2016 through December 2017.

What does the Comprehensive Plan achieve?

- o Creates a collective vision to maintain the quality of life in Estero and to guide future growth and development
- o 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
- o Seeks an interconnected transportation network that successfully links residential, commercial and recreational areas safely, economically and efficiently
- o Establishes the importance of protecting and enhancing residential neighborhoods
- o Ensures the public health, safety, and welfare of the community through appropriate coordination and management of infrastructure services
- o Emphasizes a priority on both the protection of and access to Estero's natural resources
- o Asserts the value placed on recreational opportunities and open spaces
- o A commitment to annually analyze existing conditions and available finances to prioritize and implement capital improvements to maintain established level of service (LOS) standards
- o Determines a commitment between the Village and the public school system to enhance and enrich both the community and the students of Estero
- o Connects all elements together in a seamless document to clarify that no element stands independent from the others
- o Emphasizes the priority given to community participation in the Plan's creation and advocates ongoing involvement from the public in its implementation

Adopted Budget:

Fund	001 General Fund	Cost Center	239 Development Services			Transaction		515 Planning
			Actual	Budget	Estimated	Budget	+ /(-) over	
			2019-2020	2020-2021	2020-2021	2021-2022	Budget	
5151200	Regular Salaries & Wages ¹	192,688	187,500	218,228	154,200	(33,300)		
5152100	FICA Taxes	14,477	14,400	16,453	11,800	(2,600)		
5152200	Retirement Contributions ²	17,071	19,700	27,879	16,200	(3,500)		
5152300	Insurance	31,074	37,300	60,166	26,700	(10,600)		
5152400	Workers Compensation	1,644	2,300	1,842	1,900	(400)		
5152500	Unemployment Compensation	811	600	1,027	500	(100)		
Total Personal Services		257,765	261,800	325,595	211,300	(50,500)		
Professional Services								
5153100	Planning Initiative	-	-	-	-	-		
5153103	Land Development Code	130,680	40,000	88,658	40,000	-		
5153104	Comprehensive Plan/Land Development Regulations	16,830	30,000	-	30,000	-		
5153105	Growth Model Services	-	10,000	-	10,000	-		
5153106	Development Services Manager	50,817	85,000	27,800	40,000	(45,000)		
5153150	Miscellaneous Professional Svcs	210	65,000	-	65,000	-		
5153409	Economic Development	27,500	60,000	55,000	60,000	-		
5154000	Travel & Per Diem ³	-	2,000	277	2,000	-		
5154800	Legal Notices-Planning and Zoning	2,953	6,000	7,722	6,000	-		
5155400	Books, Pub, Memberships	4,329	5,000	8,062	10,000	5,000		
5155500	Training ³	218	600	-	600	-		
Total Operating Expenditures		233,537	303,600	187,519	263,600	(40,000)		
5156400	Capital Outlay ⁴	-	-	-	112,500	112,500		
Total Capital Outlay		-	-	-	112,500	112,500		
Development Services Expenditures		491,302	565,400	513,114	587,400	22,000		
Less Impact Administrative Fees 1.5%		(27,086)	(10,000)	(12,761)	(10,000)	-		
Less Cost Recovery Administrative Fees		(14,000)	(10,000)	(13,100)	(10,000)	-		
Total Financial Impact of Development Services		\$ 450,217	\$ 545,400	\$ 487,253	\$ 567,400	\$ 22,000		
Full Time Equivalent Positions		2.0	2.0	1.8	1.3	(0.7)		
Contract Full Time Equivalent Positions ⁵		1.0	1.0	0.5	0.5	(0.5)		

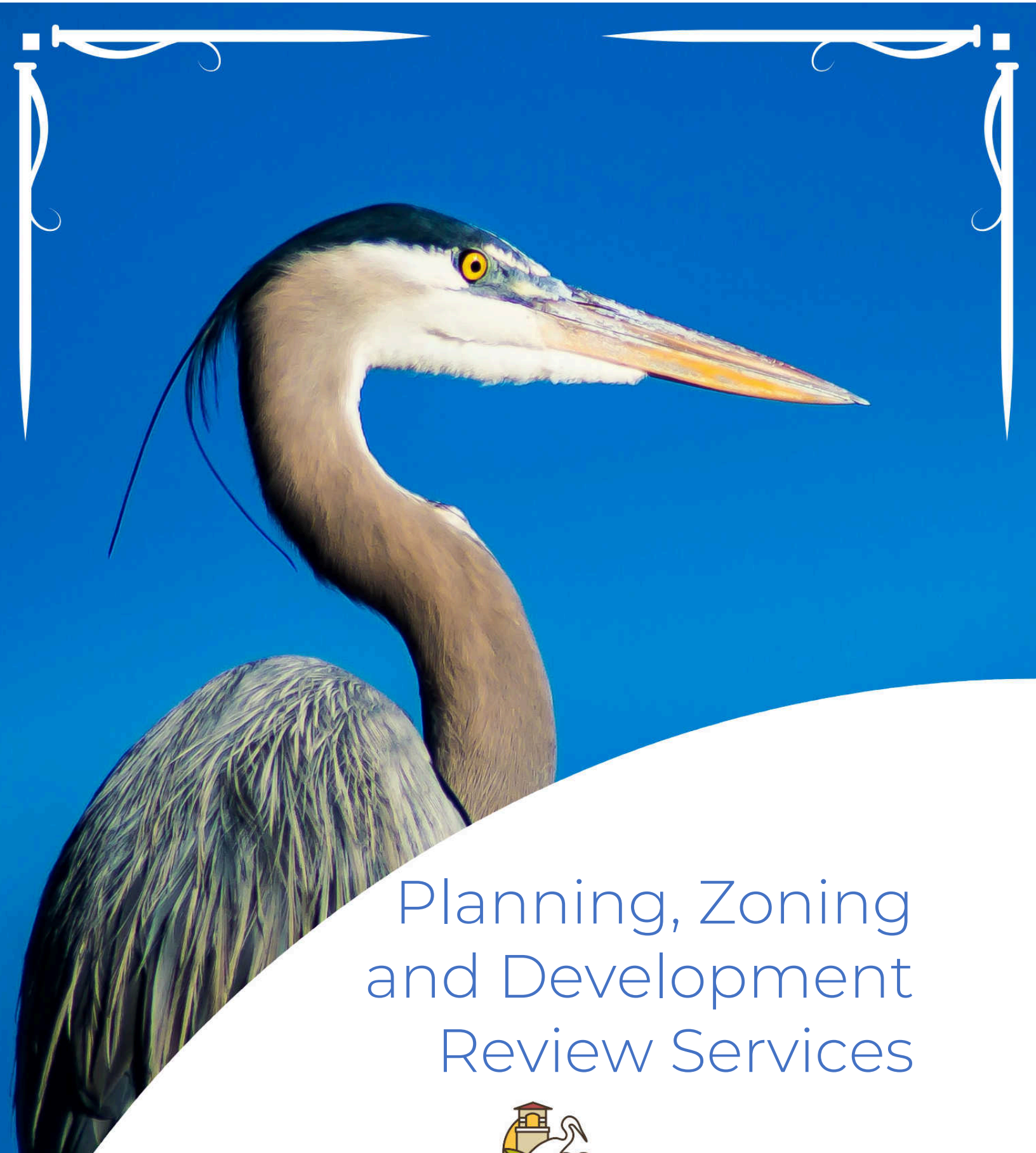
¹ The Village Community Development Director manages the Planning, Zoning, Building and Code Compliance functions. As such, the salary and benefits for this position are split between the Development Services, Planning, Zoning & Development, Building Fee Fund and Code Compliance cost centers by approximate time spent (30%, 30%, 30%, and 10%, respectively).

² Retirement contributions are budgeted at 10.5% of salaries with a requirement for an employee match of 2.5%. Insurance includes health, life, AD&D, dental and vision and employee assistance.

³ Travel and Per Diem and Training line items include funding for continuing education for two planning staff members.

⁴ Capital outlay provides for the acquisition and implementation of Community Development software and is allocated to the Development Services, Planning, Zoning & Development, and Building Fee Fund by approximate use (25%, 25%, and 50%, respectively). The total budgeted cost is \$375,000 for acquisition and implementation and \$75,000 for annual maintenance.

⁵ An administrative assistant position is shared between the Development Services and Planning, Zoning & Development cost centers.



Planning, Zoning
and Development
Review Services



Village of
ESTERO

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; changes to the Village's Comprehensive Plan and redevelopment plans; and compliance with Village ordinances. Development services operate within the Community Development Department.

History:

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

Strategic Planning:

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

Adopted Budget:

Fund	001 General Fund	Cost Center	240 Planning, Zoning & Development			Transaction	515 Planning
			Actual	Budget	Estimated	Budget	+ / (-) over
			2019-2020	2020-2021	2020-2021	2021-2022	Budget
5151200	Regular Salaries & Wages ¹		25,904	43,900	88,338	228,300	184,400
5152100	FICA Taxes		1,950	3,400	6,619	17,500	14,100
5152200	Retirement Contributions ²		-	-	-	24,000	24,000
5152300	Insurance		-	-	-	6,200	6,200
5152400	Workers Compensation		-	1,200	-	6,200	5,000
5152500	Unemployment Compensation		-	300	-	1,600	1,300
	Total Personal Services		27,854	48,800	94,957	283,800	235,000
	Professional Services						
5153109	Cost Recovery Svcs ³		19,765	-	17,518	17,518	17,518
	Contractual Services						
5153400	Planning & Zoning Svcs		290,787	350,000	340,122	364,000	14,000
5153401	Development Review Svcs		5,289	-	-	-	-
	Total Operating Expenditures		315,841	350,000	357,640	381,518	31,518
	Planning, Zoning & Development Review Services Expenditures		343,695	398,800	452,597	665,318	266,518
	Less Cost Recovery-Professional Svcs		(47,619)	(48,800)	(128,302)	(48,800)	-
	Less Development/Zoning-Fixed Fees		(52,869)	(45,000)	(84,654)	(45,000)	-
	Financial Impact of		\$ 243,207	\$ 305,000	\$ 239,641	\$ 571,518	\$ 266,518
	Full Time Equivalent Positions		0.5	0.5	1.3	2.8	2.3
	Contract Full Time Equivalent Positions ⁴		3.0	3.0	2.5	2.5	(0.5)

¹ The Village Community Development Director manages the Planning, Zoning, Building and Code Compliance functions. As such, the salary and benefits for this position are split between the Development Services, Planning, Zoning & Development, Building Fee Fund and Code Compliance cost centers by

² Retirement contributions are budgeted at 10.5% of salaries with a requirement for an employee match of 2.5%. Insurance includes health, life, AD&D, dental

³ Cost recovery services are offset by cost recovery professional services fees paid by applicants and have a \$0 net financial impact.

⁴ An administrative assistant position is shared between the Development Services and Planning, Zoning & Development cost centers.



Code Compliance



Village of
ESTERO

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 to include overgrown grass, or other request for inspections.

History:

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

Strategic Planning:

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

Adopted Budget:

Fund	001 General Fund	Cost Center 247 Code Compliance			Transaction 524 Protective Inspections	
		Actual 2019-2020	Budget 2020-2021	Estimated 2020-2021	Budget 2021-2022	+ / (-) over Budget
5151200	Regular Salaries & Wages ¹	-	-	-	36,300	36,300
5152100	FICA Taxes	-	-	-	2,800	2,800
5152200	Retirement Contributions ²	-	-	-	3,800	3,800
5152300	Insurance	-	-	-	6,200	6,200
5152400	Workers Compensation	-	-	-	500	500
5152500	Unemployment Compensation	-	-	-	300	300
Total Personal Services		-	-	-	49,900	49,900
<i>Professional Services</i>						
5243100	Special Magistrate Services	8,913	16,000	7,900	16,000	-
<i>Contractual Services</i>						
5243400	Code Compliance	139,621	154,000	142,792	160,160	6,160
5244903	Other Charges-Filing Fees	311	1,200	99	1,200	-
Total Operating Expenditures		148,845	171,200	150,791	177,360	6,160
Code Compliance Services Expenditures		148,845	171,200	150,791	227,260	56,060
Revenue Collected by Code Enforcement		(32,242)	(7,000)	(28,674)	(7,000)	-
Total Financial Impact of Protective Inspections		\$ 116,603	\$ 164,200	\$ 122,117	\$ 220,260	\$ 56,060
Full Time Equivalent Positions		-	-	-	0.3	0.3
Contract Full Time Equivalent Positions		1.0	1.0	1.0	1.0	-

Performance Metrics:

<u>Code Compliance</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Cases Open at Start	48	109	154	67	63
Cases Opened During Year	734	883	795	451	199
Cases Closed	673	838	882	455	213
Cases Open at End	109	154	67	63	49
Inspections	753	882	795	452	199
Reinspections	1099	1653	1610	941	457



Animal Control



Village of
ESTERO

Function:

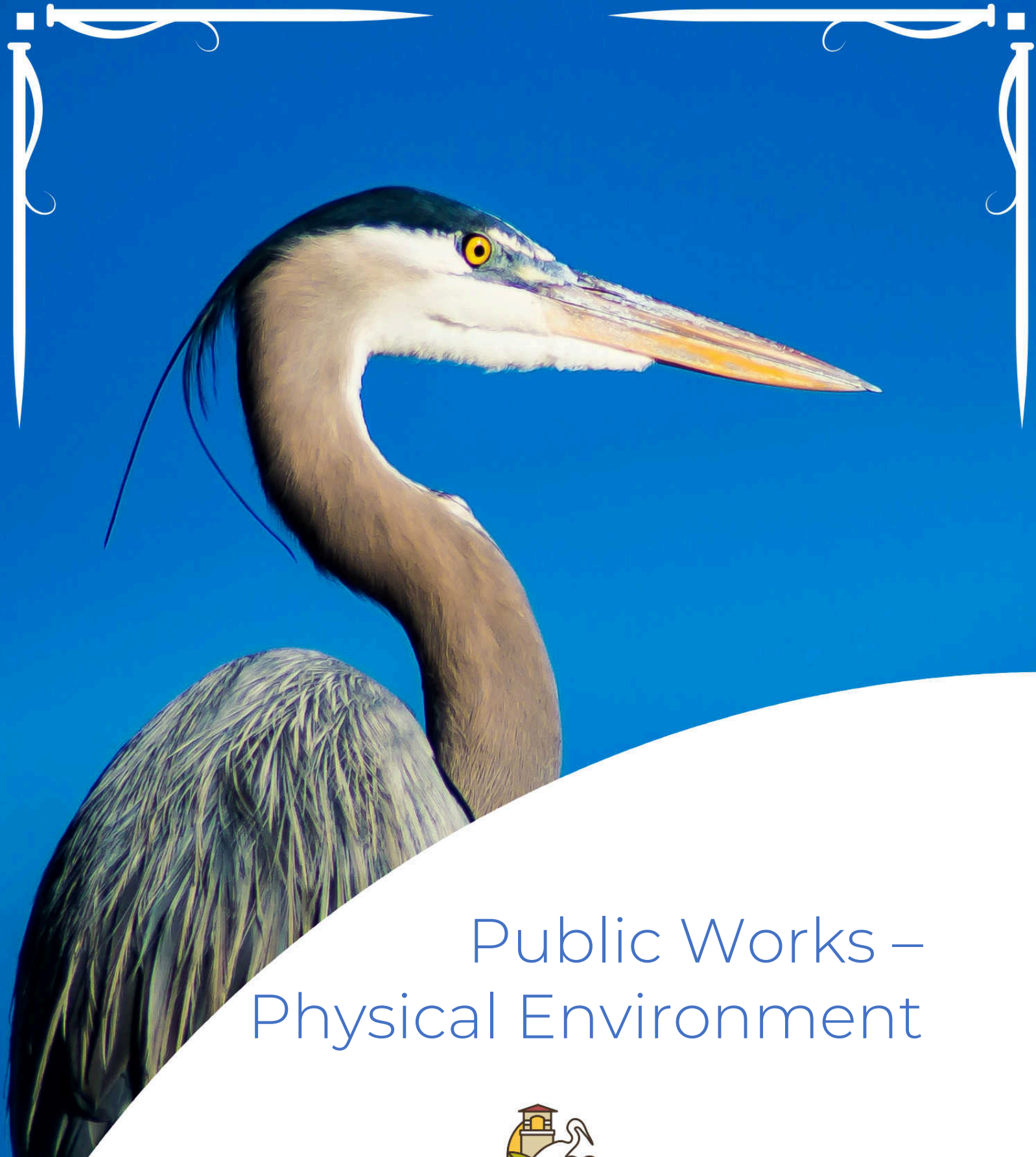
Animal Services are provided via an interlocal agreement with Lee County and provide animal control services through education, enforcement of laws and ordinances, community complaint resolution, and programs and services that include lost and found pets, adoptions, low-cost spay/neuter assistance and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

History:

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

Adopted Budget:

Fund	<i>001 General Fund</i>	Cost Center	<i>250 Animal Control</i>			Transaction	<i>562 Human Services</i>
			Actual	Budget	Estimated	Budget	+ / (-) over
			<u>2019-2020</u>	<u>2020-2021</u>	<u>2020-2021</u>	<u>2021-2022</u>	<u>Budget</u>
Contractual Services							
5623410	Lee County						
	Animal Control Services		<u>37,932</u>	<u>38,000</u>	<u>38,000</u>	<u>38,000</u>	<u>-</u>
	Total Operating Expenditures		<u>37,932</u>	<u>38,000</u>	<u>38,000</u>	<u>38,000</u>	<u>-</u>
	Animal Control Expenditures		<u>37,932</u>	<u>38,000</u>	<u>38,000</u>	<u>38,000</u>	<u>-</u>
	Full Time Equivalent Positions		<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	Contract Full Time Equivalent Positions		<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>



Public Works – Physical Environment



Village of
ESTERO

Function:

Public Works is responsible for maintenance, construction, operations and engineering support for the Village's infrastructure (includes roads, canals, bridges, storm water systems, etc.). It is also responsible for the preparation, implementation, execution and tracking of the capital improvement program. Citizens requests for action are addressed with timely responses.

