



Extended Attack

A Five-Year Growth Plan 2007-2011

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Board of Fire Commissioners

Richard G. Schweers, Chairperson

Bob Morris, Vice Chairperson

Gayle Sassano, Secretary

Barbara Akins, Treasurer

Sam Levy

Deputy Chiefs

Richard W. Patrick, Support Services

Thomas L. Siegfried, Fire Marshal

Scott A. Vanderbrook, Operations

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Estero Fire Rescue

Mission Statement

**“Dedicated and Driven for Those We Serve”
through aggressive life safety, proactive fire prevention,
public education and community involvement**

Figure 1 - Mission Statement

Our Vision

- ✚ Create a harmonious environment conducive to maintaining positive attitudes both internally with staff and externally with the public.
- ✚ Demonstrate excellence by achieving recognition for providing the highest level of service.
- ✚ Develop a working relationship within the community to better meet its needs now and as the community grows.
- ✚ Effectively manage existing resources and ensure organized and systematic growth.
- ✚ Become an accredited organization through the Commission on Fire Accreditation International, by providing the highest quality of service and utilizing the latest technologies.

Figure 2 - Our Vision



Our Guiding Principles

- ✚ The path to excellence begins with self-initiative and high standards, creating a foundation for professionalism.
- ✚ Honesty and integrity build excellence at all levels and credibility throughout the community.
- ✚ Appreciation of originality and creativity.
- ✚ Create an atmosphere that is conducive to a positive attitude.



Figure 3 - Our Guiding Principles



Executive Summary
Jeffrey T. Lindsey, Fire Chief

Figure 4 - Chief Jeff Lindsey

Creating a five-year plan is a challenge when the dynamics are ever changing. Estero Fire Rescue has grown accustomed to changes and challenges. As the dynamics change, we must be flexible and adaptable to change in order to survive. This document is a guide for the fire district for the next five years.



The past year has presented many challenges including the slowing of residential development. The residential real estate market has come to a sudden halt in southwest Florida and Estero is no exception. We have been accustomed to the strong growth of new residential development and have seen a significant down turn. There are many factors that are attributed to this change. In contrast, the commercial development has seen a boom and appears it will continue to be strong for the next few years.

The biggest challenge we face is the issue of tax reform. EFR will need to look at new ways to create funding to continue the level of operations we have strived to provide over the past few years.

In 2006 the Board of Commissioners voted to do a 5-year financial plan. The first comprehensive financial plan for the District has been completed. In the past the financial plan was included as part of this five-year plan.

As you read the five-year plan, take into consideration that we live in a dynamic and not a static world. This plan is a guide for the District for the next five years as the staff has seen it today. As we progress, the plan will change and we will update the plan accordingly.

This plan could not have been completed without the input and support of all employees of Estero Fire Rescue, Commissioners and citizens. Many thanks to all those who make EFR what it is today.



Section I

Fire Rescue Members

Fire Chief

Jeffrey T. Lindsey, Fire Chief
Kim Poli, Administrative Assistant to the Fire Chief

Support Services

Richard W. Patrick, Deputy Chief
Linda Conway, Human Resource Coordinator
LuAnn Delo, Information Technology Administrator

Finance

April White, Finance Director
Jean Strobel, Finance Specialist

Life Safety & Prevention

Thomas Siegfried, Deputy Chief Fire Marshal/PIO
Maria Ramos, Administrative Assistant
Susan Lindenmuth, Public Relations Manager
Gerald Van Gelder, Plans Examiner
Henry Burke, Fire Safety Inspector
Phillip Green, Fire Safety Inspector
Johnny Manning, Fire Safety Inspector

Operations

Scott Vanderbrook, Deputy Chief
Judy West, Administrative Specialist
Edwin Dwyer, Division Chief of Fire
Todd Coulter, Division Chief of EMS
Lawrence Nisbet, Battalion Chief
Christopher Krajic, Battalion Chief
Dale Reisen, Battalion Chief

Company Officers - Lieutenants

Brent Althouse
Jeff Brann
Chuck Collins
Ron DuBock
Jeannine Horton
Matthew LaBree
David Ott
Thomas Poole
Felicia Rodriguez
Grant Schwalbe
Mark Wahlig



Firefighters/EMS

Eliel Blanco

Glen Brownlee

Diego Carmona, Paramedic

Aubrey Chasser

Gregory Escarra, Paramedic

Ryan Evanson, Paramedic

Jason Fiora

Frederick Gonzalez, Paramedic

Dennis Goodlad, Paramedic

Shaun Hagan

Dan Hardman, Paramedic

Steve Harris, Paramedic

Lena Hedengren, Paramedic

Anthony Horton, Paramedic

Jerry Krohnfeldt

Matthew Larlham

Thomas Lentz, Paramedic

Terrence Lindgren, Paramedic

Guillermo Maradona

Michael Maradona, Paramedic

John McDougall, Paramedic

Rob Medina

David Murray, Paramedic

Laura Occhipinti, Paramedic

Matthew Pagnutti

Jason Richards

David Russell, Paramedic

Shane Sells

Schylar Smith, Paramedic

Thad Stevens, Paramedic

Jarred Whelan, Paramedic

Vacancies (6)



Section II Planning

Planning is defined as “the act or process of making or carrying out plans; the establishment of goals, policies, procedures for a social or economic unit.” The United States Fire Administration (USFA) defines planning as “the process of setting objectives and determining in advance who, what, when, where and how the objectives will be met.” EFR will incorporate both definitions in the following pages.

Beginning with the analysis of past and present data, we are incorporating projections of future growth to assess the impact the growth will have on EFR. This analysis reveals the areas in which EFR must grow in order to meet the needs of the community. Next, projected revenues from the EFR Financial Plan are incorporated to determine available resources. The resources can then be allocated to the various needs in the most efficient way possible. The process of planning culminates with the development of this dynamic document which will be used to guide the organization.

Planning documents are normally developed in three time frames:

Short-Range Planning = the next complete one-year budget cycle

Mid-Range Planning = two to five years

Long-Range Planning = five to twenty years

These three planning ranges are then built into a Strategic Plan; a guide for the organization.

This plan is mainly concerned with the first two categories which will function as a map to guide the organization to a successful future covering the next five years. Strategic planning is important and is being addressed by EFR, but it is generally beyond the scope of this document.

This five-year plan is not all inclusive; that is, it does not attempt to list, define and address every goal and objective. For example, EFR has a goal to dramatically increase the number of Community Emergency Response Teams (CERT) in the Estero community, but the exact steps to achieving that goal are not in this document. There are literally dozens of such goals and objectives that are not addressed here. These are covered in the Strategic Plan. The purpose of this document is to help determine the most efficient use of resources to answer and exceed the demands of the community.

This plan is a dynamic tool. As the organization changes, so too will the routes to achieve the goals of EFR and changes are expected. These changes allow EFR to efficiently adapt to the growth and avoid crisis management. It is essential that the growth management plan be adopted as a concept and not codified as a resolution.



Section III Background and Historical Facts

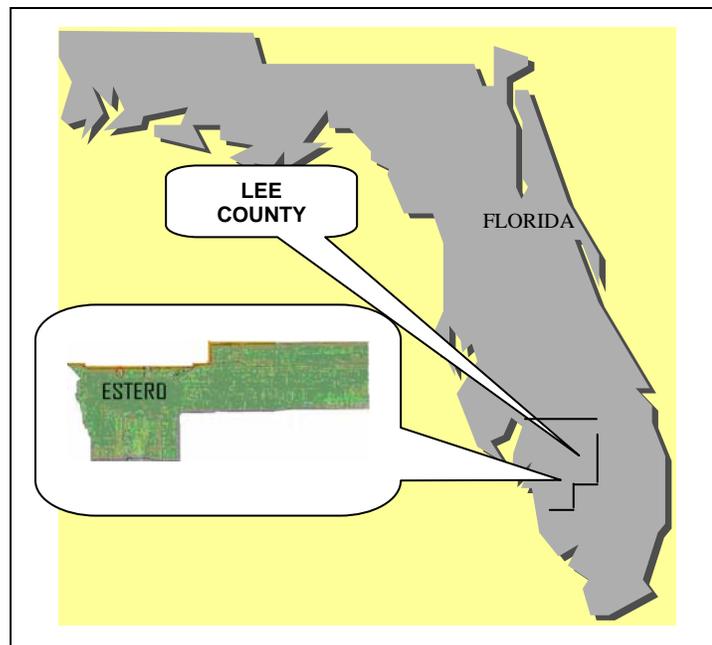
Community Profile

Located midway between Fort Myers and Naples, Estero is a dynamic community experiencing rapid residential and commercial growth. An active citizenry is deeply involved in guiding the growth of Estero toward high standards. This makes the area even more attractive to developments of regional impact. Until 2005 over 90% of the value of Estero's development consisted of new housing units. In the late 1990's regional commercial services such as the 8,000-seat Germain Arena, the 539,333 square foot Miromar Outlet Mall, and the 4-star, 450-room, Hyatt Regency Coconut Point Resort and Spa were launched. In 2004 and 2005 nine major developments containing twenty-seven commercial projects began construction. 2006 has added to the blossoming of Estero with the opening of the 1,200,000 square foot Coconut Point Mall which encompasses 131 shopping facilities and restaurants and 290 condominiums due to open in spring 2007.

Brief History

The Estero area is well known for its Koreshan history. The Koreshans were a religious group that settled in the Estero area in 1893 along the banks of the Estero River. While their religious beliefs are no longer practiced today, much of their settlement has been preserved and is on display at the Koreshan State Park in Estero. Through the years, Estero continued to grow and develop along the Estero River. Estero Bay attracted fishermen and the sandy soil, just inland, attracted citrus growers.

Figure 5 - Estero Inset – Estero Fire District



By the early 1960's, a group of concerned citizens decided there was a need for some form of organized fire protection in the community. At the time, the closest fire station was located in the City of Ft. Myers, nearly 20 miles north of Estero, too far to offer adequate protection. In 1964 a group of citizens formally established the "Estero Volunteer Fire Company No. 1." In 1976 the Florida Legislature created a special district, "The Estero Fire Protection and Rescue Service District." This provided the ability to adequately fund the operation, hire firefighters, and purchase equipment.