History:

	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Major Actions			Village provides emergency response to Hurricane Irma, beginning on <u>September 10</u>				

Strategic Planning:

Provided below is the executive summary from the Village inaugural Stormwater master Plan of 2018, which was formally adopted in 2019.

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

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

The initial task of the project included an evaluation of the existing data available for the stormwater facilities within the Village of Estero, verifying the data and obtaining new/updated data. The collected data provides an accurate record of the physical properties and conditions of the system and a record of more recent surface water levels and flows within the system. The data collected included the following:

- o Inventory of all structures (culverts, bridges, pipes) located within the main conveyances;
- o Flow and Stage Data from USGS Gages, The Brooks system gages and other surface water observation stations within the study area;

- o Surveyed cross-section data;
- o Soil Data;
- o Current Land Use/Land Cover Data;
- o 2007 LiDAR (Topographic) Data;
- o Existing vegetation and site conditions; and
- o High-water Mark Surveys and Documentation for the August/September 2017 Rainfall Events.

The data is a vital component of the project and provides a basis of established existing conditions to properly create and calibrate the master surface water management model. As previously mentioned, the latest regional study that includes the Estero River and Halfway Creek watersheds is the 2008 Update to the South Lee County Watershed Master Plan. The 2008 Update study reviewed the findings of the original 1999 South Lee County Watershed Master Plan and provided additional recommendations to address concerns with surface water flow and flooding within the study area. Numerous recommendations were provided from the 2008 Update and a portion have been implemented since the completion of the study.

There are four (4) distinct sub-watershed areas located within the Village of Estero jurisdiction. The watersheds within the Village are predominantly natural stream conveyances. The two (2) major natural conveyances within The Village are the Estero River and Halfway Creek. The Estero River is divided into two (2) branches at the location of Bamboo Island just west of the Villages at Country Creek development, the North Branch and South Branch. Each of these creek conveyances travel through the Village, meandering through residential and commercial developments, community parks, conservation areas, etc. and into the main branch of the Estero River. Halfway Creek is also a tributary to the Estero River Main Branch, connecting to the River at approximately 2.5 miles from Estero Bay.

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.

Once the data collection was completed, the project focused on preparing updates to

the Regional-Scale model that was developed for the 2008 South Lee County Watershed Master Plan Update (SLCWM). The purpose of the modeling assessment was to evaluate the regional hydrology and provide the conditions that will be used in the detailed local-scale modeling assessment. The regional model used the integrated surface and ground water model MIKE SHE/MIKE 11. The updates to the Regional-Scale model included recently acquired data sources, recalibration of the model to known hydrologic data, and development of boundary conditions for the Village ICPR model based on the updated SLCWM. The model contains over 400 square miles and includes the drainage basins of the Estero River, Halfway Creek, Spring Creek, and the Imperial River.

Outlined below is the purpose and main goals of the Regional-Scale model. The Regional-Scale model:

- o Provides boundary conditions from the regional model calibrated to over 200 calibration stations for the local-scale modeling effort;
- o Provides base information for the development of a local-scale ICPR model to be utilized as an appropriate tool for evaluating development proposals located west of I-75;
- o Utilized recent information from two large rainfall events in 2017, including Hurricane Irma, to support the calibration effort;
- o Was used to identify areas with regional drainage problems; and
- o Can be used to evaluate proposed improvement projects and impact of drainage changes on wet season water levels near the area of the proposed improvements west of Interstate I-75.

The main goals of the Local-Scale model include the following:

- o Assess the existing conditions of the stormwater facilities;
- o Identify stormwater deficiencies;
- o Provide a framework for evaluating projects and new developments; and

The Local-Scale model was created using Interconnected Channel and Pond Routing (version 4.03.02), known as ICPR4. ICPR is a widely used and accepted modeling platform throughout Florida for hydrologic and hydraulic analyses. The ICPR4 platform is also integrated with GIS (Graphical Information System) data so that the model is properly geo-referenced and can be easily updated with new data as it becomes available. The Local-Scale model includes the contributing watersheds for all four (4) main waterways: Estero River Main Branch, Estero River North Branch, Estero River South Branch and Halfway Creek. The Local-Scale model also includes secondary conveyances, other critical major conveyances, discharge control structures from permitted developments, overland flow from uncontrolled parcels and major network components such as culverts, bridges, and weirs. The secondary conveyances include critical roadways or ditch systems with known drainage issues, such as: Three Oaks Parkway, River Ranch Road, Estero Parkway, Corkscrew Road, Broadway Avenue, and the Seminole Gulf Railroad ditch system. The Local-Scale model is an accurate representation of the stormwater network located within the Village and the contributing watershed areas adjacent to the Village.

The Local-Scale model of the study area considers the data collected from available

plans, permits, record information, ground surveys, and field reconnaissance. The hydrologic and hydraulic parameters used to develop the Local-Scale ICPR model included the following:

- o Assess the existing conditions of the stormwater facilities;
- o Identify stormwater deficiencies;
- o Provide a framework for evaluating projects and new developments; and

The Local-Scale model was created using Interconnected Channel and Pond Routing (version 4.03.02), known as ICPR4. ICPR is a widely used and accepted modeling platform throughout Florida for hydrologic and hydraulic analyses. The ICPR4 platform is also integrated with GIS (Graphical Information System) data so that the model is properly geo-referenced and can be easily updated with new data as it becomes available. The Local-Scale model includes the contributing watersheds for all four (4) main waterways: Estero River Main Branch, Estero River North Branch, Estero River South Branch and Halfway Creek. The Local-Scale model also includes secondary conveyances, other critical major conveyances, discharge control structures from permitted developments, overland flow from uncontrolled parcels and major network components such as culverts, bridges, and weirs. The secondary conveyances include critical roadways or ditch systems with known drainage issues, such as: Three Oaks Parkway, River Ranch Road, Estero Parkway, Corkscrew Road, Broadway Avenue, and the Seminole Gulf Railroad ditch system. The Local-Scale model is an accurate representation of the stormwater network located within the Village and the contributing watershed areas adjacent to the Village.

The Local-Scale model of the study area considers the data collected from available plans, permits, record information, ground surveys, and field reconnaissance. The hydrologic and hydraulic parameters used to develop the Local-Scale ICPR model included the following:

- o Topographic Data/Terrain Data: 2007 LiDAR data with a 0.5 ft. contour resolution;
- o Land Use/Land Cover: Updated to reflect current conditions;
- o Soil Data;
- o Runoff Curve Numbers: Categorized per Land Use and Soil Combination;
- o Time of Concentration (Tc): Applied for each sub-basin;
- o Rainfall Data and Design Storms: Obtained for the 5-year, 1-day; 10-year, 1-day; 25-year, 3-day; and 100-year, 3-day events;
- o Upstream Boundary Conditions (Flow and Stage) from Regional-Scale Model;
- o Downstream Boundary Condition (Stage) from Regional-Scale Model; and
- o Structure Inventory.

Utilizing the collected data, including permit records, as-built plans, and field visits, a delineation of the overall contributing areas to each main stream was prepared. Within each of the four (4) watersheds, sub-basins were defined, and the network of the stormwater infrastructure was detailed. For the hydraulic network, model links were used to connect the sub-basin nodes and nodes along the conveyances. The links were in the form of pipes, weirs, control structures, etc. based upon the structure inventory and record information.

At the completion of the Local-Scale ICPR4 model development, the calibration

process was conducted. The calibration process consisted of making slight changes to model inputs, iteratively, until the simulated peak stages of the 25-year, 3-day and 100-year, 3-day design storms were reasonably close to the observed peak stages during the late August 2017 and early September 2017 rainfall events. The amount of rainfall during these significant events varied across the Lee County area. Within the Estero River watershed, the August 2017 storm event resulted in an estimated total of 11.4 inches of rainfall over a 5- day period, which is similar to the 11.2 inches of rainfall used in the 25-year, 3-day design storm.

For the Local-Scale ICPR4 model calibration effort, a comparison was made between the simulation results of the 25-year, 3-day and 100-year, 3-day events to the recorded values at key locations. The goal of the calibration effort was to achieve peak stages that were reasonably close, within 1 foot, of the observed/recorded values.

The observed/recorded data include the following sources of data:

- o USGS Gage Stations - North Branch and South Branch;
- o USGS Gage Stations - North Branch and South Branch;
- o The Brooks Gage Stations - North and South Outfall Weirs;
- o South Florida Water Management (SFWMD) High Water Mark Report, Post Irma (12/8/17);
- o Lee County Post-Irma Assessment Report (02/28/18); and
- o Field Observations and Data Collection by J. R. Evans Engineering (8/29/17 and 09/18/17)

Model inputs that were considered for adjustment in the calibration process to achieve results consistent with the observed late August 2017 and early September 2017 observed data were the following:

- o Upstream and downstream boundary conditions, both stage and flow;
- o Roughness coefficients (Manning's n) for the conveyance links;
- o Runoff curve numbers per drainage basin;
- o Time of concentration per drainage basin; and
- o Initial conditions within the main conveyance channels, both stage and flow.

To aid in the calibration process, the model simulations were setup so that the initial stages within the main conveyances during the model simulations were approximately equal to the typically observed wet season stages. Data from the Estero River North Branch USGS gage and the Estero River South Branch USGS gage were used for calibrating the initial stage parameters. The calibration effort also included adjusting the roughness coefficients, Manning's "n" values, within the main conveyance routes. Particularly, the Manning's "n" values for the channel and overbank areas of the Estero River Main Branch, North Branch and South Branch were adjusted to reflect conditions favorable to achieve peak water surface stages closer to the observed/recorded stages.

Once the Local-Scale model calibration was concluded, performance evaluations were conducted for each of the sub-watershed areas for each design storm event. In each of the evaluations, the main conveyance was analyzed in sections for each design storm, attention given to average channel velocities, maximum flow rates, peak water surface

stages and any significant increases in peak stages along the channel or conveyance. In addition, for each design storm peak water surface stages were evaluated at key locations within the network and compared with existing elevations of roadways, homes, etc. to determine the level of flooding risk. The performance evaluations of the main conveyance system were beneficial in identifying locations of potential issues and providing a basis for evaluating mitigation and improvement projects.

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

For the Estero River South Branch existing conditions analysis, the most critical portion of the waterway is the area located upstream of the Three Oaks Parkway crossing to the Sanctuary Drive crossing. Within this portion, the waterway channel becomes narrower, forcing water to flow within the over banks that contain more vegetation and debris. The existing conditions model results reflect significant increases in peak water surface elevations within this area.

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

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

In addition to performance evaluations for the existing surface water system, an evaluation of build-out conditions was conducted. Consideration was given to the

vacant parcels that could potentially be developed. The selection of vacant, to-be-developed parcels did not include government-owned or public parcels, conservation parcels, State-owned lands, or out-parcels that were already part of a master plan development. The goal of the Build-out scenario was to evaluate the potential impacts on the main conveyance systems within The Village with the development of the build-out parcels under the current design criteria. An evaluation was conducted which simulated discharge rates from each build-out parcel, based on the current regionally accepted design criteria for the 25-year, 3-day storm event. The results of the evaluation and comparison of peak stages indicate that the development of the vacant parcels does impact the existing conveyance systems in varying ways. Existing low-lying areas with uncontrolled discharge may have a lower discharge rate when developed. Conversely, vacant areas of higher elevation and less connectivity to the main conveyance systems may have a higher discharge rate once developed. This evaluation of the build-out conditions supports the aspect that plans for development of vacant parcels within The Village should be reviewed thoroughly with respect to the impacts to the existing stormwater facilities. The ICPR4 Local-Scale model is a tool that can be utilized to conduct the evaluations of proposed development projects within The Village.

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

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

Estero River North Branch

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

Estero River South Branch

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

Halfway Creek

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

The potential projects include improvements to portions of the North Branch channel,

re-establishing the Bamboo Island bypass to provide better flow distribution, and improving the River Ranch road drainage system with additional cross-culverts. One of the recommended projects includes a regular maintenance program for portions of the Halfway Creek, Estero River North Branch and South Branch waterways. Keeping these conveyances maintained with minimal vegetation debris and exotics will improve flow conveyance, capacity and distribution. The proposed projects were further evaluated with preliminary costs, including construction, permit and engineering/design costs. 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:

- o Magnitude of Potential Benefits to the Overall System;
- o Estimated Construction Cost for the Improvements or Activities;
- o 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.

In March 2017, the Village of Estero officially became a participating community in the National Flood Insurance Program (NFIP). As a new community within the NFIP, the Village is responsible for maintaining floodplain management policies and flood mapping products. To better understand the effects of potential riverine flooding within the Village, the 100-year riverine floodplain associated with the Estero River and Halfway Creek waterways were evaluated as part of the Master Plan. The Local-Scale ICPR model was used to support the riverine floodplain analyses. The floodplain analyses were created in the modeling programs HEC-RAS (Hydrologic Engineering Center's River Analysis System) and GeoHECRAS. The HEC-RAS program is designed to perform hydraulic calculations for a full network of natural and manmade channels. The GeoHECRAS software allows the user to properly geo-reference the HEC-RAS model. Halfway Creek was modeled as one (1) stream and Estero River was modeled as one (1) stream with two (2) branches, North and South Branch, connecting at a common junction along the river.

Using the Local-Scale ICPR model and the flow results from the 100-year, 3-day design storm, flow values were selected at specific locations along the main waterway and provided as input for the HEC-RAS model. The floodplain was delineated using the available Digital Elevation Model (DEM) prepared for the ICPR Local-Scale model along with additional as-built data for newly developed properties. The riverine floodplain delineation is based upon the peak 100-year water surface elevations determined in the HEC-RAS analysis and were determined as reasonably consistent with the peak 100-year design stages in the Local-Scale ICPR model.

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.

Adopted Budget:

Fund	001 General Fund	Cost Center	260 Public Works			Transaction	537 Physical Environment
			Actual 2019-2020	Budget 2020-2021	Estimated 2020-2021	Budget 2021-2022	+/(-) over Budget
5131200	Regular Salaries & Wages ¹	-	-	-	-	87,800	87,800
5132100	FICA Taxes	-	-	-	-	6,700	6,700
5132200	Retirement Contributions	-	-	-	-	9,200	9,200
5132300	Insurance	-	-	-	-	19,400	19,400
5132400	Workers Compensation	-	-	-	-	2,600	2,600
5132500	Unemployment Compensation	-	-	-	-	300	300
Total Personal Services		-	-	-	-	126,000	126,000
Professional Services							
5373100	Flood Plain-Community Rating System	27,031	150,000	33,648	150,000	-	-
5373104	NPDES Compliance	983	5,000	-	10,000	5,000	5,000
5373105	Water Level & Quality Monitoring	57,467	130,000	79,901	130,000	-	-
5373107	Water & Sewer Expansion	-	257,400	-	-	-	(257,400)
Contractual Services							
5373413	Estero River Maintenance	50,060	30,000	500	30,000	-	-
5373414	Coconut Road Drainage Improvements	-	-	-	-	-	-
5373450	Miscellaneous Stormwater	51,150	123,500	24,745	300,000	176,500	176,500
5378100	Water Quality Joint Advocacy	5,000	5,000	10,000	5,000	-	-
5373108	Community Monitoring	-	-	-	20,000	20,000	20,000
Total Operating Expenditures		191,691	700,900	148,794	645,000	(75,900)	(75,900)
Public Works-Physical Environment Expenditures		191,691	700,900	148,794	771,000	(75,900)	(75,900)
Full Time Equivalent Positions		-	-	-	0.8	0.8	0.8
Contract Full Time Equivalent Positions		-	-	-	-	-	-

¹ The Village Public Works Director and Technician share their time between transportation and physical environment functions. As such, their costs are split between these functions (50% and 50% and 60% and 40%, respectively).

budget figures

Performance Metrics:

Water Quality

Contaminant	Standards			2017		2018		2019		2020	
	MCL ¹	MCLG ²	MCL Violation ³	BSU ⁵	LCU ⁶	BSU	LCU	BSU	LCU	BSU	LCU
Alpha Emitters (pCi/L) ⁷	15.0000	0.0000	No	N/A	6.7	N/A	6.7	N/A	6.7	N/A	4.0
Arsenic (ppb) ⁸	10.0000	0.0000	No	0.61	0.6100	0.61	N/A	0.61	N/A	N/A	0.834
Barium (ppm) ⁹	2.0000	2.0000	No	0.0033	0.0020	0.0033	N/A	0.0033	0.0015	0.0018	0.00157
Beryllium (ppb)	4.0000	4.0000	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Chloride (ppm)	250.0000	N/A	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Chlorine and Chloramines (ppm) ¹⁰	4.0000	4.0000	No	3.47	3.4	3.16	3.3	3.32	3.6	3.2	3.6
Chromium (ppb)	100.0000	100.0000	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Coliform Bacteria (CFU/100 mL) ¹¹	0.0500	0.0000	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Color (color units)	15.0000	N/A	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Copper (ppm)	1.3000	1.3000	No	0.14	0.050	0.14	0.082	0.14	0.072	0.14	0.066
Cyanide (ppb)	200.0000	200.0000	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	2.7
Dichloromethane (ppb)	5.0000	0.0000	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.23
Dissolved Solids (ppm)	500.0000	N/A	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Fecal Coliform and E. Coli (# of positive)	0.0000	0.0000	No	N/A	N/A	N/A	1	N/A	N/A	1	N/A
Flouride (ppm)	4.0000	4.0000	No	0.2	0.64	0.2	0.72	0.2	0.72	0.18	0.79
Foaming Agents (ppm)	0.5000	N/A	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Haloacetic Acids (ppb)	60.0000	N/A	No	17	19.3	19	19.0	21	14.8	18	21.2
Lead (ppb)	15.0000	0.0000	No	3.8	1.4	3.8	1.7	3.8	2	5	1.1
Nitrate (ppm)	10.0000	10.0000	No	0.07	0.032	0.043	0.014	0.129	0.026	0.088	0.032
Nitrite (ppm)	1.0000	1.0000	No	0.01	N/A	0.01	0.0009	0.01	0.003	0.02	N/A
Odor (threshold odor number)	3.0000	N/A	Yes	10	N/A	10	N/A	10	N/A	N/A	N/A
Radium (pCi/L)	5.0000	0.0000	No	N/A	2.50	N/A	2.50	N/A	2.50	N/A	1.4
Selenium (ppb)	50.0000	50.0000	No	N/A	0.54	N/A	N/A	N/A	N/A	N/A	1.20
Sodium (ppm)	160.0000	N/A	No	77.4	59.40	77.4	N/A	77.4	59.40	N/A	54.90
Sulfate (ppm)	250.0000	N/A	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Trihalomethanes (ppb)	80.0000	N/A	No	24	28.10	39.9	23.75	30	29.00	35	32.75
Uranium (ug/L) ¹²	30.0000	0.0000	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

¹MCL is an abbreviation for Maximum Contaminant Level

²MCLG is an abbreviation for Maximum Contaminant Level Goal

³MCL Violation denotes whether or not the MCL was exceeded

⁴LCU did not own the Pinewoods water treatment facility, which serves Estero, in 2000

⁵BSU is an abbreviation for Bonita Springs Utilities

⁶LCU is an abbreviation for Lee County Utilities

⁷pCi/L is an abbreviation for picoCuries per liter

⁸ppb is an abbreviation for parts per billion

⁹ppm is an abbreviation for parts per million

¹⁰Chlorine and Chloramines were tested separately by BSU in 2010. The average level is provided.

¹¹CFU/100mL is an abbreviation for colony forming units per 100 milliliters. Coliform Bacteria was tested across two time periods in 2016. The proportional average level is provided.



Public Works – Transportation



Village of
ESTERO

Function:

Public Works is responsible for maintenance, construction, operations and engineering support for the Village’s infrastructure (includes roads, canals, bridges, storm water systems, etc.). It is also responsible for the preparation, implementation, execution and tracking of the capital improvement program. Citizens requests for action are addressed with timely responses.

History:

	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Major Actions	Lee County provides transportation services, via contract, for the <u>entire year</u>	Lee County provides transportation services, via contract, for the <u>entire year</u>	Village assumes road ownership and capital & maintenance duties from Lee County on <u>January 7</u> Village implements online resident request system on <u>January 7</u> Village implements data metrics on <u>January 7</u>	Broadway Ave W Culvert Replacement Completed <u>December 17</u>	US-41 median landscaping project begins on <u>June 19</u> I-75 at Corkscrew Road interchange improvement project begins on <u>October 16</u>		

Strategic Planning:

Provided below is the executive summary from the Village Inaugural Traffic Study of 2017.

This Area-Wide Traffic Study includes 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. Corkscrew Road from Ben Hill Griffin Parkway to Bella Terra Boulevard is currently a two-lane roadway and is anticipated to be over capacity within the ten-year horizon period (2027) analyzed. Based upon discussions with Lee County DOT, the roadway widening is not a scheduled improvement as it is not currently funded as part of the County's five-year capital improvement program. However, concurrently with this analysis, Lee County has contracted with AIM Engineering & Surveying, Inc., to conduct an environmental and traffic study along Corkscrew Road. The study is intended to determine improvements needed to address the increased density along Corkscrew Road, east of I-75, and to identify costs and recommended transportation proportionate fair-share within the Corkscrew Road study area. It is anticipated potential widening of Corkscrew Road and funding will be analyzed as part of the County's study.

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

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

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

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

- o Corkscrew Road & Bella Terra Boulevard
- o 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:

- o Create median storage for the northbound left-turn at the intersection of Corkscrew Road & Cypress Shadows Boulevard
- o Extend the southbound left-turn lane at Corkscrew Road & Ben Hill Griffin Parkway and re-time the intersection

- o Provide interim safety improvements at the intersection of Corkscrew Road & Corkscrew Woodlands Boulevard
- o 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
- o 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
- o Re-time the intersection of US 41 & Estero Parkway and explore the possibility of an additional westbound right-turn (for dual westbound right-turns)
- o 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)
- o Signalize the intersection of US 41 & Fountain Lakes Boulevard (when warranted)
- o Re-time the intersection of Three Oaks Parkway & Coconut Road including changing the signal cycle length

The safety analysis that was conducted as part of the area-wide traffic study 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.

Adopted Budget:

Fund	001 General Fund	Cost Center	265 Public Works			Transaction	541 Transportation
			Actual 2019-2020	Budget 2020-2021	Estimated 2020-2021	Budget 2021-2022	+(-) over Budget
5131200	Regular Salaries & Wages ¹		167,088	186,600	158,153	79,800	(106,800)
5132100	FICA Taxes		12,272	14,300	11,563	6,100	(8,200)
5132200	Retirement Contributions		11,517	13,400	12,313	8,400	(5,000)
5132300	Insurance		29,476	35,200	39,552	19,400	(15,800)
5132400	Workers Compensation		3,349	5,100	2,912	2,800	(2,500)
5132500	Unemployment Compensation		808	600	690	300	(300)
Total Personal Services			224,508	255,200	225,183	116,600	(138,600)
Professional Services							
5413101	Traffic Counts		11,760	16,500	12,500	16,500	-
5413103	Coconut Traffic Study		-	-	-	-	-
5413104	Village Traffic Study		-	-	-	-	-
5413105	Bicycle & Pedestrian Study		-	-	-	-	-
5413106	Miscellaneous Professional Svcs		163,910	50,000	119,677	60,000	10,000
5413108	Capital Improvement Program Assistance		-	-	-	-	-
5413150	Miscellaneous Engineering Svcs		-	-	1,368	-	-
Contractual Services							
5413400	Miscellaneous Construction Svcs		78,531	60,000	29,830	60,000	-
5413402	Bridge, Guardrail & Handrail Maintenance		-	10,000	-	10,000	-
5413405	Irrigation Maintenance		13,819	-	5,780	-	-
5413406	Landscape Maintenance		19,125	138,800	4,040	152,500	13,900
5413407	Minor Paving Services		-	-	-	-	-
5413408	Mowing Maintenance		101,230	-	117,400	-	-
5413409	Roadside Ditch Maintenance		-	-	-	-	-
5413412	Street Light Maintenance		25,862	65,100	7,976	80,400	15,300
5413413	Street Sweeping Maintenance		19,510	22,000	17,440	22,000	-
5413414	Traffic Sign Maintenance		4,180	-	3,699	-	-
5413415	Traffic Signal Maintenance		4,836	5,000	33,737	5,000	-
5413416	Right-of-Way Permit Review		6,114	15,000	17,570	20,000	5,000
5413417	Railroad Maintenance		18,000	18,000	36,000	18,000	-
5413420	Misc. Bike Ped, Traffic Safety Landscape F		-	-	3,198	-	-
5413421	Sandy Lane Bridge Maint./Access		-	-	37,780	-	-
5413422	Resurfacing & Drainage-Poinciana & Trails		388,370	103,870	103,714	-	(103,870)
5413423	Road Maintenance		-	120,000	800	250,000	130,000
5413424	US 41 Traffic Signal Maintenance		-	30,000	-	30,000	-
5413425	US 41 Landscape Maintenance		-	22,900	-	333,028	310,128
5413426	Estero Parkway Landscape Maintenance		-	-	-	364,856	364,856
5414000	Travel & Per Diem		4,068	5,000	2,278	5,000	-
5414100	Communications		512	500	503	500	-
5414301	Utilities		40,890	35,270	55,933	35,270	-
5414400	Equipment & Leases		2,151	2,500	2,908	2,500	-
5414500	Street Light Insurance		3,214	16,500	12,857	16,500	-
5415200	Operating Supplies		1,803	3,000	2,614	3,000	-
5415400	Books, Pub, memberships		1,187	1,500	420	1,500	-
5415500	Training		349	2,000	854	2,000	-
Total Operating Expenditures			907,019	743,240	630,874	1,488,552	745,312
Public Works-Transportation Expenditures			1,131,527	998,440	856,057	1,605,152	606,712
Lee Gas Tax Collections-1 to 6 Cent ²			(498,117)	(432,500)	(503,285)	(531,529)	(99,029)
Lee Shared Revenue-Fuel tax Collections			(361,467)	(123,400)	(369,122)	(123,400)	-
Florida DOT-US 41 Light Maint.			(118,525)	(122,080)	-	(122,080)	-
Total Financial Impact of Public Works-Transportation			155,418	320,460	(16,330)	828,143	507,683
Full Time Equivalent Positions			1.5	1.5	1.5	0.7	(0.8)
Contract Full Time Equivalent Positions			-	-	-	-	-

¹ The Village Public Works Director and Technician share their time between transportation and physical environment functions. As such, their costs are split between these functions (50% and 50% and 60% and 40%, respectively).

² 1 to 6 cents Local Option Gas Tax, Florida Statute 336.025(7), and State Revenue Sharing-Fuel Tax, Florida Statute 206.605(2), are required to be spent on transportation expenditures and may be expended for maintenance.

Performance Metrics:

	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>Average</u>
Animals	1 request 0.8 days	0 requests N/A	1 request 0.6 days	0.7 requests 0.7 days
Drainage	21 requests 63.5 days	15 requests 29.6 days	14 requests 17.6 days	16.7 requests 36.9 days
Landscaping	17 requests 23.3 days	17 requests 23.0 days	11 requests 15.5 days	15.0 requests 20.6 days
Other	21 requests 10.3 days	32 requests 22.9 days	21 requests 29.0 days	24.7 requests 20.7 days
Road Condition	22 requests 37.2 days	27 requests 9.2 days	40 requests 25.8 days	29.7 requests 24.1 days
Roadway Traffic	97 requests 17.8 days	23 requests 37.0 days	33 requests 24.9 days	51.0 requests 26.6 days
Trash	18 requests 4.1 days	8 requests 10.0 days	20 requests 14.4 days	15.3 requests 9.5 days
Water & Sewer	N/A ¹	N/A ¹	5 requests 3.7 days	1.7 requests 3.7 days
Total	197 requests 23.2 days	122 requests 22.5 days	145 requests 22.0 days	154.7 requests 22.6 days



Information Technology



Village of
ESTERO

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:

	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Major Actions	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 Associates to provide services, in addition to Community Development services.	The Village responds to Hurricane Irma, effectively protecting Village It infrastructure during the storm and restoring full operations within 24 hours post-storm.			The Village responds to the COVID-19 pandemic by transitioning all employees to remote work. To support long-term remote working, the Village replaces desktop computer with mobile workstations.	The Village approves multiple contracts that will transition all operation and data storage to "the cloud."

Adopted Budget:

Fund	<i>001 General Fund</i>	Cost Center	<i>270 Information Technologies (IT)</i>			Transaction	<i>513 Administration</i>
			Actual <u>2019-2020</u>	Budget <u>2020-2021</u>	Estimated <u>2020-2021</u>	Budget <u>2021-2022</u>	+ / (-) over <u>Budget</u>
<i>Contractual Services</i>							
5133400	Webmaster Services and Maint.		8,030	9,000	6,293	9,000	-
5133402	Software Licensing		32,575	30,000	37,164	30,000	-
5133403	IT and Geographic Information System (GIS) Svcs		130,296	125,000	123,986	130,000	5,000
5133404	Audio Visual Services		26,136	46,000	36,613	46,000	-
5133414	Technology Development Services		8,525	-	-	-	-
5135250	Small Tools & Equipment		-	13,800	-	13,800	-
	Total Operating Expenditures		205,562	223,800	204,056	228,800	5,000
5136400	Capital Outlay ¹		4,416	10,000	-	10,000	-
	Total Capital Outlay		4,416	10,000	-	10,000	-
	Information Technologies Expenditures		209,978	233,800	204,056	238,800	5,000
	Full Time Equivalent Positions		-	-	-	-	-
	Contract Full Time Equivalent Positions		1.0	1.0	1.0	1.0	-

¹ Capital Outlay is budgeted for the purchase of computer equipment and is not anticipated to have any impact on the operating expenditures.