In 1997 the Florida Legislature adopted Florida Statutes, Chapter 191, "Independent Special Fire Control District." The purpose of the legislation was to:

- (1) Provide standards, direction, and procedure concerning the operations and governance of independent special fire control districts.*
- (2) Provide greater uniformity in independent special fire control districts and authority.*
- (3) Provide greater uniformity in the financing authority of independent special fire control districts without hampering the efficiency and effectiveness of current authorized and implemented methods and procedures of raising revenue.*
- (4) Improve communication and coordination between special fire control districts and other local governments with respect to short-range and long-range planning to meet the demands for service delivery while maintaining fiscal responsibility.*
- (5) Provide uniform procedures for electing members of the governing boards of independent special fire control districts to ensure greater accountability to the public.*

Figure 6 - Overview of Legislation

The legislation was extremely valuable to Independent Special Fire Control Districts by clarifying their role of providing services in Florida and specifying their authority. The new legislation also required the codification and re-enactment of all Independent Special Fire Control District charters by December 1, 2004. In June of 2000, Governor Jeb Bush signed into law F.S. Chapter 2000-437, re-enacting "Estero Fire Rescue."

EFR has grown and evolved from the group of volunteers that organized in 1964 to a modern 21st century technically up-to-date and progressive, life safety and prevention, and emergency and disaster mitigation organization. It serves over 56 square miles with a year-round population of 25,635 and a total population of 40,685 (*Estero Development Report Feb. 2007*) during the winter months. (See Section V for more on the current status of EFR.)

The explosive population growth over the last ten years has been mainly in the form of moderate to high-end residential communities. This growth has made the Estero area one of the more attractive places to live in Southwest Florida.

Some Estero Census Fiscal Facts

-  Recent 2000 Census information indicates that the community of Estero (coterminous with the populated portion of the Estero Fire Rescue district) was Lee County's third wealthiest community when measured by the size of its 2000 per capita property tax



base. Only Sanibel and Fort Myers Beach were higher. In 2004, Estero passed Ft. Myers Beach.

- ✚ Estero's 2000 property tax base per person is almost double (over 92% higher than) the rest of unincorporated Lee County.
- ✚ Estero's property tax base increased by 35.5% in 2000 compared to 12.1% for all of unincorporated Lee County. Estero, with less than 2% of Lee County's population produced 14% of the unincorporated area's property tax growth in 2000.

By the late 1990's it was obvious that the impressive growth in Estero was only the beginning, but the resources of EFR were located in a single fire station in the northwest corner of the fire district. This single location could not meet the needs of a rapidly changing Estero. Yet, it was difficult to determine exactly what the needs of the community were going to be in the years ahead. There had been no reliable single source for quantifying what EFR was charged to protect, and made the job of identifying the actual number of dwellings and structures within the District, present and future, difficult at best. In turn, this made it difficult for EFR to determine the best use of its growing resources.

Insurance Service Office Rating (ISO)

One measurement of the capacity of a fire service to protect the community is its Insurance Services Office (ISO) rating. This rating is used to set the fire protection portion of a resident's homeowners insurance. Under ISO's rating system, protection class "1" is the best and "10" is the worst rating. The lower the rating, the less the cost for fire insurance for a home or business.

While EFR has grown in the 80's and 90's, the community has grown faster. The capability of the fire district to offer adequate protection was slipping.

In 1985, the ISO evaluated EFR and the District. EFR received a split rating of "6" and "9". The rating of "6" was the protection class for structures within five road miles of a fire rescue station and 1,000 feet of a fire hydrant. The protection class "9" was assigned to structures within five road miles from a fire rescue station and beyond 1,000 feet of a fire hydrant. Structures beyond five miles of a fire rescue station were assigned a protection class "10". The evaluation only indicates a community's capacity to respond to fires within its service area. It is not an indication of the efficiency and effectiveness of an organization to suppress fires.

Because of Estero's explosive population growth from 1997 to 2001, EFR could not improve its capacity to protect the community, even though improvements were being made in the organization. An ISO review in January 2001 resulted in EFR barely maintaining its "6/9" rating. While conditions warranted a reduced "7/9" rating, the ISO acknowledged that significant improvements were underway that would greatly enhance EFR's capacity in the coming months.

ISO conducted another review in January of 2003 after the opening of the County Road (US41) fire station and the Stoneybrook (Corkscrew Road) fire station. As a result of this improved expansion of services, EFR received an improved rating of "5/9".

EFR's new Coconut Point Fire Station became operational October 2005. Another ISO review was conducted in early March 2006. As a result of this improved expansion of services, EFR received an improved rating of "4/9".



With the addition of three more firefighters and a new 3000 gallon tanker, EFR plans another ISO review in the fall of 2007 or spring 2008. The target rating is a 3/7 split. EFR is limited by Lee County in improving past these marks since the county has no plans to install public water east of Alico Road.

EFR works closely with the Estero Concerned Citizens Organizations and the Lee County Department of Community Development to create a data source that will greatly enhance the planning process by providing monthly residential and commercial building permit information. Working closely with these and other community organizations, EFR has been able to identify the growth and potential impact within the fire district's boundaries. This information will be valuable in determining the location of additional resources that will be of the greatest benefit to the community.



Section IV

Estero Fire Rescue Today

Introduction

Estero Fire Rescue is a rapidly growing and evolving organization. EFR is responsible for providing life safety education, prevention, code compliance and emergency services to the expanding, higher-level demands of the Estero Community. Gone are the days when volunteers responded only to the occasional fire or major vehicle collision. While those are still important missions for EFR, prevention and emergency medical services (EMS) have become the dominate role of the fire rescue service.

Life Safety and Prevention is responsible for community risk management, public education and fire prevention. Plan review and new construction inspection costs are offset by fees charged for these services. A portion of the overall fire district operating budget funds all other services.

Recognizing the need and demand for EMS in the area, EFR worked hard at becoming a supplier of Advanced Life Support (ALS) services. Today, every station is equipped with at least one ALS vehicle, and each team of first responders includes at least one paramedic. EFR responds to virtually every emergency medical incident and provides the most progressive pre-hospital care available to residents and visitors to the Estero Community.

Image is essential to the success of any organization. EFR is proud of its history and the fire service tradition. As important as quality patient care and incident mitigation, also comes appearance. EFR strives for uniformity and couples the professional appearance with professional conduct. EFR stands proud, looks proud and functions proud.

The willingness and ability of EFR to meet or exceed the needs of the people of Estero, has led to a high expectation from the people. When a citizen has an emergency and dials “911”, they expect Estero Fire Rescue to respond quickly and mitigate their emergency with a high degree of skill and ability.

Overview

Estero Fire Rescue is comprised of 69 highly skilled and dedicated personnel providing essential life safety, prevention, safety, education, and emergency mitigation services.

In a District wide election, the citizens of the Estero Fire Rescue District elect five citizens to serve as the Board of Commissioners. The Commissioners serve four-year terms, govern the organization, and have the responsibility for adopting board policy. The Commissioners also hire and maintain oversight of the Fire Chief.

The Fire Chief has the overall leadership responsibility for the organization and maintains responsibility for the successful operation of EFR. This includes management, prevention, emergency mitigation, administrative, and business affairs. With teamwork being a key element to achieving its intended mission, areas of responsibility were developed into squads that function as an intricate part of the overall organization. The functional squad areas are the Support Services squad, led by the Deputy Chief of Support Services, the Life Safety and Prevention



squad, led by the Deputy Chief Fire Marshal, the Emergency Operations squad, led by the Deputy Chief of Operations and the Finance squad, led by the Finance Director. These squads form “TEAM EFR” which is led, directed and coached by the Fire Chief.

A modern fire rescue agency must function as a business while being paramilitary in nature. This allows for the efficient and effective use of time, resources and funds. To expand, business style management is used in the administration of the organization, while a paramilitary management style is used in emergency mitigation.

Staffing

The community has undergone significant change. Estero’s population has grown by 150% since April 2000. Likewise, the number of EFR employees has increased, growing from twelve in 1998 to seventy in 2005-06.

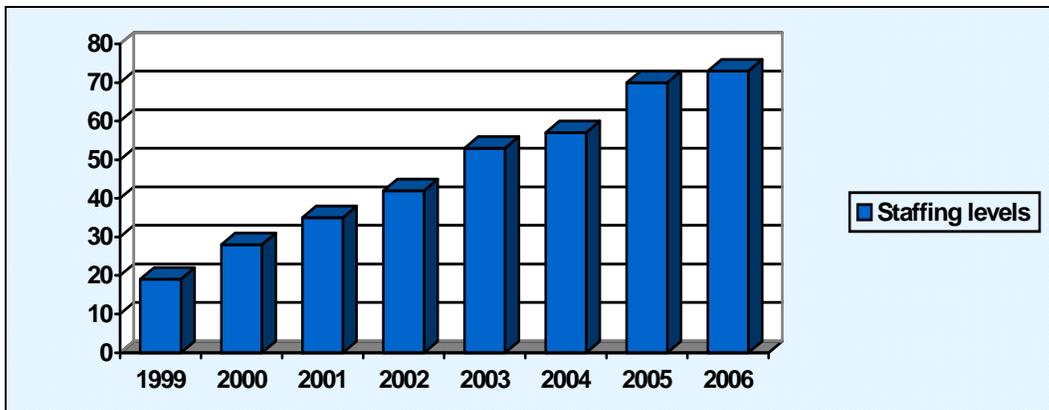


Figure 7 - Staff Increases

The increase in staff at EFR has exceeded the rate of increase in the population of Estero over the last seven years, largely because EFR was always understaffed. EFR must keep pace with district growth and is working to bring staffing levels up to national standards.

Having the right number of people on staff is an important objective of EFR, but having the right people is even more important. EFR is committed to hiring only well-qualified, professional men and women to serve the needs of the Estero community. Each applicant is carefully scrutinized for their skill, work ethic and professional manner.