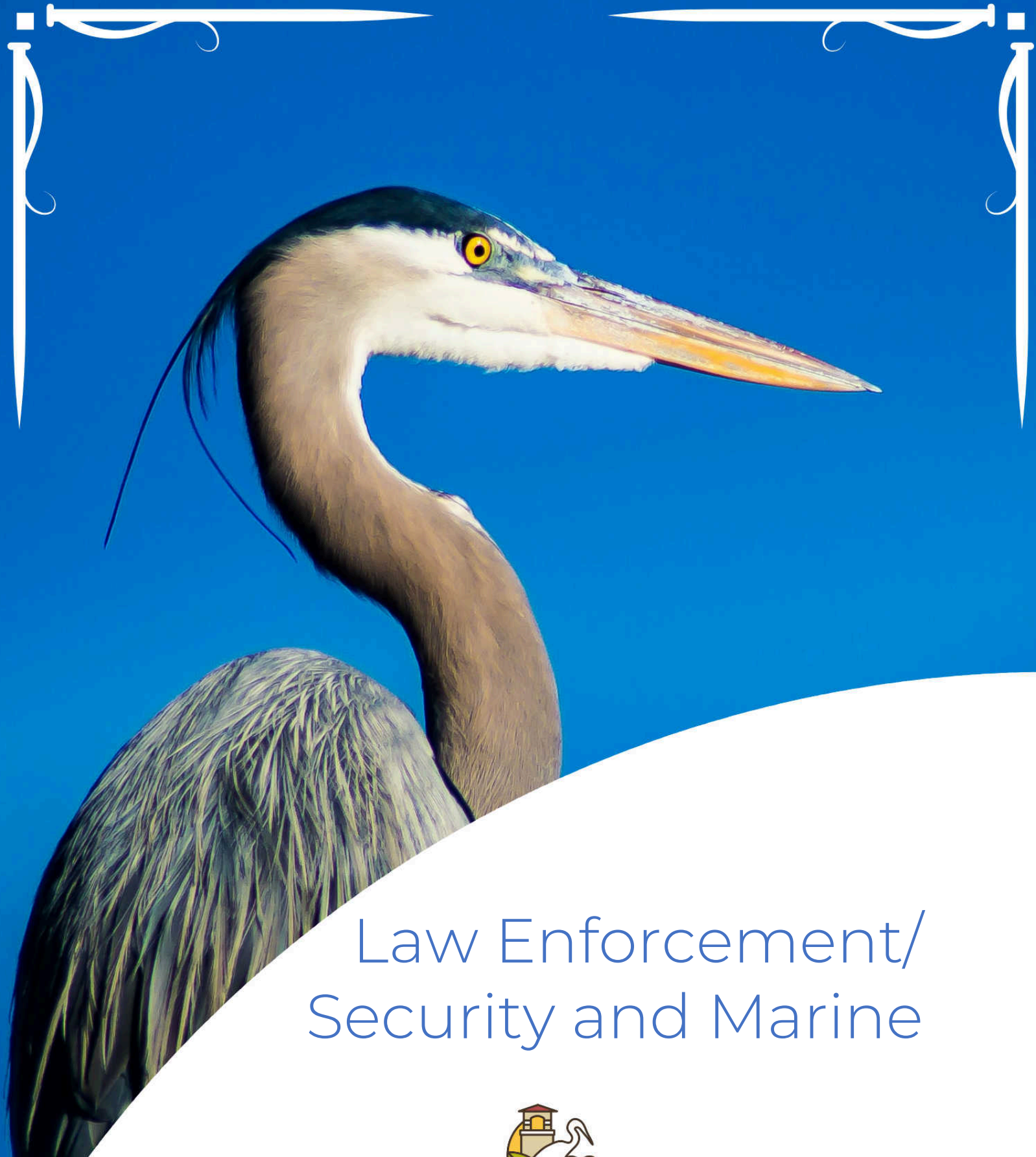
Performance Metrics:

	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Total Website Visits (sessions as defined by Google analytics)	29,134	71,526	117,945 ²	111,957	115,854	153,559
Unique Website Visitors	16,417	34,752	62,084	57,332	64,011	84,068
Avg. Website Visit Time	2:49	2:57	2:09	2:04	2:08	1:56
Website Availability/Uptime	99.999%+	99.999%+	99.999%+	99.999%+	99.999%+	99.999%+
Downtime in seconds ¹	31 sec	32 sec	27 sec	64 sec	12 sec	10 sec
Website/Email Subscribers	237	273	2171	4,579 ³	4,968	5,234

¹Downtime differs from timeouts or slow responses from the server

²Website traffic rose substantially due to Hurricane Irma

³Website subscriptions grew due to the Village's move to *Constant Contact* software



Law Enforcement/ Security and Marine



Village of
ESTERO

Function:

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

History:

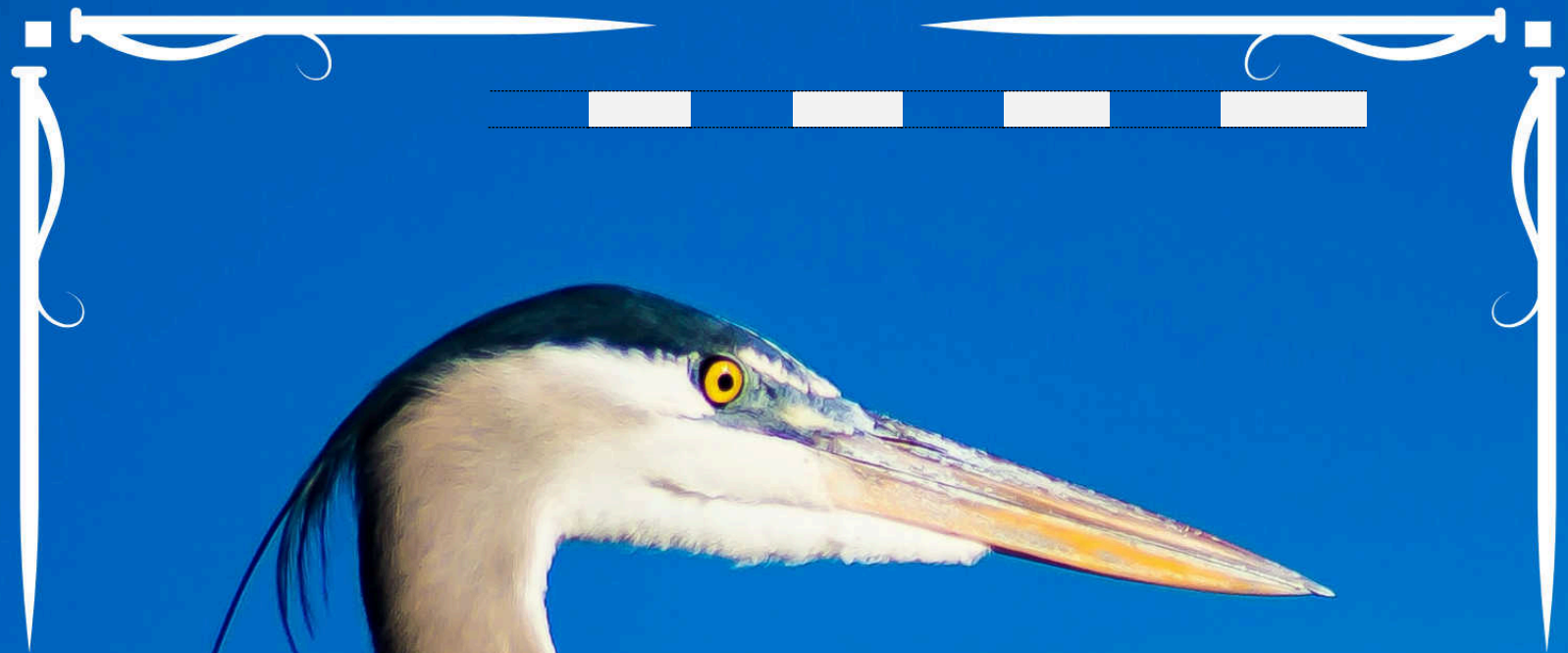
	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Major Actions	Law Enforcement services are provided, Village-wide, by the Lee County Sheriff's Office, at no charge to the Village. This continues through the present day.			The Village receives a grant from the West Coast Inland Navigation District (WCIND) to provide marine patrols along the Estero River, to increase boater safety. This continues through the present day.			

Adopted Budget:

Fund	<i>001 General Fund</i>	Cost Center	<i>280 Law Enforcement / Security & 898 Marine</i>	Transaction	<i>521 Public Safety</i>	
		Actual 2019-2020	Budget 2020-2021	Estimated 2020-2021	Budget 2021-2022	+ / (-) over Budget
<i>Contractual Services</i>						
208-5213410	Law Enforcement-Lee County	4,124	10,000	5,760	10,000	-
898-5213410	Marine Patrol	544	43,860	2,176	43,860	-
Total Operating Expenditures		4,668	53,860	7,936	53,860	-
Law Enforcement / Security-Public Safety Expenditures						
West Coast Inland Navigation District (WCIND) Grant		(544)	(11,860)	(2,176)	(11,860)	-
Total Financial Impact of Law Enforcement / Security-Public Safety		4,124	42,000	5,760	42,000	-
<i>Full Time Equivalent Positions</i>						
Contract Full Time Equivalent Positions		-	-	-	-	-

Performance Metrics:

	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>Average</u>
Homicide	0	0	0	1	0	0	0.2
Aggravated Assault	13	12	17	6	3	16	11.2
Simple Assault	38	36	58	55	55	55	48.4
Rape	3	3	9	4	6	1	5.0
Forcible Fondling	4	2	4	1	3	4	2.8
Burglary	34	32	41	24	18	19	29.8
Robbery	4	5	7	5	7	4	5.6
Arson	0	0	0	1	2	1	0.6
Simple Stalking	0	0	1	0	0	0	0.2
Threat/Intimidation	0	0	1	2	0	0	0.6
Motor Vehicle Theft	13	15	13	14	15	14	14.0
Larceny Theft	221	264	268	313	315	199	276.6
Total	330	369	419	426	424	313	393.6



Parks and Recreation



Village of
ESTERO

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:

	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Major Actions				Village agrees to purchase Estero on the River Property (62 acres along Estero River) on <u>September 20</u>	Village receives, via donation, the Happehatchee Center on <u>December 18</u> . This is a 5 acre strip of land between the Village-owned Estero on the River parcel.	The Village enters into a maintenance and programming contract with the YMCA for the Happehatchee site (now called "Camp Estero") on <u>June 17</u> . Programming begins onsite.	

Strategic Planning:

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

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

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

1. Existing Conditions Analysis

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

Lee County, and another community park (Three Oaks Park) nearby. The Village has been incorporated for only 5 years and does not own any park or recreation lands. The Village recently purchased approximately 66 acres of land along the Estero River. At the time of this report the property was not yet used for parks, recreation or open space. But, it may likely be used for park and open space in the future.

The Village's population is currently growing at approximately 2.9% per year, which is well above the national annual growth rate. The Village has a median age of 61.3 years old and is projected to continue its current aging trend. Over the next 15 years, the 55+ population is expected to grow to represent nearly two-thirds of the Village's total population. This is largely due to increased life expectancies and the remainder of the Baby Boomer generation shifting into the senior age groups.

2. Existing Parks and Recreation System

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

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

3. Needs and Priorities Assessment

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

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

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

Facility Priorities

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

Program Priorities

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

4. Long-Range Vision

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

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

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

- o 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:

- o Recommendations for enhancement of the Estero River, and protection of other natural areas;
- o 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;
- o Expansion and improvement of athletic fields at Estero Community Park;
- o Continued expansion and improvements to the Village's bikeways, trails, and greenways system;
- o 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:

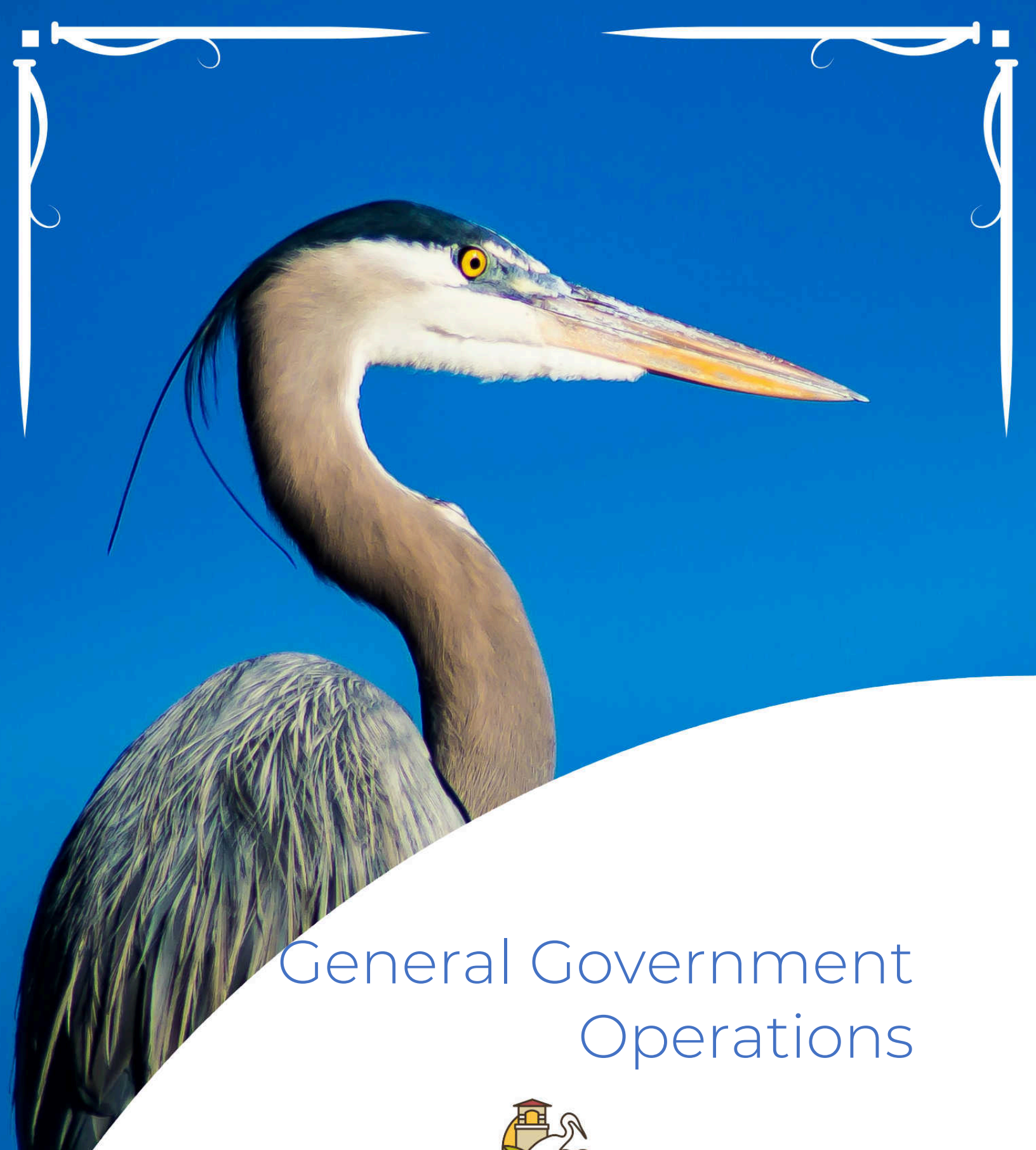
- o Estero-on-the River – Create Master Plan, develop site including trails
- o Village Center, Community Park and School Campus – Create Master Plan for Village Center, including expanded and improved community park, additional athletic fields
- o Performing Arts Center – Identify potential partners and sites
- o Recreation Program Partner Coordinator – Hire an energetic parks and recreation professional to coordinate programs with partners
- o 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)
- o Open Space – Protect and enhance natural areas, particularly along Estero River Greenway
- o Bicycle and Pedestrian Connectivity – Continue implementing the Bicycle and Pedestrian Master Plan
- o 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.

Adopted Budget:

Fund	001 General Fund	Cost Center	601 Parks & Recreation			Transaction	572 Parks & Recreation	
			Actual 2019-2020	Budget 2020-2021	Estimated 2020-2021		Budget 2021-2022	+/- over Budget
Professional Services								
5723101	Park Master Plan	40,445	-	-	-	-	-	-
Camp Estero Operating Expenditures:								
5723401	YMCA Operating Agreement	26,750	63,000	73,860	63,000	-	-	-
5724300	Utilities	5,668	6,000	7,049	6,000	-	-	-
5724400	Equipment Rent & Leases	667	1,100	1,118	1,100	-	-	-
5724600	Repairs & Maintenance	21,314	20,000	4,699	20,000	-	-	-
Parks & Recreation Expenditures		94,844	90,100	86,726	90,100			-
Full Time Equivalent Positions		-	-	-	-	-	-	-
Contract Full Time Equivalent Positions		-	-	-	-	-	-	-

budget figures



General Government Operations



Village of
ESTERO

Function:

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

History:

See “history” section in Village Manager section.