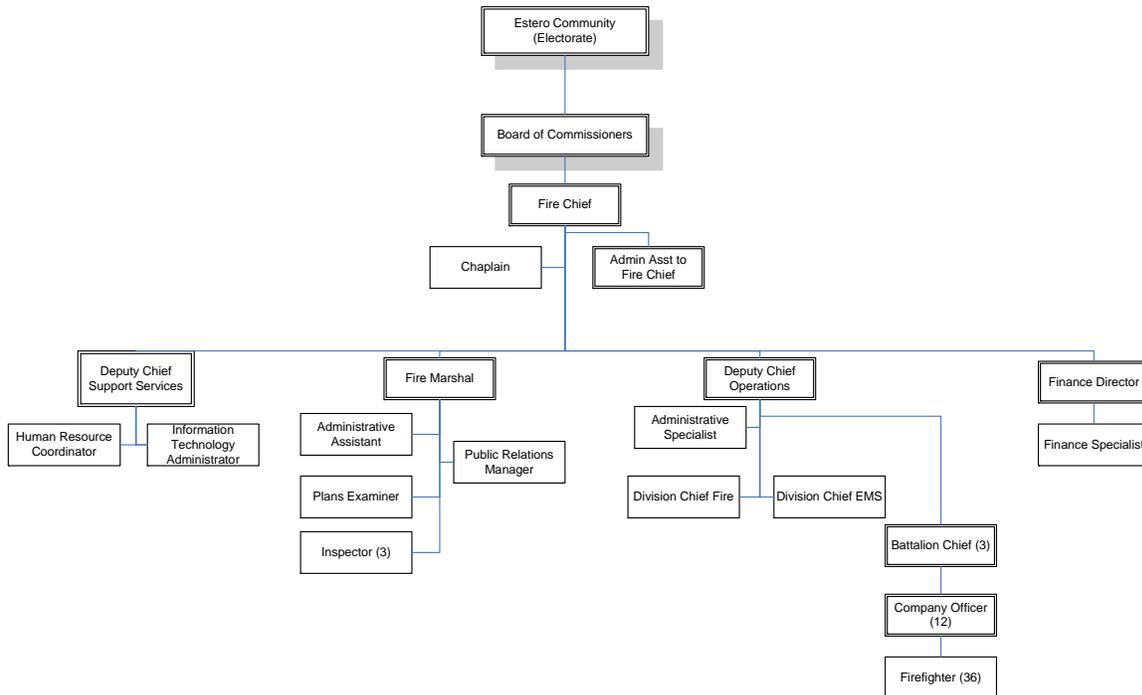




Figure 8 - EFR staff

The following chart depicts the organization of Estero Fire Rescue. Note that the Estero community is placed at the top of the organization. Ultimately, all EFR employees work for the people of Estero. The people elect the Commissioners, who in turn, hire the Fire Chief. The Fire Chief is responsible for the staff.

Figure 9 - Organizational Flow Chart



Board of Commissioners



Commissioner Sassano joined the Estero Fire Rescue Board of Commissioners in October of 1997 and currently serves as the Board's Secretary. She is a teacher at Pinewoods Elementary School in Estero and Mrs. Sassano resides in Estero River Heights.

Figure 10 - Gayle Sassano, Seat 1



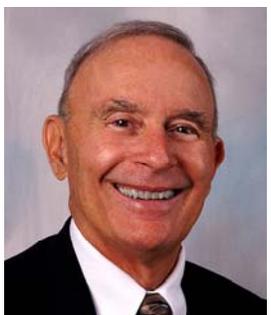
Commissioner Bob Morris joined Board in April, 2002 and currently serves as the Vice Chairperson of the Board. Mr. Morris is a local business owner and lives in Northwest Estero.

Figure 11 - Bob Morris, Seat 2



Commissioner Sam Levy is the newest member of the Board, starting his service in July 2004. Mr. Levy resides in Copperleaf of the Brooks, where he is involved in their charitable activities and serves as Vice Chair of the Estero Council of Community Leaders.

Figure 12 - Sam Levy, Seat 3



Commissioner Dick Schweers has been on the Board since August of 1997 and currently serves as the Board's Chairman. Mr. Schweers currently resides in Fountain Lakes. He is a member of BUPAC, the Estero Historical Society and is past-President of the Notre Dame Alumni Club in Lee County.

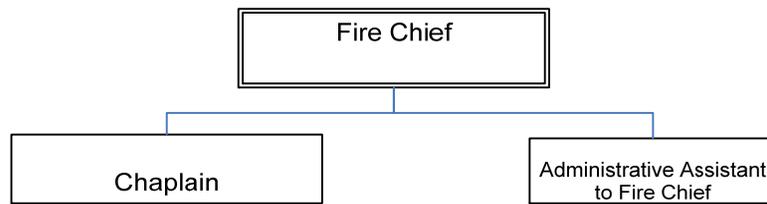
Figure 13 – Dick Schweers, Seat 4



Commissioner Barbara Akins became a member of the Board in February 2004 and currently serves as the Board's Treasurer. She is the current president of the Estero Civic Association. Originally from Texas, Mrs. Akins now resides in Spring Run in the Brooks.

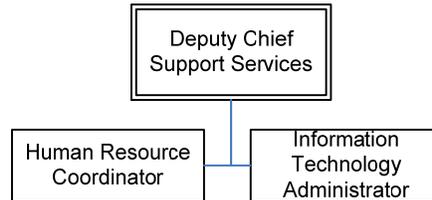
Figure 14 - Barbara Akins, Seat 5





The Fire Chief is responsible for overall management and direction of the department, including planning, preparation, response and recovery. All squad leaders report directly to the Fire Chief and the Administrative Assistant aids the Fire Chief in his respective duties. The Chaplain is the sole volunteer within EFR and serves all personnel and victims of incidents in times of grief.

Support Services



The Support Services squad is responsible for:

- Human Resources
- Standard Operating Procedures and Guideline Development
- Information Technology Services
- Budget preparation and management
- Oversees facilities repair and maintenance
- Planning and construction for district facilities
- Special projects, as needed

The Support Services squad is charged with keeping our employees working, communicating and functioning safely through employment best practices, state-of-the-art technology and operationally sound facilities. Many functions and processes occur around the clock as a result of the responsibilities and actions of the Support Services squad.



Finance

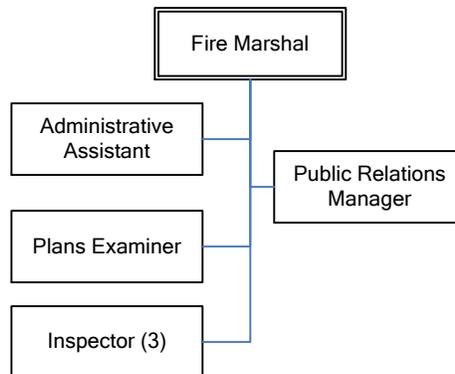


The Finance squad coordinates:

- Budget development, preparation and management
- Maintains all financial records
- Receives and accounts for all tangibles

Highlights of EFR’s proposed budget are designed to identify improvements in services and significant expenditures. A budget analysis can be found on the Estero Fire Rescue web site and is designed to identify material and significant changes from the prior year budget and the issues related to those changes.

Life Safety & Prevention



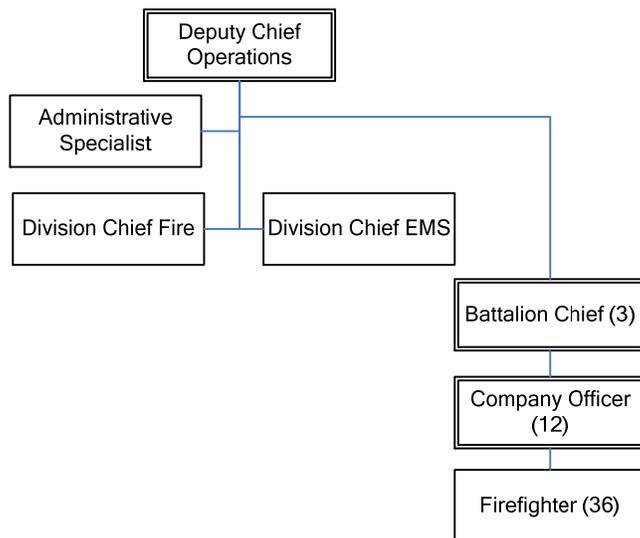
The goal of the Life Safety & Prevention squad is to reduce injuries, death, and property loss caused by fire, through the enforcement of state and local fire codes. Prevention programs for community risk management include:

- New construction plan review
- Inspection of new and existing commercial buildings for fire code compliance
- Fire and life safety consultations
- Fire and arson investigation
- Community fire prevention
- Emergency medical instruction



Accident prevention education programs to various community groups, schools, employees of local businesses and homeowner associations are offered. While fire prevention is a primary concern for the squad, it is far from the only concern. The squad and EFR in general, take an all-hazards approach to mitigation and life safety.

Operations



The Operations squad utilizes the majority of EFR's resources, and is charged with delivering EFR's core mitigation services. The Operations squad's primary responsibilities include:

- Aiding in public education and prevention
- Planning
- Emergency medical response
- Technical rescue
- Suppression of fires
- Other emergency mitigation

The Operations squad spends a great deal of time in training, keeping their skills at the highest level possible. They are also ambassadors to the community, often called upon to take part in community events and to assist with public education and life-safety presentations.

The Estero Fire Rescue District is protected by three shifts of operations personnel. Each shift works 24 hours and is off 48 hours. A Battalion Chief (Supervisor) oversees each shift and answers directly to the Operations Chief. A Company Officer (Lieutenant) oversees the crews at each station and answers to the Battalion Chief.



Physical Resources-Fire Stations

EFR operates four fire stations. Each station houses a company officer and a crew of firefighter/EMS providers.

The stations are strategically placed throughout the district to provide the best possible public safety response based on population density and the road network. Three stations are located in the western half of the district, where the vast majority of the population resides, and one station is centrally located to serve central and eastern residents.

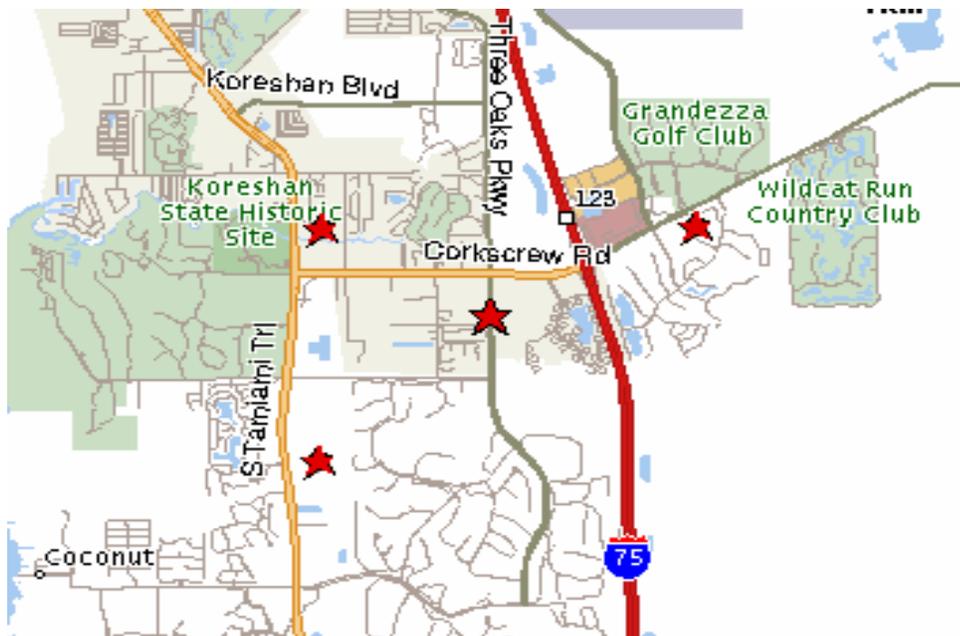


Figure 15 - EFR's Fire Stations

The eastern half of the district is sparsely populated with individual homes and large tracts of agriculture and mining. Eventually, larger residential neighborhoods may be constructed in this area, requiring the addition of fire stations in the eastern district. It is projected that such developments will begin within the next five years. Consequently, the discussion of additional fire station(s) is currently in the strategic planning stage.

All fire stations in Estero have all been built since the beginning of the new millennium. All fire stations are designed with a 5,800 square foot floor plan. Standardization of the floor plan allows for uniformity in operation, reduced operating cost and reduced design fees. The average cost of the fire stations is approximately one million dollars, well below the national average for similar stations.

EFR worked closely with the Estero Community Planning Panel and Design Review Committee to design the exterior and landscaping at each site. The result is extremely functional fire stations that blend in with the beautiful architecture of the community.





Figure 16 - Station #1

Known as the George Horne Station, after Estero's first Fire Chief, Station #1 became operational in August of 2002. It is located at the corner of US 41 and County Road, about ½ mile south of the original Estero Fire Station. Station #1 serves the northwest portion of the fire district, including the historic sections of Estero and the Koreshan State Historical Site.



Figure 17 - Station #2

Known as the Coconut Point Station, Station #2 became operational in October of 2005. This station serves the densely populated southwest portion of the district, including the Coconut Point Town Center. While identical to the other stations on the inside, it looks different on the outside, matching the surrounding architecture.



Figure 18 - Station #3

Known as the Three Oaks Station, Station #3 became operational in March of 2002. It is located at 21510 Three Oaks, about ¼ mile south of Corkscrew Road. Station #3 covers the Brooks, Estero High School and much of the area near and just west of I-75. At the present time, Station #3 is also host to a Lee County Ambulance.



Figure 19 - Station #4

Known as the Stoneybrook Station, Station #4 was completed in March of 2003. It is located at 21300 Firehouse Lane, immediately north of Pinewoods Elementary School. Its close proximity to the school means Station #4 is very active with children's fire and safety education. Station #4 serves the district east of I-75.



Physical Resources-Vehicles

Estero Fire Rescue operates 9 fire fighting vehicles. Five of these vehicles are state-of-the-art engines, built and acquired since 2001. All five are ALS equipped. One older engine is maintained and held in reserve. In addition, EFR has two brush trucks for fighting wildfires, and a 3,000 gallon tanker truck. Individual photographs and descriptions follow:



Figure 20 - Engine 43

This 2002 E-A pumper is housed at Station 3. It is a Class A firefighting truck carrying 750 gallons of water and is capable of pumping 1500 gallons of water per minute when hooked to a hydrant.



Figure 21 - Engine 42

This 2002 E-A pumper is housed at Station 2. It is virtually identical to its sister engine at Station 4. Together, these two engines make up the backbone of EFR's fleet of fire fighting/EMS vehicles.



Figure 22 - Truck 42

The 2002 95' platform is housed at Station 2. This is the flagship of EFR's fleet of rescue vehicles. It has all of the capabilities of EFR's other engines, plus it carries heavy equipment for Southwest Florida's Urban Search and Rescue Team (USAR). The platform can carry up to three people and be extended in any direction, while delivering two streams of water.



Figure 23 - Ladder 44

The 2001 75' ladder truck is housed at Station 4. This vehicle is called a 'quint' because the aerial ladder adds a fifth capability over the 4 found on a regular pumper. The nozzle at the top of the ladder can be remote controlled from the ground and deliver up to 1000 gallons per minute. Placed in service in 2001, this vehicle was EFR's first engine with aerial capability.





Figure 24 - Engine 44

This 1993 Pierce engine is ALS capable and is held as a reserve unit assigned to Station 4. The engine carries 750 gallons of water and pumps 1,000 gallons per minute. It is the only EFR engine that has a mid-mount, top-side pump panel and can seat 5 firefighters.



Figure 25 - Ladder 41

The 2005 75' ladder truck is housed at Station 1. This vehicle is called a 'quint' because the aerial ladder adds a fifth capability over the 4 found on a regular pumper. The nozzle at the top of the ladder can be remote controlled from the ground and deliver up to 1000 gallons per minute. This vehicle is EFR's second engine with aerial capability.



Figure 26 - Brush 43

This quick attack was purchased in December 1998 and is assigned to Station 3. Built on a Ford F550 foundation, this wildland/urban interface truck nimbly maneuvers around brush fires with 400 gallons of water and a 30 gallon 'foam' tank. A separate motor powers the pump to provide pump-and-roll capability.



Figure 27 - Brush 44

This rural engine was purchased in April 2000 and is assigned to Station 4. Built on an Oshkosh chassis with all wheel drive, this wildland/urban interface brush truck can go just about anywhere. It carries 750 gallons of water and is capable of delivering 400 gallons per minute. The truck carries several hours of breathable air and multiple storage compartments with equipment to fight brush fires.





Figure 28 - Tanker 44

This water tanker is assigned to Station 4 for use in the eastern part of the District where water supply is limited. The truck can carry 3,000 gallons of water that can be quickly transferred to an engine or brush truck in remote locations.



Figure 29 – Support 43

Support 43 is designed to support fire fighting operations in many different areas. This vehicle carries our hazardous materials equipment to handle the basic haz-mat incidents that may occur. It also carries rehab supplies and materials. It carries hurricane supplies, such as plywood, chain saws, tarps, nails, and other items that we can use for salvage operations.

Physical Resources-Land & Buildings

While the majority of Operations personnel work out of the fire stations, Administration, Prevention, and Operation's support staff work primarily out of office space. Through 2004, office space was rented in two different locations. From January of 1999 until January 2005, Administration and Prevention worked from offices located just off US 41. This location had two major drawbacks. It was not large enough to meet the requirements of Estero Fire Rescue, and it was located just outside of the Estero Fire District. This space was originally rented because it was the best available space at the time. Significant, available office space in the district remains virtually non-existent to date.

The Operations Chief, Battalion Chiefs, Division Chiefs, and an Administrative Specialist work out of a modular unit located near Station #1 on County Road. Additionally, EFR currently utilizes the Estero Community Park for monthly Board meetings and rents two storage units to store EFR records and equipment.

Recognizing the need to bring all non-firefighting staff, meeting facilities and storage into one central complex located in the district, and the fact that no such building existed, EFR began the process of building an office complex to fit the needs of the district. That process actually began in 2000 with the acquisition of land for Station #3 on Three Oaks Parkway. More land was acquired than was needed for the station alone. In November of 2002, additional property was acquired adjacent to the land already owned by EFR, bringing the total vacant property to 2.83 acres just north of Station #3; enough to build an office building sufficient for the needs of the district well into the future.



In 2003, EFR began taking bids for the design and construction of the office building. Boughton Architects, Inc. and Deangelis Diamond Construction, Inc. teamed up to produce the winning bid. The construction of the office building was delayed due to legal issues involving easements on the initial property purchased in 2000 that were not discovered until after the purchase was finalized. Those issues have been resolved and the process of constructing an Administration complex for Estero Fire Rescue is, once again, underway.

The delays, however, created a small crisis for the district. As a stop gap measure, EFR acquired a modular unit from First National Bank at a reduced cost of \$50,000. These units temporarily house Administration and Prevention on the Three Oaks property, while the office building is constructed nearby.



Figure 30 - Current Administrative Offices

Construction of the new administration complex is scheduled to begin in fall 2007 with occupancy targeted around November 2008. Figure 30 depicts the architect’s conception of the complex. The facility will be adjacent to the Three Oaks Parkway fire station.



Figure 31 - EFR Administrative Complex



Services Provided

In 1999, EFR underwent a customer-centered strategic planning process. This process sought input not only from all levels of the organization but also from the community and its leaders. The process helped the District to be more responsive to its “customers” by defining what the community expected from Estero Fire Rescue.