Adopted Budget:

Fund	001 General Fund	Cost Center	800 General Government Operations			Transaction	513 Administration
			Actual 2019-2020	Budget 2020-2021	Estimated 2020-2021	Budget 2021-2022	+ / (-) over Budget
Professional Services							
5133102	Lobbying Services	30,000	30,000	30,000	100,000	70,000	
Contractual Services							
5133402	State Alcohol Service Charge	9,360	9,500	11,693	9,500	-	
5133402	Tax Collector-Local Business Tax	1,818	3,750	3,700	3,750	-	
5133450	Miscellaneous Contractual Services	-	250,000	-	250,000	-	
5134100	Communications	4,251	5,000	4,866	5,000	-	
5134200	Freight & Postage	2,171	3,500	2,582	3,500	-	
5134300	Utilities	15,671	17,500	29,881	17,500	-	
5134400	Equipment Rental & Leases	9,433	10,000	14,271	10,000	-	
5134403	Office Lease-Corkscrew Palms ¹	230,016	257,400	267,306	257,400	-	
5134500	Insurance	74,952	78,700	66,166	78,700	-	
5134600	Equipment Repair & Maintenance	16,970	20,000	16,989	20,000	-	
5134700	Printing	146	1,500	-	1,500	-	
534909	Contingency	-	154,200	-	104,200	(50,000)	
5135100	Office Supplies	4,214	6,500	5,175	6,500	-	
5135200	Operating Supplies	12,143	11,000	53,411	11,000	-	
5135400	Books, Pub, Memberships	141	2,000	-	2,000	-	
Expenditures		411,285	860,550	506,040	880,550	20,000	
Full Time Equivalent Positions		-	-	-	-	-	
Contract Full Time Equivalent Positions		-	-	-	-	-	

¹ The Village has a lease agreement for 11,165 square feet of office space which provides a location for the Village administration and community development offices. The lease's initial eight (8) year term will end on February 28, 2024 with the option to renew for three additional terms of five years. Also, the lease included an option to purchase at \$4,120,000, with the purchase price increasing 3% annually, which expired on February 28, 2021.

Performance Metrics:

Although not under Village management, the quality of our local education is of great importance to the Village. Therefore, provided below is a summary of our local school's performance, as determined by the State of Florida's Board of Education.

	School Grade <u>2017</u>	School Grade <u>2018</u>	School Grade <u>2019</u>	School Grade <u>2020</u>
Bonita Springs Charter School	A	A	B	N/A ¹
Bonita Springs Elementary School	A	A	A	N/A
Bonita Springs High School	N/A	B	C	N/A
Bonita Springs Middle Center for the Arts	B	B	B	N/A
Estero High School	C	A	B	N/A
Pinewoods Elementary School	A	B	A	N/A
San Carlos Park Elementary School	D	C	C	N/A
Spring Creek Elementary School	C	B	B	N/A
Three Oaks Elementary School	A	A	A	N/A
Three Oaks Middle School	A	A	A	N/A

¹ From the Florida Department of Education website: "Pursuant to Florida Department of Education Emergency Order No. 2020-EO-1, spring K-12 statewide assessment test administrations for the 2019-20 school year were canceled and accountability measures reliant on such data were not calculated for the 2019-20 school year. Additionally, in April 2020, the U.S. Department of Education provided a waiver for requirements related to certain assessments and accountability that are based on data from the 2019-20 school year." As of November, 2021, the school grades for the 2020-2021 school year were not available for the schools listed.



Disaster Response



Village of
ESTERO

Function:

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

History:

	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Major Actions			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.

Adopted Budget:

Fund	<i>001 General Fund</i>	Cost Center	<i>899 Disaster Services</i>			Transaction	<i>525 Emergency Services</i>	
		Actual <u>2019-2020</u>	Budget <u>2020-2021</u>	Estimated <u>2020-2021</u>	Budget <u>2021-2022</u>		+ / (-) over <u>Budget</u>	
5253100	Professional Services	-	-	-	-	-	-	-
5253110	Disaster Preparedness Services	-	10,000	10,000	10,000	10,000	-	-
5253400	Debris Removal	69,504	-	-	-	-	-	-
Disaster Services Expenditures		69,504	10,000	10,000	10,000	10,000	-	-
Full Time Equivalent Positions		-	-	-	-	-	-	-
Contract Full Time Equivalent Positions		-	-	-	-	-	-	-

Performance Metrics:

	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Major Actions			The Village received full reimbursement for costs incurred related to Hurricane Irma.			The Village received 98% reimbursement for costs incurred related to the COVID-19 pandemic.	

budget figures

Transfers to Other Funds

Fund	001 General Fund	Cost Center	000 Transfers				+ / (-) over Budget
			Actual	Budget	Estimated	Budget	
			<u>2019-2020</u>	<u>2020-2021</u>	<u>2020-2021</u>	<u>2021-2022</u>	
Other Financing Uses							
5810020	Transfers to Debt Service & Reduction		2,515,197	2,515,800	2,515,197	2,515,800	-
5810300	Transfers to Capital Projects		5,162,053	3,044,660	1,117,795	4,447,800	1,403,140
Total Transfers to Other Funds			<u>7,677,250</u>	<u>5,560,460</u>	<u>3,632,992</u>	<u>6,963,600</u>	<u>1,403,140</u>

Building Permit Fees Funds

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; changes to the Village's Comprehensive Plan and redevelopment plans; and compliance with Village ordinances. Building permit services operate within the Community Development Department.

History:

	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Major Actions		Village enters into contract with Calvin, Giordano and Associates (CGA) to provide community development services, including building services.			The Village begins 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.

Adopted Budget:

Fund	110 Building Permit Fees	Cost Center	245 Building			Transaction	524 Public Safety	
			Actual 2019-2020	Budget 2020-2021	Estimated 2020-2021		Budget 2021-2022	+(-) over Budget
Revenues ³								
3220000	Building Permits & Fees		1,147,131	979,000	1,050,592	979,000		-
3290000	Surcharge Fee Retained		3,329	3,300	2,697	3,300		-
3413002	Convenience Fees		28,982	15,000	36,603	15,000		-
	License & Permits Total		1,179,442	997,300	1,089,892	997,300		-
3611000	Interest Income		3,051	1,000	165	1,000		-
	Interest Income Total		3,051	1,000	165	1,000		-
Total Building Fee Fund Revenues³			1,182,493	998,300	1,090,057	998,300		-
Expenditures								
5131200	Regular Salaries & Wages ¹		-	-	-	12,100		12,100
5132100	FICA Taxes		-	-	-	1,000		1,000
5132200	Retirement Contributions		-	-	-	1,300		1,300
5132300	Insurance		-	-	-	6,200		6,200
5132400	Workers Compensation		-	-	-	500		500
5132500	Unemployment Compensation		-	-	-	200		200
	Total Personal Services		-	-	-	21,300		21,300
5243400	Building Services Contract		953,589	954,100	974,145	954,100		-
5243402	Laserfiche Software		8,088	8,100	16,429	8,100		-
5243403	Information Technology (IT) Contract Services		5,542	5,300	5,274	5,300		-
5243450	Inkforce Software		15,300	15,300	15,300	15,300		-
5244100	Communications		1,405	1,400	1,710	1,400		-
5244200	Freight & Postage		636	800	748	800		-
5244300	Utilities		2,970	3,000	2,784	3,000		-
5244400	Equipment Rental & Leases		9,270	9,800	11,767	9,800		-
5244403	Office Lease-Corkscrew Palms		47,112	52,800	54,749	52,800		-
5244600	Repairs & Maintenance		2,479	3,800	2,267	3,800		-
5244901	Credit Card Fees		30,181	27,800	36,233	27,800		-
5245100	Office Supplies		2,829	3,000	2,882	3,000		-
5245200	Operating Supplies		3,618	4,800	140	4,800		-
	Total Operating Expenditures		1,082,979	1,089,800	1,124,427	1,089,800		-
5246400	Capital Outlay ²		-	-	-	211,530		211,530
Total Building Fee Fund Expenditures			1,082,979	1,089,800	1,124,427	1,322,630		232,830
Net Change in Fund Balance			99,514	(91,500)	(34,370)	(324,330)		(232,830)
Prior Year Surplus/Fund Balance			703,725	592,590	803,239	768,869		-
Projected End of Year Surplus/Fund Balance¹			803,239	501,090	768,869	444,539		(232,830)
Full Time Equivalent Positions			-	-	-	0.1		0.1
Contract Full Time Equivalent Positions			6.0	6.0	6.0	6.0		-

¹ The Village is in compliance with Florida Statute 553.80(7) (a), as the projected end of year surplus carried forward does not exceed the average of its operating budget for enforcing the Florida Building Code for the previous four fiscal years of \$910,943.

² Capital outlay provides for the acquisition and implementation of Community Development department software and is allocated to Building Fee Fund at 73% with the remainder of 27% allocated to the General Fund with total budgeted cost of \$211,530 consisting of \$154,330 for acquisition and \$57,200 annual maintenance cost.

³ Revenue projections remain uncertain as the result of the continued impacts of Covid-19 and, if needed, budgeted revenue amounts will be adjusted as future collections data becomes available.

Performance Metrics:

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Residential Single Family Residence	126 apps ¹ 23.0 days	104 apps 12.8 days	129 apps 46.4 days	49 apps 16.9 days	40 apps
Residential Single Family Attached (Townhomes)	0 apps N/A	1 app 106.3 days	12 apps 10.7 days	12 apps 12.9 days	20 apps
New Commercial Construction	13 apps 69.7 days	11 apps 121.5 days	15 apps 28.7 days	7 apps 55.1 days	6 apps
Commercial Multi-Family	8 apps 90.5 days	16 apps 109.9 days	1 app 2.2 days	1 app 22.9 days	No apps
Commercial Pool	6 apps 20.2 days	2 apps 9.8 days	7 apps 50.4 days	4 apps 12.8 days	2 apps
Commercial Roof	54 apps 1.8 days	35 apps 1.0 days	117 apps 5.0 days	198 apps 3.2 days	371 apps
Miscellaneous Commercial	13 apps 20.1 days	4 apps 7.6 days	9 apps 13.5 days	13 apps 25.7 days	33 apps

budget figures

Debt Service Fund

Fund **201 Debt Service Fund**

	Actual 2019-2020	Budget 2020-2021	Estimated 2020-2021	Budget 2021-2022	+ / (-) over Budget
Revenues					
000-3611000 Interest Income	38,645	10,000	1,212	10,000	-
Interest Income Total	38,645	10,000	1,212	10,000	-
Other Financing Sources					
000-3810001 Transfer from General Fund	2,515,197	2,515,800	2,515,800	2,515,800	-
000-3640000 Proceeds from Sale of Asset	996,685	-	-	-	-
000-3840000 Proceeds from Debt Issue	-	-	-	-	-
Total Other Financing Sources	3,511,882	2,515,800	2,515,800	2,515,800	-
Total Debt Service Revenues & Other Financing Sources	3,550,527	2,525,800	2,517,012	2,525,800	-
Expenditures					
General Government					
000-5177100 Principal Payments ¹	1,641,295	670,460	670,459	697,344	26,884
000-5177200 Interest Expenditures	770,587	745,340	737,204	678,485	(66,855)
000-5177300 Issuance Cost	-	-	-	-	-
Total Debt Service Expenditures	2,411,882	1,415,800	1,407,663	1,375,829	(39,971)
Other Financing Uses					
000-5810300 Transfer to Capital Projects	1,000,000	-	-	-	-
Total Other Financing Uses	1,000,000	-	-	-	-
Total Debt Service Expenditures & Other Financing Uses	3,411,882	1,415,800	1,407,663	1,375,829	(39,971)
Net Change in Fund Balance	138,645	1,110,000	1,109,349	1,149,971	39,971
Prior Year Surplus/Beginning Fund Balance ²		4,179,850	4,179,850	5,289,199	1,109,349
Projected End of Year Surplus/Fund Balance²		5,289,850	5,289,199	6,439,170	1,149,320

First Horizon, formerly Capital Bank, Taxable Revenue Note, Series 2019

Original issue amount: \$20,000,000	
Purpose: Acquisition of 62 acres along Estero River	
Principal outstanding at October 1, 2021	\$ 16,919,820
Additions (deletions)	\$ (697,344)
Principal outstanding at September 30, 2022	\$ 16,222,476

Final Maturity: May 1, 2029

Interest Rate: 4.01%

Payments: Interest due semiannually on May 1 and November 1 with principal payments due annually on May 1.

Revenues pledged: Legally available non-ad valorem and other revenue.

Funding Source: General Fund

Anti-dilution tests as outlined in Loan Agreement Section 2.02(f)(i) are based upon the prior two fiscal years and have been satisfied. Estimated 2020- The Village does not have a legal debt limit.

¹ In 2019-2020, the Village sold a parcel of Estero on the River property. The proceeds from the sale of this surplus property totalled \$996,690 and were required to be applied to the Taxable Revenue Note, Series 2019, which funded the acquisition of the property.

² Prior year surplus and projected end of year surplus have been allocated for debt reduction and funded by the General Fund. An additional annual amount of \$1,110,000 is projected to be budgeted each fiscal year thereafter until the debt is fully satisfied. The debt reduction allocation is not anticipated to impact current operations.

Capital Projects Fund

Fund	300 Capital Projects	Actual 2019-2020	Budget 2020-2021	Estimated 2020-2021	Budget 2021-2022	+ / (-) over Budget
Revenues¹						
266-3124200	Local Option Gas Tax-1 to 5 Cent	361,467	316,000	316,000	338,900	22,900
	Gas Tax Total	361,467	316,000	316,000	338,900	22,900
990-3243100	Road-Residential	549,336	200,000	506,360	145,800	(54,200)
990-3243200	Road-Commercial	590,570	200,000	160,787	145,800	(54,200)
	Road Impact Fees Total	1,139,906	400,000	667,147	291,600	(108,400)
995-3246101	Park-Residential	62,935	60,000	58,604	43,800	(16,200)
994-3246201	Park-Commercial	230,076	110,000	18,592	80,200	(29,800)
	Park Impact Fees Total	293,011	170,000	77,196	124,000	(46,000)
	Impact Fees Total	1,432,917	570,000	744,343	415,600	(154,400)
730-3344000	FL Dept of Transportation Funding	652,566	134,490	-	1,100,000	965,510
700-3374000	Lee County Estero Pkwy Funding	-	2,196,000	-	-	(2,196,000)
	Intergovernmental / Grant Income Total	652,566	2,330,490	-	1,100,000	(1,230,490)
xxx-3611000	Interest Income	94,514	42,000	1,085	42,000	-
xxx-3660000	Contributions-Private Source	89,307	974,600	201,420	132,000	(842,600)
	Total Capital Projects Revenues¹	2,630,771	4,233,090	1,262,848	2,028,500	(2,204,590)
Other Financing Sources						
000-3810001	Transfer from General Fund	5,162,053	3,044,660	1,117,795	4,447,800	1,403,140
000-3810201	Transfer from Debt Service Fund	1,000,000	-	-	-	-
	Transfers from Other Funds Total	6,162,053	3,044,660	1,117,795	4,447,800	1,403,140
	Total Capital Projects Revenues & Other Financing Sources	8,792,824	7,277,750	2,380,643	6,476,300	(801,450)
Expenditures						
700-541xxxx	Roadway Improvements	4,756,399	4,130,760	3,556,258	11,031,300	6,900,540
710-541xxxx	Intersection Improvements	493,305	1,391,600	84,071	132,000	(1,259,600)
720-541xxxx	Bicycle and Pedestrian Projects	41,978	1,094,480	74,831	2,842,900	1,748,420
730-541xxxx	Landscaping & Beautification	1,089,107	1,235,390	45,843	3,706,000	2,470,610
	Transportation Expenditures	6,380,789	7,852,230	3,761,003	17,712,200	9,859,970
740-572xxxx	Park Projects	-	1,140,000	17,325	1,140,000	-
750-537xxxx	Stormwater Improvements	-	372,000	-	354,000	(18,000)
770-519xxxx	Land Acquisition	3,012,288	-	-	-	-
	Total Capital Project Expenditures	9,393,077	9,364,230	3,778,328	19,206,200	9,841,970
	Net Change in Fund Balance	(600,253)	(2,086,480)	(1,397,685)	(12,729,900)	(10,643,420)
	Prior Year Surplus/Beginning Fund Balance	11,539,371	9,700,350	10,939,118	9,541,433	(158,917)
	Projected End of Year Surplus/Fund Balance	\$ 10,939,118	\$ 7,613,870	\$ 9,541,433	\$ (3,188,467)	\$ (10,802,337)

¹ Revenue projections remain uncertain as the result of the continued impacts of Covid-19 and, if needed, budgeted revenue amounts will be adjusted as future collections data becomes available.

budget figures

Capital Improvement Projects

Priority	Project Name	Estimated Project Cost	Funding Source	Budget FY 21-22	Budget FY 22-23	Budget FY 23-24	Budget FY 24-25	Budget FY 25-26	Total Cost
Roadway Projects									
1	Estero Parkway Improvements (US41-Three Oaks)	\$ 9,728,240	GF	\$ 360,000	\$ -	\$ -	\$ -	\$ -	\$ 360,000
1			GT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1			LDOT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2	Corkscrew Rd Paths, Landscaping & Street Lighting	\$ 11,662,500	RIF	\$ 4,426,000	\$ -	\$ 3,384,757	\$ -	\$ -	\$ 7,810,757
2			GF	\$ -	\$ -	\$ 719,510	\$ -	\$ -	\$ 719,510
3			LDOT	\$ -	\$ -	\$ 3,213,741	\$ -	\$ -	\$ 3,213,741
3	River Ranch Road Improvements (Drainage, Road, Bike/Ped)	\$ 5,275,750	RIF	\$ 4,537,800	\$ -	\$ -	\$ -	\$ -	\$ 4,537,800
3			GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3			GT	\$ 440,000	\$ -	\$ -	\$ -	\$ -	\$ 440,000
4	Bridge Maintenance	\$ 450,000	GF	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ 400,000
5	Broadway W. Phase 1 Improvements (US41-Breckenridge) (Road, Bike/Ped, Drainage)	\$ 2,449,800	GT	\$ -	\$ -	\$ -	\$ 265,825	\$ -	\$ 265,825
5			RIF	\$ -	\$ -	\$ -	\$ 652,085	\$ -	\$ 652,085
5			GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6	Broadway W. Phase 2 Improvements (Breckenridge-Pine Tree Ln.) (Road, Bike/Ped, Drainage)	\$ 2,405,700	GT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6			RIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6			GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7	Williams Road Widening (US41 - Via Coconut)	\$ 4,429,300	RIF	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ 600,000
7	Via Coconut Point Extension (South)	\$ 2,685,300	GT	\$ 267,500	\$ -	\$ -	\$ -	\$ -	\$ 267,500
8			RIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Village of Estero Sub-total (all funding sources)				\$ 11,031,300	\$ -	\$ 4,104,267	\$ 265,825	\$ -	\$ 15,401,392

capital improvement figures

Priority	Project Name	Estimated Project Cost	Funding Source	Budget FY 21-22	Budget FY 22-23	Budget FY 23-24	Budget FY 24-25	Budget FY 25-26	Total Cost
Intersection Improvements									
1	Corkscrew Rd-Estero Town Commons Traffic Signal Construction	\$ 1,375,200	Developer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2	Corkscrew Rd-Corkscrew Woodland Blvd. Intersection Improvements	\$ 57,200	LDOT	\$ 57,200	\$ -	\$ -	\$ -	\$ -	\$ 57,200
3	US-41 - Pelican Colony Traffic-Signal	\$ 960,000	Developer	\$ 132,000	\$ 850,356	\$ -	\$ -	\$ -	\$ 982,356
4	Williams Road-Atlantic Gulf Drive Intersection	\$ 3,511,320	RIF	\$ -	\$ 1,050,005	\$ 1,163,032	\$ -	\$ -	\$ 2,213,037
4			GT	\$ -	\$ 451,880	\$ 379,800	\$ -	\$ -	\$ 831,680
4			GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5	Corkscrew Rd-Three Oaks Pkwy. Intersection Improvements	\$ 428,000	LDOT	\$ -	\$ 439,556	\$ -	\$ -	\$ -	\$ 439,556
6	Coconut Road Intersection Study	\$ 156,000	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7	US41-Coconut Road Intersection Improvements	\$ 746,400	Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
8	US41-Williams Rd Intersection Improvements	\$ 288,500	RIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
8			GT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
8			GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
9	Coconut Road - Coconut Shores Roundabout	\$ 1,095,200	Other	\$ -	\$ -	\$ -	\$ 1,188,292	\$ -	\$ 1,188,292
9			RIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
9			GT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
9			GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
10	US41-Pelican Sound Intersection Improvements	\$ 1,110,800	Developer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11	US41-Corkscrew Rd Intersection Improvements	\$ 510,300	Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
12	Coconut Road - Meadowbrook Roundabout	\$ 1,095,200	Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
12			RIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
12			GT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
12			GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
13	North Point Railroad Crossing	\$ 250,000	RIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
14	Coconut Road - El Dorado Roundabout	\$ 1,095,200	Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
14			RIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
14			GT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
14			GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Village of Estero Sub-total (all funding sources)				\$ -	\$ 1,501,885	\$ 1,542,832	\$ -	\$ -	\$ 3,044,717

Priority	Project Name	Estimated Project Cost	Funding Source	Budget FY 21-22	Budget FY 22-23	Budget FY 23-24	Budget FY 24-25	Budget FY 25-26	Total Cost
Bike-Pedestrian Projects									
1	Coconut Road Crosswalks	\$ 252,800	GF	\$ 177,800	\$ -	\$ -	\$ -	\$ -	\$ 177,800
2	Williams Road Bike-Ped Improvements (East of Via Coconut)	\$ 2,357,700	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2	Intersection Safety Improvement Study	\$ 110,000	RIF	\$ 2,213,700	\$ -	\$ -	\$ -	\$ -	\$ 2,213,700
3	Sandy Lane Bike-Ped Improvements	\$ 2,633,600	GF	\$ 110,000	\$ -	\$ -	\$ -	\$ -	\$ 110,000
4	Broadway E Shared Use Path (US 41-Sandy)	\$ 2,931,200	RIF	\$ 207,000	\$ 369,720	\$ 2,180,263	\$ -	\$ -	\$ 2,756,983
5	Corkscrew Road Shared Use Path (30Oaks-Sandy)	\$ 6,952,000	GF	\$ 134,400	\$ 345,072	\$ 2,596,144	\$ -	\$ -	\$ 3,075,616
6	Coconut Rd Sidewalk (Oakwild to Via Coconut)	\$ 1,082,700	GF	\$ -	\$ -	\$ -	\$ 185,535	\$ 603,720	\$ 789,255
7	Corkscrew Palms Blvd. Sidewalks	\$ 109,800	RIF	\$ -	\$ -	\$ -	\$ 111,972	\$ 1,095,081	\$ 1,207,053
8	Via Coconut Point Roundabouts Improvements	\$ 473,100	County	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
9	Coconut Rd Shared Use Path	\$ 2,094,000	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
10	Corkscrew Rd West Bike-Ped Improvements	\$ 767,000	RIF	\$ -	\$ -	\$ -	\$ 84,630	\$ 441,722	\$ 526,352
10	Williams Rd West Bike-Ped Improvements (West of US41)	\$ 1,825,100	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
10	Broadway E. Shared Use Path (Sandy Ln to Three Oaks & Estero Pkwy)	\$ 3,098,900	RIF	\$ -	\$ -	\$ -	\$ 295,554	\$ -	\$ 295,554
11	SUN Trail Estero Parkway South	\$ 6,804,700	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11	SUN Trail Estero Parkway North	\$ 5,570,000	RIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
12	FPL Shared Use Path (East I- 75)	\$ 2,241,500	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
12	Utility Shared Use Path (West US 41)	\$ 4,973,600	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
13	Village of Estero Sub-total (all funding sources)	\$ -	RIF	\$ 2,842,900	\$ 714,792	\$ 4,776,407	\$ 677,691	\$ 2,140,523	\$ 11,152,313

Priority	Project Name	Estimated Project Cost	Funding Source	Budget FY 21-22	Budget FY 22-23	Budget FY 23-24	Budget FY 24-25	Budget FY 25-26	Total Cost
Parks & Recreation									
1	Estero on the River Master Plan	\$ 252,000	GF	\$ 252,000	\$ -	\$ -	\$ -	\$ -	\$ 252,000
2	Estero Community Park Expansion Master Plan	\$ 150,000	GF	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000
3	Estero Community Park Expansion	\$ 13,885,700	Partner	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3			PIF	\$ 700,000	\$ 1,643,200	\$ -	\$ -	\$ -	\$ 2,343,200
3			RIF	\$ -	\$ 616,200	\$ -	\$ -	\$ -	\$ 616,200
3			GF	\$ 38,000	\$ 4,518,800	\$ -	\$ -	\$ -	\$ 4,556,800
4	Estero on the River Improvements	\$ 4,518,000	GF	\$ -	\$ 2,054,000	\$ -	\$ -	\$ -	\$ 2,054,000
4			PIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Village of Estero Sub-total (all funding sources)				\$ 1,140,000	\$ 8,832,200	\$ -	\$ -	\$ -	\$ 9,972,200

Priority	Project Name	Estimated Project Cost	Funding Source	Budget FY 21-22	Budget FY 22-23	Budget FY 23-24	Budget FY 24-25	Budget FY 25-26	Total Cost
Stormwater Projects									
1	Villages of Country Creek Bypass Swale Improvements	\$ 693,600	GF	\$ 192,000	\$ 515,143	\$ -	\$ -	\$ -	\$ 707,143
2	Dry Creek Bed Sediment Removal	\$ 432,000	GF	\$ 150,000	\$ 289,614	\$ -	\$ -	\$ -	\$ 439,614
3	Septic-Sewer (Admin-Design & Permitting)	\$ 3,660,000	GF	\$ 324,000	\$ -	\$ 531,720	\$ -	\$ 536,640	\$ 1,392,360
4	Estero River Sediment Removal (West of US 41)	\$ 2,426,100	GF	\$ 30,000	\$ 36,972	\$ -	\$ 2,470,545	\$ -	\$ 2,537,517
5	Trailside Drainage Improvements	\$ 1,187,900	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6	Estero River Sediment Removal (Railroad to Sandy Ln)	\$ 766,800	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7	Villagio-Estero Pkwy Drainage Improvements	\$ 1,624,200	Estero/Lee	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
8	US-41 Drainage Improvements Design (Williams-Corkscrew)	\$ 72,000	FDOT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
				\$ 696,000	\$ 841,729	\$ 531,720	\$ 2,470,545	\$ 536,640	\$ 5,076,634
Building Facilities									
1	Public Works Storage Facility	\$ 354,000	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2	Village Hall	\$ 4,914,000	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3	Performing Arts Center	\$ 20,000,000	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Village of Estero Sub-total (all funding sources)				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Priority	Project Name	Estimated Project Cost	Funding Source	Budget FY 21-22	Budget FY 22-23	Budget FY 23-24	Budget FY 24-25	Budget FY 25-26	Total Cost
Land Acquisition									
1	School District of Lee County Property (Block Lane)	\$ 4,000,000	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1			PIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1			Bonus Den.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1			Partner	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2	Driving Range Property (Williams Road)	\$ 3,500,000	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2			PIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2			Bonus Den.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2			Partner	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3	River Oaks Preserve	\$ 900,000	Bonus Den.	\$ -	\$ 924,300	\$ -	\$ -	\$ -	\$ 924,300
3			Partner	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4	SUN Trail	\$ 30,000,000	GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4			RIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4			Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Village of Estero Sub-total (all funding sources)				\$ -	\$ 924,300	\$ -	\$ -	\$ -	\$ 924,300
Total				\$ 19,832,300	\$ 14,486,862	\$ 14,168,967	\$ 5,254,438	\$ 2,677,163	\$ 56,419,729
Village total				\$ 18,543,100	\$ 13,196,950	\$ 10,955,226	\$ 3,414,061	\$ 2,677,163	\$ 48,786,499

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

Account	Project	FY 20-21	Description of Project	Impact on Operating Cost
300-700-5416301	Estero Parkway Improvements	3,186,560	Road resurfacing, drainage lighting and landscaping improvements along Estero Parkway from US-41 to Three Oaks	Annual maintenance costs estimated to be \$350,000
300-700-5416311	Corkscrew Road Widening	300,000	Lee County will be widening Corkscrew Road east of Ben Hill Griffin Parkway. Village to fund design and construct of street lighting, landscaping and pedestrian enhancements along Corkscrew Road from East of Ben Hill Griffin to Village limits.	Increase yet to be determined
300-700-5416310	River Ranch Road Improvements	310,000	Roadway, drainage and bicycle/pedestrian improvements along River Road	Increase yet to be determined
300-700-5416370	Via Coconut Pt Street Lights	205,200	Install street lights along Via Coconut Point from Williams Road to Coconut Road	Increase yet to be determined
300-700-5416371	Williams Rd Street Lights	57,000	Install street lights along Williams Road from Via Coconut Point to Three Oaks Parkway.	Increase yet to be determined
300-700-5416372	River Ranch Rd Street Lights	30,500	Install street lights along River Ranch Road	Increase yet to be determined
300-700-5416373	Broadway Ave East Street Lights	12,900	Install street lights along Broadway from US 41 to Sandy Lane	Increase yet to be determined
300-700-5416374	Sandy Lane Street Lights	28,600	Install street lights along Sandy Lane	Increase yet to be determined
Roadway Improvement Projects (700)		4,130,760	excludes Lee County funding for Lee County Projects	
300-710-5416303	Corkscrew Road-Estero Town Commons Signal	842,600	Design, permitting, and installation of a traffic signal on Corkscrew Road at Puente Lane which are expected to be reimbursed by the Developers.	No additional cost
300-710-5416302	US41-Pelican Sound Intersection Improvements	132,000	Design, permit, and construction of a traffic signal at the intersection of US-41 and Pelican Colony Blvd to be funded by adjacent developments.	No additional cost
300-710-5416304	Williams Road-Atlantic Gulf Drive Intersection (Walgreens)	300,000	Design and construct roadway intersection improvements on Williams Road east of US-41 to prevent illegal left turns out of the Walgreens parking lot and improve left turn vehicle stacking at US-41.	Increase yet to be determined
300-710-5416307	Coconut Road Intersection Study	117,000	Study the following Coconut Road intersection and prepare preliminary intersection designs considering additional turn lanes and 3 possible roundabouts at Coconut Shores, Meadowbrook, and El Dorado.	No additional cost
Intersection Improvements Projects (710)		1,391,600	excludes Lee County funding for Lee County Projects	
300-720-5416307	Coconut Rd Crosswalks	150,000	Install a crosswalk for pedestrian access to the sidewalk on the south side of the roadway at Old Meadowbrook Blvd and extend the existing sidewalk east of Coconut Shores to their back gate driveway located on FPL property.	No additional cost
300-720-5416308	Williams Road Bike-Ped Improvements	150,000	Design and construction of bicycle and pedestrian improvements along Williams Road which will provide a safe east/west corridor between two major north/south corridors, Via Coconut Point and Three Oaks Parkway.	Increase yet to be determined.
300-720-5416309	Intersection Safety Improvement Study	110,000	Prepare a study of bicycle and pedestrian safety at US-41 intersections and provide recommendations to improve safety.	Increase yet to be determined.
300-720-5416310	Sandy Lane Bike-Ped Improvements	438,780	Construct a shared use path along the east side of Sandy Lane from Corkscrew Road to Broadway East	Increase yet to be determined.
300-720-5416311	Broadway E Shared Use Path	245,700	Construct a shared use path and sidewalk along Broadway East from US-41 to Sandy Lane	Increase yet to be determined.
Bicycle and Pedestrian Improvements Projects (720)		1,094,480		
300-730-5416370	US 41 Landscaping Enhancement	114,790	Install landscaping within the US-41 medians.	Annual maintenance costs estimated to be \$297,000