The strongest demand by the community was for EFR to provide Advanced Life Support (ALS) services. Responding to that demand, EFR launched its ALS program on September 1, 2000. This was a significant accomplishment because it took EFR less than a year to develop and initiate its ALS program, while it has typically taken other fire service agencies a minimum of three to five years to launch an ALS program.

As the population has grown, the number of emergency calls for EFR’s services has also increased:

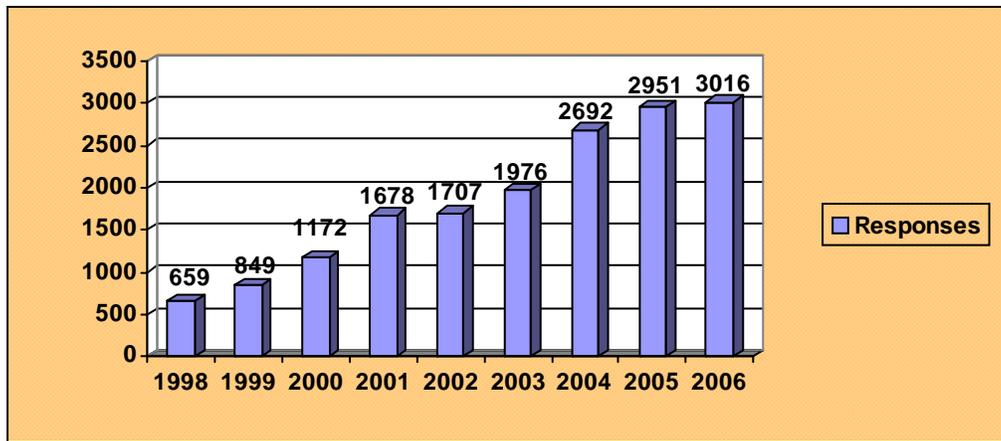


Figure 32 - EFR Emergency Responses

It is interesting to note that the increase in the number of responses from 2003 to 2004 is greater than the total number of responses in 1998. In just eight years, the number of emergency calls for EFR has increased nearly four and a half times, and this trend is likely to continue. The year 2006 marked the first time that EFR exceeded 3000 emergency responses and countless non-emergency incidents.

The vast majority of responses are for emergency medical services (EMS), and every piece of fire apparatus carries at least one paramedic. More than half of the firefighters with EFR are paramedics, with the remainder being certified emergency medical technicians (EMTs). With a professional staff and state-of-the-art equipment, EFR strives to deliver the best possible pre-hospital care available in the region. EFR is EMS in Estero.

While emergency medical services have become dominant, the other tasks of the fire service are also expanding. Disaster preparedness now includes training for terrorist attacks. Even fighting structure fires has grown more complex with the introduction of more synthetic building materials that give off toxic fumes when ignited coupled with modern day building construction. EFR is constantly training for every conceivable emergency.



While it is vitally important to mitigate emergencies quickly and professionally, it is better to avoid emergencies in the first place. EFR strongly believes in a proactive approach to life safety issues in Estero. That is why a significant amount of services offered by EFR are designed to reduce the need for flashing lights and sirens. Here is a list of many of the services EFR provides to the community:

- New Construction Commercial/Multi-Family Fire Inspections
- Automatic External Defibrillator (AED) Training
- Fire Extinguisher Training
- Fire Truck Demonstrations
- Life Safety and Prevention Presentations
- Free Smoke Detector Program
- Pre Construction Plan Review
- Residential Fire Safety Surveys
- Existing Commercial Multi-Family Fire Inspections
- Fire Code Consultation
- Fire Hydrant Water Flow Tests
- CPR Training
- First Aid Training
- Community Event Assistance
- Community Emergency Response Team (CERT) Training
- Hazardous Materials Mitigation
- Fire Suppression
- Technical Rescue Services
- Emergency Medical Services (ALS)



Figure 33 - CPR and Fire Extinguisher Training

Section V Recent District Growth

As development in Estero achieves critical mass, many outstanding buildings have been completed. Many are absolutely outstanding in overall design and function. With the close proximity of the Estero Community Park, the Coconut Point Life Style Center, Miromar Outlets, the International Design Center and the other new commercial centers, Esteroans no longer have to travel long distances to find their recreation and shopping of choice. Compliments on architecture, landscape, function and sense of place are numerous. Even as we marvel at what we now have, consider this: for many, particularly those who are predisposed to the arts and attractive mixed use communities, the best is yet to come. Indeed Estero will become southwest Florida's most beautiful commercial and cultural center.

The Residential Development of Estero

2000 through 2006

In 1998 about 550 housing units were permitted in Estero and the following year that number doubled to 1,150 new housing units. The following table shows how that trend has continued beginning with another doubling of the housing unit permit rate in 2000.

Year	Number of Units Permitted
2000	2,088
2001	2,104
2002	1,500
2003	1,425
2004	1,646
2005	2,833
2006	1,310
Total	12,906

Figure 34 - Housing units permitted in Estero per year

Most of Estero's residential growth has occurred in large, well planned residential communities initiated by some of the country's and region's largest and best developers and home builders...Bonita Bay Group, WCI, US Homes, Levitt & Sons, Toll Brothers, Colonial now Meritage Homes...to name a few. These developers were able to purchase large parcels of land that allowed them to develop many housing units in a short period of time under very favorable market conditions. Throughout this period only about 20 housing units in Estero were permitted by individual homeowners outside of these planned developments. Those homes are in Old Estero and in the eastern rural areas of the community.

Among several outstanding planned developments yet to come, two on the horizon will leave their own long term legacy and help to define the character of Estero in a most significant way. These developments are The Art District at Rapallo, and Estero On The River. Both are large projects, are centrally located and will have a performing arts theatre, each designed to make its own



architecturally unique and powerful visual statement within a mixed residential and commercial use community. Each will be developed by companies with a proven track record in Estero.

New Areas of Growth 2003—2006

In 2003 five large residential communities replaced The Brooks, Stoneybrook and Pelican Sound as Estero’s residential growth leaders. Together they permitted over 3,850 housing units in the four years from 2003 to 2006. They are Grandezza – 1,050 units; Bella Terra – 1,150 units; The Cascades – 700 units; Villagio – 500 units; Rapallo – 540 units. Only Bella Terra, whose zoning allows another 650 units, will continue to build many additional housing units in 2007 and beyond.

Ten other communities permitted over 200 housing units during the 2003-06 period. They are: The Estero portion of The Colony in Pelican Landing; Rookery Point; West Bay Club; Coastal Village; Meadows of Estero; The Residences at Coconut Point; Copper Oaks and Osprey Cove. Together they permitted over 2,700 housing units. As a group these communities could add another 1,450 housing units to Estero’s total housing stock if they fully use their zoning authorization.

Finally eleven smaller communities permitted another 1,500 housing units during this four year period. Nine of these eleven communities are nearly sold out.

Thus, thirty-seven residential communities, big and small, have contributed to the nearly 13,000 new housing units permitted in Estero during the last seven years. Twenty four of the thirty seven communities are nearly sold out, while the other thirteen will continue to build during the next few years.

During this four year period Estero’s housing growth shifted north and east. The areas of highest concentration in the 2003-06 period were along Estero Parkway, Three Oaks Parkway and Corkscrew Road east of I-75.

In 2006, growth continued; housing units permitted in Estero during 2006 were the lowest in the seven years that the County’s system has tracked Estero’s permits. Interestingly, the average number of housing units during 2005 and 2006 is nearly equal to the average for 2000 and 2001, Estero’s highest prior years. In other words the speculation of 2005 has been offset by the slowdown of 2006. The County permitting information used in this report may be found at <http://www.lee-county.com/dcd/Reports/EsteroReports.htm>.

Figure 35 – Six Year Comparison

Year	Annual Total Housing Units	Building Value of Units	Average Building Value Per Unit	Percentage of Single Family Units
2000	2,088	\$291,811,402	\$139,756	40.9
2001	2,104	\$325,403,253	\$154,659	47.1
2002	1,500	\$278,888,919	\$185,926	50.9
2003	1,425	\$231,712,400	\$162,605	46.8
2004	1,646	\$365,109,794	\$221,816	59.5
2005	2,833	\$617,683,225	\$221,561	46.0
2006	1,310	\$343,633,334	\$262,316	39.0



In spite of the decline in the number of housing units permitted, the average building value, excluding the land, was 18% higher than in any prior year and almost double the average price in 2000, in spite of having the smallest percentage (39.0%) of single family homes. As a consequence 2006 still produced the third highest annual increase in total residential building value.

Five Year Estero Housing Development Projections

Sixteen of the thirty seven residential communities that permitted housing units in Estero since 2000 are still under development and are zoned for about 2,100 more housing units that are likely to be permitted during the next five years and another 450 units after 2011.

In addition, there are five communities with zoning for another 1,400 housing units that have not started to develop their land. These developers are likely to seek permits for at least 1,200 housing units between now and 2011.

Finally, there are twelve more residential communities that are seeking some residential zoning. If their applications are approved by the Board of County Commissioners as requested, they would be authorized to build another 3,500 housing units. It is estimated that they could add another 2,300 housing units to Estero’s total by 2011.

The following table summarizes the likely number of housing units to be permitted in Estero during the next five years:

Type of Community	Expected Number of Units
Now Under Development	2,100
Zoned But Not Under Development	1,200
In the Zoning Process	2,300
Total	5,600

Figure 36 - Estimated number of housing units

While 5,600 additional housing units are substantial, it is far less than the recent rate of nearly 13,000 in about seven years.

Estero will never again see housing development at the rate we experienced in 2005. We estimate that 2007 will be another slow year for permitting new housing units because of the large supply of existing housing units now on the market, including many speculator owned homes. Thereafter the market is likely to greatly improve and our estimates may prove to be conservative.

The good news is that once the twelve proposed communities are zoned and developed there are no more large tracts of land available for housing development in Estero as long as the County continues the present zoning for the [Density Reduction Groundwater Recharge \(DRGR\)](#) area of one home per 10 acres. Most of the land around the existing and planned residential communities along Corkscrew Road east of I-75 is either in the DRGR or is owned by some public agency for conservation.