300-730-5416369	US 41 FDOT Landscape Grant	199,600	Install landscaping in two areas along US 41 to include trees within the median and trees, shrubs and ground cover along the shoulders.	Increase yet to be determined
300-730-5416373	US 41 Monument Signs	156,000	Install Village of Estero monument signs at both ends of US 41 in Estero.	Increase yet to be determined
300-730-5416374	Three Oaks Parkway Monument Signs	156,000	Install Village of Estero monument signs at both ends of Three Oaks Parkway in Estero.	Increase yet to be determined
300-730-5416375	Via Coconut Point Landscape Improvements (Williams-Coconut)	276,000	Master plan Via Coconut Point Landscaping and install landscaping from Coconut Road to Williams Road.	Annual maintenance costs estimated to be \$330,000
300-730-5416376	Ben Hill Griffin Pkwy Landscape Improvements	130,000	Design and install additional landscaping along Ben Hill Griffin Parkway which will provide traffic calming, shade for pedestrians and improve aesthetics.	Annual maintenance costs estimated to be \$200,000
300-730-5416377	I-75 Interchange Landscaping	60,000	Florida Department of Transportation (FDOT) is scheduled to design, permit and install landscaping at the Corkscrew Road Interchange with the Village funding enhanced landscaping above what is typically provided by FDOT.	Maintenance of the I-75 landscaping and irrigation is expected to be handled by FDOT.
300-730-5416380	Williams Road Landscape Improvements	143,000	Design and install landscaping along Williams Road from Via Coconut Point to Three Oaks Parkway.	Annual maintenance costs estimated to be \$84,000
Landscaping & Beautification Projects (730)		1,235,390		
300-740-5726301	Estero on the River Master Plan	252,000	Prepare Master Plan for the Estero on the River property.	No additional maintenance will be required as a result of this master plan.
300-740-5726302	Estero Community Park Expansion Master Plan	150,000	Prepare master plan for potential park improvements on Estero Community Park property, School District property and potential additional land purchases.	No additional maintenance will be required as a result of this master plan.
300-740-5726303	Estero Community Park Expansion	738,000	The exact extent of park improvements are not yet know and will be determined during the Estero/School/Park Master Plan.	Increase yet to be determined.
Parks & Recreation Projects (740)		1,140,000		
300-750-5376302	Villages of Country Creek Bypass Swale Improvements	192,000	Modify the swale around Villages at County Creek to increase the amount of water that flows around the community and bypasses the relatively narrow section of the Estero River that runs through the community.	Increase yet to be determined.
300-750-5376303	Dry Creek Bed Sediment Removal	150,000	Remove sediment from a dry river bed that historically connected the North and South Branches of the Estero River to reduce water levels within the North Branch.	Increase yet to be determined.
300-750-5376310	Estero River Sediment Removal (West of US 41)	30,000	Remove sediment that has built up in the Estero River west of US41.	No recurring operating costs
Stormwater Projects (750)		372,000		

Personnel Summary

Full Time Employees			Part Time Employees ¹			Contract Full Time Equivalent		
Approved	Approved	Budgeted	Approved	Approved	Budgeted	Approved	Approved	Budgeted
2019-2020	2020-2021	2021-2022	2019-2020	2020-2021	2021-2022	2019-2020	2020-2021	2021-2022

<i>General Fund Cost Centers:</i>									
Village Council	-	-	-	-	-	-	-	-	-
Village Manager ²	3.0	3.0	4.0	-	-	-	-	-	-
Village Attorney	-	-	-	-	-	-	-	-	-
Village Clerk	1.0	1.0	-	1.0	1.0	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	3.0	3.0	3.0
Code Compliance	-	-	-	-	-	-	1.0	1.0	1.0
Animal Control	-	-	-	-	-	-	-	-	-
Public Works									
Physical Environment/Natural Resources	-	-	-	-	-	-	-	-	-
Transportation	1.0	1.0	1.0	1.0	1.0	1.0	-	-	-
Information Technologies	-	-	-	-	-	-	1.0	1.0	1.0
Law Enforcement	-	-	-	-	-	-	-	-	-
Parks & Recreation	-	-	-	-	-	-	-	-	-
General Government Operations	-	-	-	-	-	-	-	-	-
Disaster Services	-	-	-	-	-	-	-	-	-
Total General Fund	8.0	8.0	9.0	6.0	6.0	7.0	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
Debt Service Fund	-	-	-	-	-	-	-	-	-
Total Debt Service Fund	-	-	-	-	-	-	-	-	-
Capital Projects Fund	-	-	-	-	-	-	-	-	-
Total Capital Projects Fund	-	-	-	-	-	-	-	-	-
Total Governmental Funds	8.0	8.0	9.0	6.0	6.0	7.0	12.0	12.0	12.0
Total Full Time Equivalent Positions	8.0	8.0	9.0	3.0	3.0	3.5			
Total Full Time Equivalent Positions in Governmental Funds							12.5		

¹ Part time employees represent 1/2 of a Full Time Equivalent position.
² A new *Assistant to the Village Manager* position is proposed. Additionally, the Village Clerk/Executive Assistant to the Village Manager is shown in the Village Manager department, though they split their time between the two functions.

Department and Fund Structure

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

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

	Building		
	Permit	Debt	Capital
General	Fee	Service	Project
Fund	Fund	Fund	Fund

Community Development Department:

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

Non-Department Cost Centers:

Village Council	X			
Village Manager	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	X	X
Information Technologies	X			
Law Enforcement	X			
Parks & Recreation	X			
General Government Operations	X			
Disaster Services	X			

Estero Lifestyle Publications

January 2021 – August 2021



Village Connection



INFRASTRUCTURE IMPROVEMENTS MOVING FORWARD IN 2021

Village of Estero residents should expect to see progress on numerous capital improvement project throughout Estero in 2021. The Village, along with partner agencies, is planning several drainage, roadway, intersection, landscaping and bicycle/pedestrian projects this year. The completion of roadway, bicycle and pedestrian pathways, landscaping and lighting improvements along Estero Parkway is just the beginning! Here's a summary of what to expect in 2021.

CONSTRUCTION PROJECTS

PROJECT	ESTIMATED START	PROJECT COMPLETION
CORKSCREW ROAD WIDENING (EAST OF BEN HILL GRIFFIN PKWY)	2ND QUARTER 2021	4TH QUARTER 2023
TRAFFIC SIGNAL FOR ESTERO TOWN COMMONS AT CORKSCREW ROAD	3RD QUARTER 2021	4TH QUARTER 2021
INTERSECTION IMPROVEMENT AT CORKSCREW ROAD & CORKSCREW WOODLANDS BLVD.	4TH QUARTER 2021	4TH QUARTER 2021



Estero Parkway December 2020

To receive the latest information about Village projects and community activities, go to the Village website and subscribe at estero-fl.gov

PROJECTS IN PLANNING & DESIGN

PROJECT	ESTIMATED START	DESIGN COMPLETION
RIVER RANCH ROAD - DRAINAGE, ROAD & BIKE/PED. IMPROVEMENTS	ONGOING	4TH QUARTER 2021
WILLIAMS ROAD- ATLANTIC GULF DRIVE INTERSECTION IMPROVEMENTS	1ST QUARTER 2021	3RD QUARTER 2022
WILLIAMS ROAD BIKE/PED. IMPROVEMENTS	1ST QUARTER 2021	4TH QUARTER 2021
ESTERO WELCOME SIGNS ON THOSE OAKS PARKWAY	ONGOING	2ND QUARTER 2021
ESTERO RIVER NORTH BRANCH DRAINAGE IMPROVEMENTS	1ST QUARTER 2021	3RD QUARTER 2022
ESTERO RIVER SEDIMENT REMOVAL	ONGOING	3RD QUARTER 2022
SANDY LANE & BROADWAY EAST BIKE/PED. IMPROVEMENTS	3RD QUARTER 2021	4TH QUARTER 2022

PLANNING FOR MORE PARKS & RECREATION OPPORTUNITIES

In addition to the many infrastructure improvements Estero residents will see in 2021, planning will soon begin for some major parks and recreation projects to come.

The Village will begin its work on a master plan for the Estero on the River property, a 60-acre property at the northeast corner of U.S. 41 and Corkscrew Road, directly across from Koreshan State Park. This follows a series of community surveying events completed this fall. The Village will continue to seek input from citizens in a number of ways as the master plan is formed this year — so stay tuned!

Similarly, the Village will begin a master planning effort for the potential expansion of The Estero Community Park. This project is being planned in response to recommendations made in the Village's Park, Recreation and Open Space Master Plan. Similar to the Estero on the River project, several opportunities for public input will be provided throughout the project planning process.

The Village is committed to improving our community, while remaining responsive to the economic challenges and needs of the community during the ongoing pandemic. As always, our decision-making process will be transparent, deliberate and balanced.

Village Council Seats Open for Election

ELECTION DATE: March 2, 2021

OPEN COUNCIL SEATS: Districts 1, 2 and 6

ELECTION INFORMATION: estero-fl.gov/elections/

Village of Estero

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Village Connection



ESTERO DEVELOPS ITS FIRST LAND DEVELOPMENT CODE

The Village of Estero held a series of workshops and public hearings to discuss the creation of its first land development code. The resulting 539-page document is significant because sets the standards for the community's future development and redevelopment.

WHAT IS THE LAND DEVELOPMENT CODE?

The Land Development Code (LDC) is the adopted law of the Village of Estero that regulates land use, growth and development. It divides the Village into different zoning districts. Regulations for the various zones govern the types of uses and the location and size of development within each zoning district. The LDC also includes procedures for how development proposals are reviewed.

WHY IS IT IMPORTANT?

This comprehensive document includes community standards for architecture, landscaping, zoning, open space, sidewalks, bicycle/pedestrian improvements, traffic, stormwater and other items which aim to provide a high quality of life in Estero. Standards govern the quality and form of all new development and redevelopment, such as standards for parking, landscaping, building location and architectural design.

By state law, every municipality is required to have an LDC to govern development within its jurisdiction.

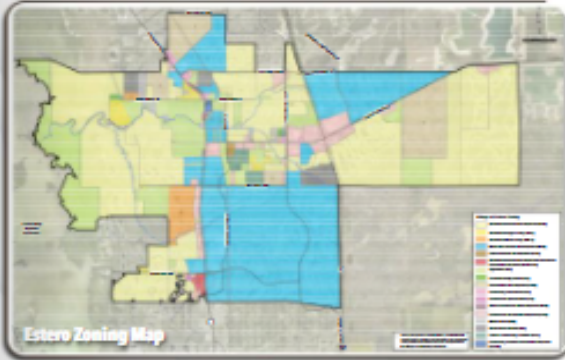
HOW WAS ESTERO'S LDC DEVELOPED?

Since its incorporation in 2014, the Village of Estero has used the Lee County Land Development Code as its transitional LDC. However, with the new comprehensive plan for Estero becoming effective in November 2019, the community's collective vision has been defined.

The updated LDC will be specific to Estero and will implement the policy direction indicated in the comprehensive plan. Estero's LDC will also ensure the Village's development regulations are modernized and aligned with contemporary zoning best practices.

Village consultants Clarion Associates and Johnson Engineering conducted a series of workshops and public hearings. The public was invited to attend and give input, either in person or virtually, at 13 meetings of the Village Council, Design Review Board and the Planning and Zoning Board.

Estero's new LDC was adopted by Village Council last month and may be viewed on the Village of Estero website at www.estero-fl.gov/land-development-code.



Estero Zoning Map

Village of Estero Zoning

Residential Planned Development (RPPD)	Residential Planned Development (RPPD) - Medium Density	Residential Planned Development (RPPD) - Single-Family	Mobile Home (MH)
Residential Single-Family (RSF)	Residential Planned Development (RPPD) - Medium Density	Residential Planned Development (RPPD) - Single-Family	Residential Mobile Home (RMH)
Residential Medium Density (RMD)	Residential Single-Family (RSF)	Residential Planned Development (RPPD) - Single-Family	Residential Mobile Home (RMH)
Residential Single-Family (RSF)	Residential Single-Family (RSF)	Residential Planned Development (RPPD) - Single-Family	Residential Mobile Home (RMH)
Residential Single-Family (RSF)	Residential Single-Family (RSF)	Residential Planned Development (RPPD) - Single-Family	Residential Mobile Home (RMH)
Residential Single-Family (RSF)	Residential Single-Family (RSF)	Residential Planned Development (RPPD) - Single-Family	Residential Mobile Home (RMH)

To receive the latest information about Village projects and community activities, go to the Village website and subscribe at estero-fl.gov

Village of Estero

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Village Connection



VILLAGE VOLUNTEERS HELP WITH MEETINGS, SPECIAL PROJECTS

For a city that runs on a "government lite" philosophy, having a team of dedicated volunteers is essential. Volunteerism has always been at the heart of Estero's progress and unique quality of life.

VOLUNTEERS RUN TECH FOR MEETINGS

A core group of about five volunteers help ensure that all Estero citizens can view Village Council and Board meetings virtually. This started long before the pandemic, and it has become even more important since in-person gatherings have been limited.

Estero's audio-visual (AV) volunteer program began in the final quarter of 2016. Through the end of 2020, volunteers had completed more than 150 shifts totaling about 400 hours of community service.

From the outset, Village Council has prioritized meeting transparency and volunteer engagement, along with a commitment to "government-lite".



Michael Mortensen an Estero AV volunteer

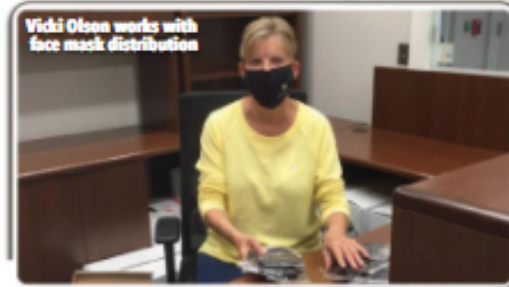
To accomplish these objectives, the Village contracted with local AV firm, Bonita Video. The result was a volunteer training program for Estero citizens who wished to be more involved, managed by contract.

No previous technical experience is needed. Bonita Video trains the volunteers, and once their performance meets standards, they are assigned to run AV for meetings once or twice a month. This allows the Village to maintain a low staffing level, limit costs, and encourage civic participation.

Current volunteers include Terry Higerd, Joe Moran, Timothy Murphy, Michael Mortensen and Mark Yosway. Past volunteers who have been active include John Wood and Duane Lashua.

Volunteers have different motivations for wanting to give their time to serve their community.

"My wife was always volunteering, and I was at home playing with my photography and my computer," said Joe Moran, 82, who has been volunteering with the AV program for three years. "This gets me out of the house. I'm pleasing my wife and helping my community, so it's two birds with one stone."



Vicki Olson works with face mask distribution

Another AV volunteer, Timothy Murphy, found himself with time on his hands after becoming disabled from an injury. The former banking executive says he is happy to help and likes meeting people at government meetings.

"Volunteering is something that was always in my heart. Now that I have time, I want to do something to contribute to my community," said Murphy, who also volunteers with Koreshan State Park.

VOLUNTEERS WILLINGLY STEP UP WHEN NEEDED

In addition to regular volunteers, the Village occasionally calls upon volunteers for special projects. Such was the case with a recent effort to distribute face masks and hand sanitizer stations to businesses throughout the Village of Estero.

As a result of federal aid, the Village was able to mail out 23,500 packages to all Estero residences, each including two, high-quality face masks branded with the new Village of Estero logo.

The Village wanted to equip employees and volunteers at Estero businesses and nonprofits with the same protection. So, 31,500 mask packages and 300 automatic hand sanitizer stations were purchased, as well.

The only problem was how to get these items distributed. That's where Estero volunteers stepped in. Working with the Village and Estero Fire Rescue, a team of 14 volunteers collectively worked to visit every Estero business and nonprofit.

Some grateful small business owners said the Estero-branded face masks helped their staff look more professional, and the effort fostered community pride.

"There are many opportunities for volunteers. You don't need any special expertise or talent, just be willing to help out however you can," said Vicki Olson, a special events volunteer who helped with face mask distribution. "It's a great way to give back to our community. Try it; you'll like it!"

WANT TO GET INVOLVED?
If you are interesting in volunteering on either a regular or occasional basis, please contact Village Clerk Carol Sacco at (239)271-5035 or email: sacco@estero-fl.gov.

To receive the latest information about Village projects and community activities, go to the Village website and subscribe at estero-fl.gov

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Village Connection



VILLAGE COUNCIL THANKS OUTGOING MEMBERS, WELCOMES THREE NEW COUNCILMEMBERS

On March 17, 2021, the terms of three Estero Village Council members expired, and three new members were sworn in to serve four-year terms. No election took place because all three candidates ran unopposed in their districts. Village Council members must reside in their districts; however, they represent the interests of all Estero citizens in their roles on the council.