In conclusion, Estero will have changed from a sleepy little village of 4,600 households in 2000 to a fully developed community with 22,850 households in a little over a decade. Thus the



community’s challenge continues to be to expand our infrastructure so that it catches up to our residential and commercial growth. If we do not build the roads, schools, parks and hospitals needed to keep up with all this growth, our quality of life will suffer dramatically.

Estero's Recent and Projected Population Growth

The University of Florida Bureau of Economic and Business Research (BEBR) estimate the population of all Florida municipalities and counties as of April 1 each year so that state funding for local governments are apportioned fairly between censuses. BEBR does not make an annual estimate for Estero because Estero is not a municipality, but they have shared the procedures so that a comparable estimate could be made.

In addition to residential building permit data, the BEBR relies upon two important 2000 census factors to estimate a community's population.

- ✚ Factor 1: Housing Occupancy Rate -- determined by dividing the total number of census households into the number of housing units identified by the census takers. When the census was taken in April 2000 Estero had 7,345 housing units but only 4,608 households for an occupancy rate of 62.7%. Estero's other 2,737 housing units presumably were then occupied by seasonal residents who did not seek to be counted in Florida.
- ✚ Factor 2: Occupancy Rate Per House -- In April 2000 Estero had 9,503 persons living in 4,608 households for an average of 2.06 persons per household.

Finally, the number of new housing units built and occupied is the key variable that BEBR uses to project the population growth of a community.

Using this methodology, Estero's permanent (full time) population is determined by adding the April 2000 population to the product of the following multiplication: the number of new housing units built and occupied during the intervening year(s) times the occupancy rate, times the average persons per household. Using this methodology, Estero's population has increased by 150% during the five year and nine month period ending December 31, 2005.

Date	Permanent Population	Seasonal Population	Total Population
April 1, 2000	9,507	5,638	15,145
December 31, 2000	11,456	6,794	18,404
December 31, 2001	14,369	8,533	22,738
December 31, 2002	16,306	9,685	25,828
December 31, 2003	18,146	10,780	28,764
December 31, 2004	20,241	12,026	32,091
December 31, 2005	23,929	14,220	37,987
December 31, 2006	24,310	14,497	38,580

Figure 37 – 2000 census population growth



If Estero realizes the lower growth in housing units estimated in the prior section the community's population will increase as projected in the following table:

Date	Permanent Population	Seasonal Population	Total Population
December 31, 2007	26,586	15,624	42,209
December 31, 2008	28,322	16,656	44,978
December 31, 2009	29,724	17,491	47,215
December 31, 2010	30,870	18,172	49,042
December 31, 2011	31,884	18,766	50,660

Figure 38 - Low growth estimate of Estero's population

If Estero realizes the upper growth in housing units estimated in the prior section Estero's population will increase as projected in the following table:

Date	Permanent Population	Seasonal Population	Total Population
December 31, 2007	27,516	15,751	42,566
December 31, 2008	29,637	17,013	45,948
December 31, 2009	31,352	18,033	48,684
December 31, 2010	32,752	18,866	50,917
December 31, 2011	33,991	19,603	52,893

Figure 39 - High growth estimate of Estero's population

In conclusion, Estero's population:

- ✚ Has grown by 178% since April 1, 2000
- ✚ Is projected to increase by 234% to 249% between April 1, 2000 and December 31, 2011 to between 50,600 to 52,900.
- ✚ Is expected to grow another 25% to 30% between December 31, 2006 and the end of 2011.

The Retail/Commercial Development of Estero

Commercial Projects Under Construction in Estero

Until 2005 over 90% of the value of Estero's development has consisted of new housing units. In the late 1990's Estero's commercial development was launched by the Miromar Outlet Mall and Germain Arena and Corkscrew Village Shopping Center. In 2001 the Hyatt Coconut Point Resort and Spa. Until now these have been Estero's commercial anchors. In 2006 and 2007, Coconut Point Mall opened 131 units.

As the following table indicates, from 2004 and 2006 twenty-seven commercial projects began construction in Estero. There are nine major developments containing many parcels and projects that have one or more projects under construction. Once these developments prepare their sites each of the projects within them typically get underway within a year or two.

Project Name	Location	Status
Coconut Crossings		
Coconut Crossings four Unit Office Building	Southwest corner of US 41 and Coconut Road	Building complete but not fully occupied
Coconut Crossings Old	Southwest corner of	Building complete and open



Florida Bank Building	US 41 and Coconut Road	
Coconut Point		
Coconut Point Town Center	Northeast of US 41 -- Coconut Road intersection	Completed in 2006
Coconut Point Lakefront	Northeast of US 41 -- Coconut Road intersection	Completed in 2006
Coconut Point Main Street	Northeast of US 41 -- Coconut Road intersection	Completed in 2006
Coconut Point Market Area	Northeast of US 41 -- Coconut Road intersection	Completed in 2006
Mirasol	Southeast of the Intersection of Coconut Road and US 41	Clearing Complete, Site Preparation, Lakes and Underground Utilities Well Underway
Plaza Del Sol		
Classic Car Wash @ Plaza del Sol	Northeast corner of Corkscrew Road and Three Oaks Parkway	Completed; open for business.
Estero Medical Center @ Plaza del Sol	Northeast corner of Corkscrew Road and Three Oaks Parkway	Completed; opened 2006.
Plaza Del Sol	Northeast corner of Corkscrew Road and Three Oaks Parkway	Five (5) new buildings along Arcos Avenue
Estero Park Commons		
Estero Park Commons	South side of Corkscrew west of the Park entrance	Completed in 2006
Estero Urgent Care @ Estero Park Commons	South side of Corkscrew west of the Park entrance	Completed; open for business.
Corkscrew Palms		
Corkscrew Palms	South side of Corkscrew east of the Park entrance	Three single story commercial buildings complete and occupied.
Corkscrew Palms	South side of Corkscrew east of the Park entrance	Two multi-story office buildings completed but unoccupied. Completed, currently be subdivided for tenants.
Corkscrew Palms	South side of Corkscrew east of the Park entrance	Buildings 202, 203, 204 and 205 to be constructed in 2007
Galleria At Corkscrew & The Design Parc		



Galleria	North side/Corkscrew east of Sandy Lane	Construction underway. Four buildings constructed for Galleria.
The Design Parc		Design Parc has not started construction.
Estero Interstate Commerce Park		
Embassy Suites @ Estero Interstate Commerce Park	Northwest corner of I-75 and Corkscrew	Completed; open 2006.
Applebee's @ Estero Interstate Commerce Park	Northwest corner of I-75 and Corkscrew	Open for Business
Gas Station/ Convenience Store @ Estero Interstate Commerce Park	Northwest corner of I-75 and Corkscrew	Completed; open 2006.
Arizona Pizza @ Estero Interstate Commerce Park	Northwest corner of I-75 and Corkscrew	Completed; open 2006.
	Northwest corner of I-75 and Corkscrew	A new 23 unit mercantile building and restaurant are to start construction in 2007
Miromar Developments		
Miromar International Design Center	Southeast corner of I-75 and Corkscrew	Building exterior construction and parking lots complete. Open 2006.
Wachovia Bank @ Miromar Outlets Mall Outlot	Northwest corner of Ben Hill Griffin and Corkscrew Road	Completed
Miromar Outlets		Phase V was completed in 2006 and tenant in-fill is in progress.
Miromar Outlets		Phase VI 2007-2008. Scheduled to start April 2007 with a completion date of December 2007.
Camargo Trust		
Paradise Shoppes @ Camargo Trust	Northwest corner of Williams and US 41	Site clearing and grading complete. Walgreen's completed and opening soon.
Walgreen's		Completed, but waiting for permits for road work.
Corkscrew Commerce Center		
Corkscrew Commerce Center	Northwest corner of I-75 and Corkscrew	Construction underway.
Corkscrew Commerce Center - Hampton Inn	Southwest corner of I-75 and Corkscrew	Completed January 2007.
Corkscrew Commerce Center		Ground cleared for Estero Chevrolet. Drawings submitted for two story building across from Hampton Inn.
Others		
Corkscrew River Ranch CPD	Southwest corner of Corkscrew and River	Site cleared



	Ranch Roads	
Church	East side of Three Oaks between Estero Parkway and Corkscrew	Exterior of Church and its site is completed and landscaped. Completed.
Coconut Point Ford	US 41 in front of Fountain Lakes	Open for business
Stilwell Solar Company	East side of US 41 between Broadway and Corkscrew	Open for business
Greenhouse	South side of Corkscrew Road just east of Sandy Lane	Structural shell and entrance building are complete; parking lot graded.
Estero Town Commons		Lowe's has been completed and opened. Two out parcel buildings have been completed as shells and tenants are completing spaces.
Estero Ridge	Southeast corner of 41 and Estero Parkway	Land cleared and foundations being set for two building mercantile stores.

Figure 40 - Major commercial development

Coconut Point Progress Report:

Coconut Point consists of the Coconut Point Town Center shopping area and 500 acres along the east side of US 41 between the old Sanibel Steakhouse on the south end to Williams Road on the north, including the Rapallo community. The entire 500 acres were zoned in 2002. Planning for the project divided the development into three planning areas: South Village, Town Center, and North Village.

Recent South Village changes include:

- The infrastructure development consisting of the Pelican Colony Boulevard Extension from US 41 to Via Coconut Point (formerly called Sandy Lane) and Via Coconut Point from Coconut Road to Pelican Colony Boulevard, both with anticipated completion by August 2008
- Plans for a 224 multi-family units in a series of two story buildings between Via Coconut Point and Spring Run in the Brooks are currently under construction.
- Proposal for 200 Assisted Living units on property located on the southwest corner of the intersection of Via Coconut Point and Pelican Colony Boulevard. Infrastructure complete; construction to start in 2007.
- Proposal to develop a 32,500 square feet general retail center on the south side of Coconut Road between Via Coconut Road and the entrance to The Brooks Commerce Center. DO submitted for two (2) buildings.
- Lee Memorial has purchased 22 acres west of Via Coconut Point and north of Pelican Colony Boulevard for possible use as a hospital site.
- In addition negotiations are underway for the sale of a parcel along US 41 between Pelican Colony Boulevard and the old Sanibel Steakhouse for development of an office building and just north of Pelican Colony Boulevard along US 41 for development of a small retail center.



Recent North Village changes include:

- The infrastructure for the North Village has been completed including the fire station entrance road and the main entrance to Rapallo and the internal ring road around Rapallo.
- Completion of approximately 230 units in Rapallo with another 10 units under construction.
- The Halfway Creek wetland flow way restoration has been completed along with an ongoing monitoring program.
- Via Coconut Point construction, from Coconut Road to Williams Road, is underway, with anticipated completion by April 2006. (Completed Fall 2006)
- The Estero Fire Station #2 is open and operating.
- The Community Bank has purchased the parcel between the Fire Station and US 41 to construct a bank.

The Coconut Point Town Center

- Construction is underway in all three sections of the Coconut Point Town Center; the Market, the Lakefront, and the Village at the south end. The Market, which will consist of thirteen large retailers, is furthest along with some of the stores opening in spring 2006. The major stores include Best Buy, Rug Décor, Office Max, PetSmart, Sports Authority, TJMax, Zales, Payless Shoes, Old Navy, Bed Bath & Beyond, Ross, Lane Bryant, and Famous Footwear.
- Construction has begun on two of the six buildings that will surround the 14 acre lake in the Lakefront section. Six of the seven announced Lakefront tenants are restaurants.
- Construction is now underway of the nine buildings in the Village. The three largest users in this area now underway are the Muvico 16-screen Theater, the 190,000 square foot Dillards and the Barnes & Noble bookstore. Seventy-four stores have been announced for the Town Center. When completed Coconut Point Town Center will house about 140 stores.
- Phase One of The Residences of Coconut Point, include 210 condominiums also located in the Town Center. Phase Two, about 70 condos will be located above the stores along the east side of the Village's Main Street. In addition, the Coconut Point Town Center will contain 43 office condos that will be located above the stores along the west side of the Village's Main Street. They are now being marketed by Premier Commercial Properties in Bonita Springs.

Coconut Crossing

In the summer of 2005, the 46 acre site on the northwest corner of US 41 and Coconut Road was purchased for development. The existing zoning on the site includes 8 retail parcels consisting of 7 out lots ranging in size from 1.27 acres to 2.5 acres and a 13.4 acre parcel surrounded by those out parcels. The final 11.2 acre parcel at the rear of the property has been sold to a housing developer with plans to construct 142 multi-family units in three story buildings.

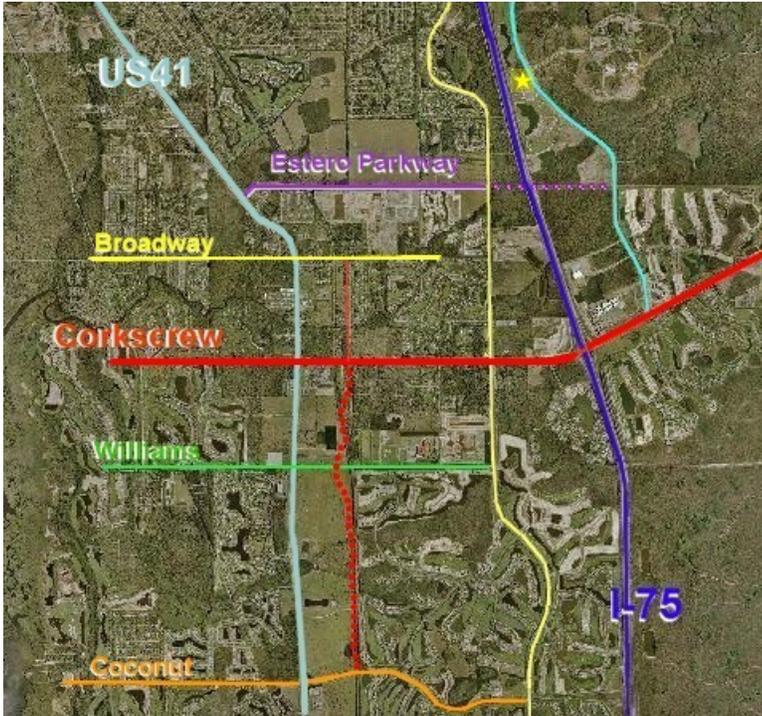
Orion Bank and Community Bank have purchased two of the out lots. CVS has purchased the corner out lot and has plans for a drug store and a second smaller building. The developer plans to retain ownership of the large retail parcel.

Vintage Trace plans propose a 19,220 square foot strip shopping center including eleven small stores on 2.4 acres located just south of the entrance to The Vines behind the existing home furnishings store.



Broadway Grande Shoppes – Broadway & US 41 Northeast corner - plans to locate three buildings totaling 45,000 square feet on the site including a 5,000 square foot Rick Johnson’s tire store, a 24 bay, 35,700 square foot strip center and a 4,400 square foot storage building.

Overview and Conclusions



With the majority of Estero's commercial corridors zoned, Estero is experiencing exceptional retail and commercial growth that will continue over the next decade and beyond as it becomes the region's third shopping complex.

This explosion of retail/commercial development underscores the need for expansion of our road system; thus the need for our continuing efforts to accelerate the completion of Three Oaks Parkway and US 41, as well as the construction of Sandy Lane.

Figure 41 - Major Estero roadways.

The map at left depicts the major roads in the western half of the Estero Fire District by 2010. 4 of the 5 north/south roads will be under construction over the next 5 years. When these road improvement projects are completed, the number of north/south traffic lanes through the district will double from 10 to 20!



Section VI

Future Capital Facilities, Equipment and Staffing

Cause and Effects

The explosive population growth of the fire district, which has been well documented in previous sections, has forced Estero Fire Rescue to grow. While growth of the community places ever greater demands on EFR, growth also needs to continue to generate revenues to meet those demands.

There are other factors, however, that generate additional demands of EFR that do not generate any additional revenue to meet those demands. Some of the most notable are the terrorist attacks of September 11, 2001, the standards published by the National Fire Protection Association (NFPA), federal and state mandates and regulations, and the desire of the EFR staff to excel.

For example, September 11, 2001 has raised the possibility that EFR personnel may have to deal with a terrorist event. This requires EFR to pay for additional training to prepare our first responders to treat victims of bombings, mass poisonings and even nuclear detonations and assist in incident mitigation. The fire service also incurs the additional expense of tighter security for personnel, facilities, vehicles and equipment.

NFPA 1710 is a national standard that exemplifies the minimum requirements for all established career fire services. The standard encompasses such parameters as the number of personnel on the scene of an incident, how many and what types of emergency apparatus are required to handle specific incidents, the preferred response time to an incident and how all incidents should be reported. It is the goal of every fire service in the country to meet these requirements, but it is not always easy, especially in very rapidly growing districts like Estero.

The NFPA has dozens of standards for fire and related emergency service organizations to benchmark Standard Operating Procedures/Standard Operating Guidelines (SOP/SOG) for safe, efficient and effective operations. NFPA 1500 and 1582 respectively, provide standards for the safety, health and fitness of firefighters. Physical demands of the profession require firefighters be provided with equipment, training and physical fitness opportunities to the level of front line military combat soldiers. NFPA, among other federal, state and local standards, have one goal in mind – the safe mitigation of all aspects of an emergency situation.

Other factors, such as federal and state mandates, have a bearing on the goals and direction of EFR. The state of Florida has adopted the “2-in, 2-out rule”, where 2 firefighters must be on scene prepared to make a rapid entry for a rescue before 2 other firefighters can enter a burning structure. Training, staffing, equipment, and apparatus will continue to be influenced by such mandates and rulings.

The effect of all of this places financial strain on EFR. Revenues must be spent to meet various goals and requirements, but there is not enough revenue to meet all these demands immediately. This section identifies the major goals and requirements of EFR, and lays out a general time table for the completion of these goals.



Fire Rescue Stations

The engine company (fire engine) is the most essential element of community fire protection. Even the smallest community needs at least one engine company within a reasonable distance to be adequately protected. Once a community reaches a certain size, additional engine companies are required.

While population and dwelling units are key factors in determining the number of engine companies a district requires, the location of the fire stations that house the engine companies depends, in large part, on the geography and road systems of the district. A primary goal of EFR is to reach 90% of all incidents within five minutes or less from the time the '911' center dispatches the call. To achieve that goal, EFR stations must be built in strategic locations throughout the district.

In this respect, EFR has made tremendous strides in the last five years, acquiring property and building four new fire stations. With the completion of the fourth station at Coconut Point, EFR is in a position to achieve its response time goal. This goal is not an arbitrary standard. Five minutes is the difference between a fire in a single room and a home engulfed in flames, or for a heart attack victim to begin to suffer irreversible heart damage or a victim of sudden cardiac arrest to be resuscitated.

Considering the existing and proposed road network available for fire rescue apparatus to travel and the location of existing and proposed development, six fire rescue stations may eventually be required to service the community. The existing and recommended locations are listed. Station 6 is not projected to be constructed during this five-year period.