DISTRICT 1

Bill Ribble, who has served as Estero Mayor since March 2019, will be succeeded by his wife, Joanne Ribble. Bill Ribble was a founding member of the Village Council in 2015, serving for six years. He served as liaison to the Bonita Springs City Council, Florida League of Cities and Florida Gulf Coast University, and as alternate to the Metropolitan Planning Organization of Lee County. His primary areas of focus included Estero Bay, the former Weeks Fish Camp property and the development of Village Hall.



Joanne Ribble has lived in Estero since 2007 and has been active on the Estero Design Review Committee (prior to Village incorporation) and the Pelican Landing Unit Owners Committee. She is past president of the Pelican Landing Board of Directors and Vice President of The Colony Foundation Board of Directors. Joanne is also a member of the Estero Forever Foundation.

DISTRICT 2

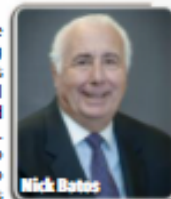
Howard Levitan, another original Village Council member who served for six years, will be succeeded by Larry Fiesel. A retired lawyer, Levitan was a leader in the effort to incorporate Estero in 2014 and the Village's first Vice Mayor. His primary area of focus was community development, including spearheading efforts for Estero's first Comprehensive Plan and Land Development Code.



Fiesel has lived in Estero since 2001 and has been active in his community of Pelican Sound, serving as president of the neighborhood association and chair of the community's Architectural Review Committee. He oversaw construction of a new racquet center and clubhouse facility, and he is a member of the Board of Supervisors for the River Ridge Community Development District.

DISTRICT 6

Nick Bates, Estero's first mayor, will be succeeded by Jim Ward. Before serving on Village Council for six years, Bates was heavily involved in the Estero Council of Community Leaders, helping lead Estero's successful incorporation effort. On the Council, Bates served as liaison to the School District of Lee County and to Lee Health. His primary area of focus was bike and pedestrian safety, including the ongoing effort to develop a bike trail along the CSX railroad corridor.



Ward has lived in Estero since 2003 and has been active in his community of Spring Run at The Brooks, serving on the Board of Directors for 12 years. He helped direct renovation of the community's fitness facility, among many other initiatives, and serves as President of The Commons Club at The Brooks.

LEARN MORE ABOUT THE VILLAGE COUNCIL

Go online to www.estero-fl.gov/council to view a district map which includes a list of residential communities in each district. The Village Council website also includes bios of all seven councilmembers and lists their contact information.

Village Council meetings are held at Estero Village Hall on the first and third Wednesdays of the month at 9:30 a.m., and citizen participation is encouraged by attending either live or virtually.

Village of Estero

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Village Connection



FGCU PRESENTS FINDINGS FROM ESTERO RIVER STUDY

L. Donald Duke, PhD, a professor of ecology and environmental studies in The Water School at Florida Gulf Coast University, presented findings from a year-long study of Estero River water quality to the Estero Village Council on April 7, 2021.

Duke and other faculty members enlisted students at The Water School to help collect and evaluate water samples taken from the river beginning in August 2019 and concluding in August 2020. The sampling period spanned both wet and dry seasons.

Based on bacteria counts, the Florida Department of Environmental Protection has identified the Estero River as impaired. This means the amount of bacteria found in the river exceeds the state's water quality standards.

This study was conducted to identify the cause of the impairment to the river and to target remedies. The project consisted of a monitoring program, laboratory and data analysis for bacteria and related water quality parameters within the Estero River. The primary objectives of the study were to gather information about the distribution of two types of fecal bacteria associated with human origins (Enterococcus and Escherichia coli, commonly called E. coli) in and near the Estero River.

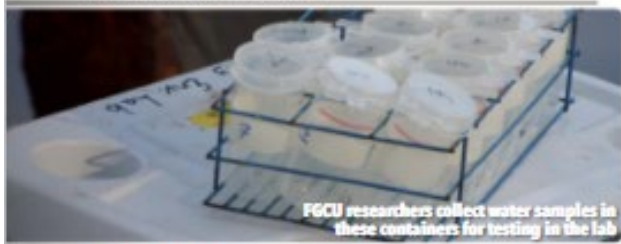


Estero River

Knowing the biological source of bacteria in the river is the first step to remediation. The Village of Estero is working to address the issues presented, so stay tuned for updates!

OTHER WATER NEWS:

Also during the April 7 meeting, the Village Council approved a \$41,352 contract with Johnson Engineering to provide water monitoring services. The Village's Stormwater Master Plan indicated a need for additional water monitoring data to better understand water levels and water quality around Estero and to improve the accuracy of stormwater models.



FGCU researchers collect water samples in these containers for testing in the lab

KEY FINDINGS:

- High fecal indicator bacteria (FIB) numbers in upstream locations are evidence that human activities produce and/or enhance sources.
- Sources of FIB are episodic and short-term, but in aggregate, they are substantial.
- Frequency of high-FIB events confirms the presence of both human waste and other sources.
- Groundwater does not appear to convey FIB in soils; however, small, steady surface flows of groundwater may convey human waste into the Estero River.



FGCU Professor Serge Thomas collects a water sample

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Village of Estero

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Village Connection



WHAT ARE THE FUNCTIONS OF THE ESTERO VILLAGE COUNCIL AND ESTERO'S PLANNING, ZONING AND DESIGN BOARD (PZDB)?

When the Village of Estero adopted its Land Development Code (LDC) on Jan. 27, 2021, it established a map of Estero's zoning districts and set the standards for development, including architecture and landscaping, site plan design, green building and public gathering places.

Additionally, the LDC establishes the governing procedures for development proposals and zoning requests in Estero. Formerly, there were two boards whose roles have now been combined into one Planning, Zoning and Design Board (PZDB). For rezoning, amendments and other items, the PZDB makes recommendations to the Estero Village Council, which is the ultimate decision maker in Estero.

ROLE OF VILLAGE COUNCIL

Village Council makes land use and development decisions based on the Comprehensive Plan, which can be considered Estero's "constitution." The Comprehensive Plan is the "vision" document, and the Land Development Code contains the rules for its implementation.

Village Council reviews legislative matters, votes on Comprehensive Plan amendments, and handles requests for rezoning and planned developments. When a land use or zoning item is on the Village Council meeting agenda, there is a typical order of events:

- Staff introduces the item (gives the background info and context).
- The applicant makes a presentation supporting the request.
- Council questions the applicant.
- Public input is invited on the agenda item.
- Council discusses the item, evaluating it based on the Comprehensive Plan and Land Development Code.
- Council makes a decision.

Council's decision must be supported by "substantial competent evidence," which is based on facts, credible, relevant, not speculative, legally sound and "a reasonable mind would accept as enough to support the conclusion."

For legal issues on certain matters, state or federal law may preempt procedures and standards in Estero. This may include wireless facilities and other "special uses," uses implicating freedom of speech (i.e. signs or billboards) and uses implicating freedom of religion.



ROLE OF THE PZDB

The Planning, Zoning and Design Board makes decisions on development orders, special exceptions, variances, consumption on premises for outdoor seating (certain cases), monument signs, commercial building repainting and building alterations. In some cases, Council may take "jurisdiction" of a decision.

The PZDB will review and make recommendations to Village Council on rezonings, planned development zoning and amendments, Comprehensive Plan amendments, and miscellaneous land development-related ordinances.

The PZDB consists of nine members appointed by Village Council. Co-chairs are Howard Levitan and Leonard "Scotty" Wood III; other members are Kristin Jeannin, James Tatooles, Marlene Naratil, Anthony Gargano, Barry Jones and Jim Wallace.

ROLE OF VILLAGE STAFF

Estero's staff reviews all cases and prepares a staff report before all Council and PZDB meetings, providing the "expert" opinion. The Village Clerk maintains the Council's records, including agendas, reports and meeting minutes.

Village staff also handles administrative items that don't need to come before the PZDB or the Council. Examples might include small clubhouse renovations, minor technical deviations and farmer's markets.

Additionally, Village staff are available to answer questions from any Estero citizen! A staff directory with emails and phone numbers may be found on the Village of Estero website at www.estero-fl.gov/staff-directory. The Village's website also contains contact information for Village Council members.

All Council and PZDB meetings are open to the public. A meeting calendar and agendas are available on the Village of Estero website.

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Village Connection



Estero Parkway

CAPITAL IMPROVEMENT PROJECT DISCUSSION

The Village is in the process of planning its capital improvement projects for the coming year and wants your input! Village Council held a workshop May 13 to consider which priorities to include in the Capital Improvement Program (CIP) and will vote on the full CIP in July.

Here's a sneak peek at some of the projects under consideration for the next five years:

ROADWAY IMPROVEMENTS

- Corkscrew Road (east of Ben Hill Griffin Parkway) — Widening, street lighting, landscaping and pedestrian enhancements
- River Ranch Road — Resurfacing, adding shoulders, sidewalks & crosswalks, drainage, Estero High turn lane improvements, Williams Road roundabout, landscaping and street lighting
- Broadway West — Resurfacing, widening, drainage, bicycle & pedestrian improvements, landscaping, street lighting

INTERSECTION IMPROVEMENTS

- Corkscrew Road & Town Commons signal (Lowe's intersection)
- Corkscrew Road & Corkscrew Woodlands (Lee County project)
- U.S. 41 & Pelican Colony (Lee County project)

BICYCLE & PEDESTRIAN IMPROVEMENTS

- Coconut Road pedestrian improvements and crosswalk at Old Meadowbrook Blvd.
- Williams Road (Via Coconut to Three Oaks Parkway) — Bikes/pedestrian improvements
- U.S. 41 intersection study for improving bicycle and pedestrian safety

LANDSCAPE IMPROVEMENTS & MONUMENT SIGNS

- Monument signs to identify Village of Estero limits at entry points: U.S. 41, I-75, Three Oaks Parkway, Ben Hill Griffin Parkway & Corkscrew Road
- Ben Hill Griffin Parkway landscaping
- I-75 landscaping at the Corkscrew Road interchange

PARKS & RECREATION IMPROVEMENTS

- Estero on the River Master Plan Development*
 - Planning process to understand project alternatives and the best possible use of 60 acres along the Estero River (east of Koreshan State Park)
- Estero Community Park Expansion Master Plan:*
 - Planning process to identify park expansion and improvement opportunities.

STORMWATER IMPROVEMENTS

- Utilities Expansion planning (exact areas of improvement have not yet been decided)

Be a part of the process! Residents are encouraged to participate in public meetings as this important process sets the course for improvements in our community. Stay informed by signing up for Village of Estero emails.



New bicycle-pedestrian pathway on Estero Parkway

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Village Connection



CYBER SECURITY FOR THE VILLAGE AND ITS RESIDENTS

The Village of Estero is in the process of moving all software and data storage to “the cloud.” This action is being taken to protect data, maintain operations (even during a storm), and to model the importance for all residents to diligently protect their data.

Approximately 50 percent of corporate data is currently held in the cloud, according to statista.com, making cloud storage a mainstream business model.

Cloud storage improves data accessibility, allowing employees to work remotely even if the local office endures a heavy storm (as can happen in Southwest Florida).

10 TIPS: HOW YOU CAN STAY CYBER SAFE

As the Village takes steps to improve its cybersecurity, we offer residents the following tips from the Information Security Office at UC-Berkeley for maintaining personal cybersecurity:

1. **You are a target to hackers** — Don't ever say, "It won't happen to me." We are all at risk.
2. **Keep software up-to-date** — Turn on automatic updates for your operating system.
3. **Avoid phishing scams** — Be suspicious of any official-looking email message that asks for personal or financial information. Cyber criminals will attempt to trick you into divulging personal information such as login ID, password or banking/credit card information. Don't take the bait!



4. **Practice good password management** — Don't take shortcuts on passwords by using the same one for multiple accounts.
5. **Be careful what you click** — Avoid visiting unknown websites or downloading software from untrusted sources. If you receive an email with attachments or links that are unexpected or suspicious, don't click on it!
6. **Never leave devices unattended** — If you leave your laptop, phone or tablet for any length of time, lock it.
7. **Safeguard protected data** — Protect sensitive, high-level data, such as: social security numbers, credit card information, health information.
8. **Use mobile devices safely** — Lock your phone or tablet with a PIN or password; only install apps from trusted sources (Apple AppStore, Google Play); keep the operating system up-to-date on your phone or tablet; and use Apple's Find my iPhone or Android Device Manager to help prevent loss or theft.
9. **Install antivirus/anti-malware protection** — Only install these programs from a known and trusted source, and keep them up-to-date.
10. **Back up your data** — If you are a victim of a security incident, the only guaranteed way to repair your computer is to erase and re-install the system.

Source: security.berkeley.edu



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Glossary

Ad valorem taxes – A tax levied on the assessed value of real estate or personal property. This tax is also called property tax. Ad valorem taxes are the major source of revenue for state and municipal governments.

Appropriation - A legislative act authorizing the expenditure of a designated amount of public funds for a specific purpose for a limited period of time.

Beginning Fund Balance – The Ending Fund Balance of the previous period. (See Ending Fund Balance.)

Budget - An itemized summary of estimated revenues and projected expenses for a given time period. The Village of Estero adopts a budget each year for the twelve months between October 1 and September 30. Florida Statutes require the Village Council to approve its budget at the second of two public hearings.

Capital Expenditures – Expenditures used to purchase capital assets such as furniture and equipment with a life expectancy of more than one year and a unit cost of \$5,000 or more.

Capital Improvement Program (CIP) - A CIP is a systematic plan for providing infrastructure improvements within a prioritized framework over a fixed period of time. Estero's CIP is based on a five-year period of time.

Cost Center – A unit of operation created to provide financial reporting in a manner consistent with Florida State Chart of Accounts and the operational structure of the Village.

Debt Service – The amount of interest and principal that the Village must pay each year on long-term and short-term debt.

Department – A major administrative unit of the Village with overall management responsibility for a service or an operation or for a group of related operations.

Ending Fund Balance – Funds carried over at the end of a fiscal year. Within a fund, the revenue on hand at the beginning of a fiscal year, plus revenues and other sources of funds received during the year, less expenses and other uses of funds equals ending fund balance. These funds may be committed or assigned for a particular purpose.

Fiscal Year - A time period designated for recording financial transactions. The Village of Estero's fiscal year runs from October 1 through September 30.

Full-Time Equivalent (FTE) – One position funded for a full year. A full-time employee working 40 hours per week equals one FTE; a part-time employee working 20 hours a week equals .5 FTE.

Functions – Expenditure classifications according to the principal purposes for which expenditures are made. Estero’s functional expense categories are mandated by state law.

Fund - A fund is a grouping of related accounts that is used to maintain financial control over resources that have been segregated for specific activities or objectives. The Village, like other state and local governments, uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements.

Generally Accepted Accounting Principles (GAAP) – Generally Accepted Accounting Principles (GAPP) consist of the rules, procedures, and conventions that define accepted practices at a given time and which organizations use to compile their financial statements. They include broad guidelines as well as detailed procedures. Much of GAAP is issued in codified form by the Government Accounting Standards Board (GASB).

General Fund – The principal fund of the Village used to account for resources traditionally associated with government, which are not legally or by sound financial management to be accounted for in another fund.

Impact Fees – Charges imposed by governments against new development as a total or partial reimbursement for the cost of supporting specific new demands on a given service.

Intergovernmental revenue – Funds received from federal, state and local governments in the form of grants, shared revenues and payments in lieu of taxes.

Just Assessed value – The dollar value assigned to real or personal property for purposes of assessing taxes. Estero’s assessed values are determined by the Lee County Property Appraiser.

Millage (Mill) – A tax rate of one dollar (\$1) per one thousand dollars (\$1,000) of taxable property value.

Millage Rate – The millage rate is the number of mills of tax assessed against assessed property value. Example: For a property having a taxable assessed value of \$500,000, a millage rate of 2.5000 generates \$1,250.00 in tax to be paid.

Operating Budget – A balanced financial plan for providing governmental programs and services for a one-year period.

Personnel Services – All costs related to compensating employees including salaries and benefits.

Reserve – An amount set aside for a specific purpose or for emergencies or unforeseen expenditures not otherwise budgeted.

Revenues – Funds that the government receives as income.

Rolled-back millage rate – The millage rate necessary to produce the same amount of property tax dollars as received during the previous budget year. New construction is excluded from the roll-back calculation.

Taxable Value – The assessed value of property minus any authorized exemptions. This value is used to determine the amount of ad valorem tax to be levied. The taxable value is calculated by the County Property Appraiser in compliance with state law. The most common exemption is the homestead exemption.



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ESTERO

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