Station # 1: County Road Station – U.S. 41 at County Road

Station # 2: Coconut Point Station – U.S. 41 across from Fountain Lakes

Station # 3: Three Oaks Station – Three Oaks Parkway south of Corkscrew

Station # 4: Stoneybrook Station – Firehouse Lane off of Corkscrew Road

Station # 5: Corkscrew Road at Alico Road (2010 projected)

Station # 6: Corkscrew Road at Carter Road (future)

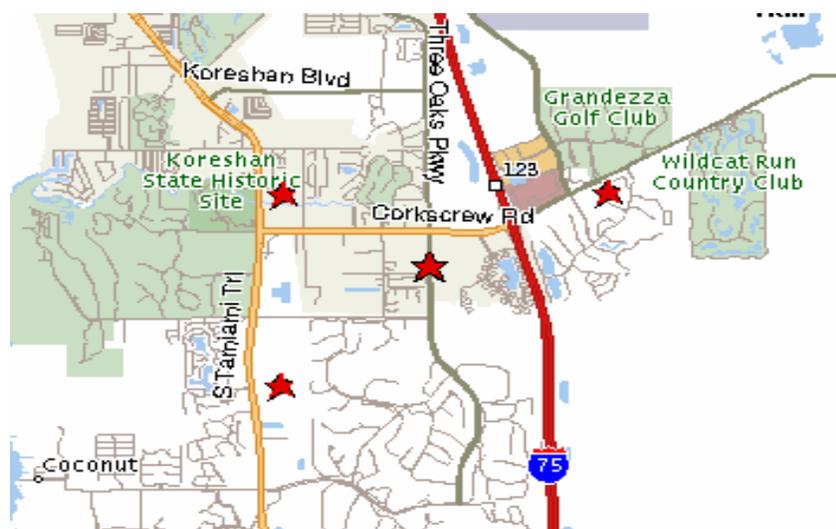


Figure 42 - The location of existing EFR stations



The following table depicts the estimated number of residential dwelling units served by each fire station in 2009. These numbers are derived primarily from the projected number of units in planned communities, as cited in the previous sections. The figures do not include commercial properties located within the district, but do include an estimation of residential dwelling units not in planned communities. Homes outside of planned communities are more numerous east of I-75, where Station #4 is primarily responsible.

Zones	Dwelling Units
Station 1	5081
Station 2	5500
Station 3	5474
Station 4	6910

Figure 43 - Estimated Residential Dwelling Units per station

Engine Companies and Staffing

EFR has done a commendable job of anticipating growth and positioning fire rescue stations in vital areas throughout the district, however, this does not necessarily address issues regarding the depth of service. At any given time, the engine company assigned to a designated response area may be committed to an incident necessitating an engine company response from another area. As well, the typical initial assignment of engines and ladder trucks to a structure fire is two engines and one ladder truck. All three units should arrive within eight minutes for the most positive outcome to be achieved.

EFR currently operates two engine companies and two ladder companies per 24-hour shift. The engine companies operate out of Stations #2 and 3, while Stations #1 and #4 house one ladder company each. An additional aerial truck company is housed at Station #2. Based on population and density estimates, these five companies per shift should meet the needs of the Estero community and satisfy the standards of the National Fire Protection Association (NFPA) through 2009.

However, the NFPA 1710 standard states that each engine company be comprised of at least four crew members. This requirement also supports Florida’s ”2-in, 2-out rule”. In this regard, EFR has significant ground to make up. While staffing has increased tremendously in the last eight years it has not increased quickly enough to meet the demands of the rapidly growing community plus the expanding recommendations of State and Federal regulation.

The math is not difficult. At the end of fiscal year 2004-2005, EFR was operating five companies per shift, with an average of three crew members per company. That is 15 crew members for each of the three shifts or 45 total crew members. NFPA 1710 suggests that EFR work towards four member crews for each engine company or 20 crew members per day; 60 crew members total. That requires an increase of 15 firefighter/paramedics at a minimum. Taking into account vacation time and sick leave, an additional 9 crew members would be required to meet the staffing needs for a total of 24 over 2004-2005 staffing levels. In 2006, EFR hired three (3) firefighters.



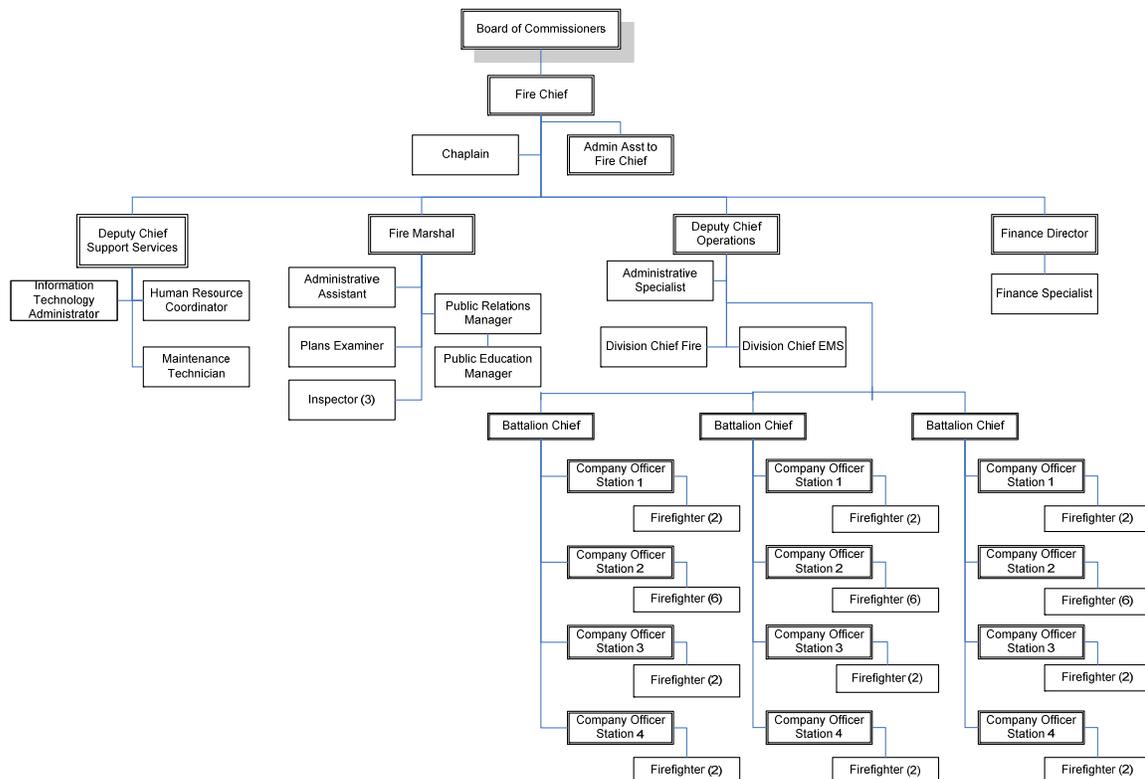
Staffing is, by far, the single biggest expense for any fire department, currently comprising 76% of the 2005-2006 budget. The addition of 24 firefighter/paramedics is simply not financially feasible in one year, or even several. As the community continues to grow, however, revenues will continue to increase. It is the goal of EFR to add 12 firefighter/paramedics by 2010:

2006-07	Firefighter/Paramedic – 3
2007-08	Firefighter/Paramedic – 0
2008-09	Firefighter/Paramedic – 3
2009-10	Firefighter/Paramedic – 3
2010-11	Firefighter/Paramedic – 3

Figure 44 - Staffing Projections

The only additional support staff requested after fiscal year 2004-2005 was a training officer. This position reports to the Deputy Chief of Operations and is titled Division Chief of Fire. The Division Chief of Fire is responsible for vehicle maintenance and training. The Division Chief of EMS is responsible to see that Emergency Medical Services (EMS) are provided in the most efficient and effective manner. More than 90% of EFR responses are EMS related. While it is certainly possible that the number of administrative and preventive personnel will remain the same through 2011, circumstances may dictate otherwise. This document does not dictate the future of EFR, but is simply a guide to help the decision makers focus on intended goals.

Figure 45 - Organizational Chart



Fire Apparatus

The acquisition of a new 75' quint (see figure 23) in 2005 for the Coconut Point Station brings the number of late model EFR fire apparatus to five, matching the number of companies targeted in the five-year plan and recommended in the federal guidelines. This gives EFR a high degree of dependability in its first line of response vehicles through 2011. Beyond that time frame, EFR is aware that additional engines may be required to create additional companies for the eastern side of the District, and to replace and upgrade an aging fleet.

During the next five years, EFR may also purchase one or more ambulance/transport vehicles. EFR's Board of Commissioners has asked EFR to explore the feasibility of transporting patients. Currently, patients suffering a medical emergency are usually treated first by EFR EMT's and paramedics and then placed in the hands of Lee County EMS to be transported to area hospitals. It is possible that a significant increase in the efficiency of patient care may be obtained if EFR has the ability to transport patients. In 2006, the Fire Commissioners authorized the purchase of one transport unit. The results of the study and the decision of the Board will dictate if a comprehensive ambulance transport system and the purchase of more transport vehicles is necessary. The acquisition of one transport type vehicle in 2007 will demonstrate a per incident savings to EFR by decreasing the amount of fire apparatus type vehicles responding to medical emergencies. Even if transport is not realized in the immediate future, strategic use of a similar vehicle will control certain assets and enhance efficiency of service to our citizens.

Supporting Facilities – Administration Office Building

As mentioned in Section IV, Estero Fire Rescue is pursuing the construction of a building containing space for administrative offices, fire prevention personnel, meeting rooms, central supply, archived document storage, and training.

The proposed office complex is estimated at 16,000 square feet. The amount of floor space proposed meets the anticipated needs of EFR. The final cost of the building has not been determined, but preliminary estimates project it around \$6.5 million.



Section VII Summary

This document defines the major goals of Estero Fire Rescue, tracked how it has improved over the last eight years, identified the current status of the organization, projected the expected revenues for the next five years and indicated how EFR can use those revenues to achieve many of its goals. It also points out that the community's need for emergency response and mitigation are growing instantly with the population, but tax revenues from that growth lag behind, creating a shortfall of the capital necessary to achieve all of the organization's goals for the community in the desired time period.

Despite the difficulty in dealing with demands that are increasing faster than revenues, EFR has made tremendous strides in improving emergency and mitigation services to the community. While part of this is due to securing a loan, much of it is due to the tremendous professionalism of the EFR staff. It started with a shared vision of what EFR should be and was achieved through teamwork and dedication.

Certainly, there is much more work to do and the organization will have to deal with unexpected obstacles before achieving some of these goals. The vision remains and the men and women of Estero Fire Rescue remain dedicated to that vision and to the people of Estero.



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