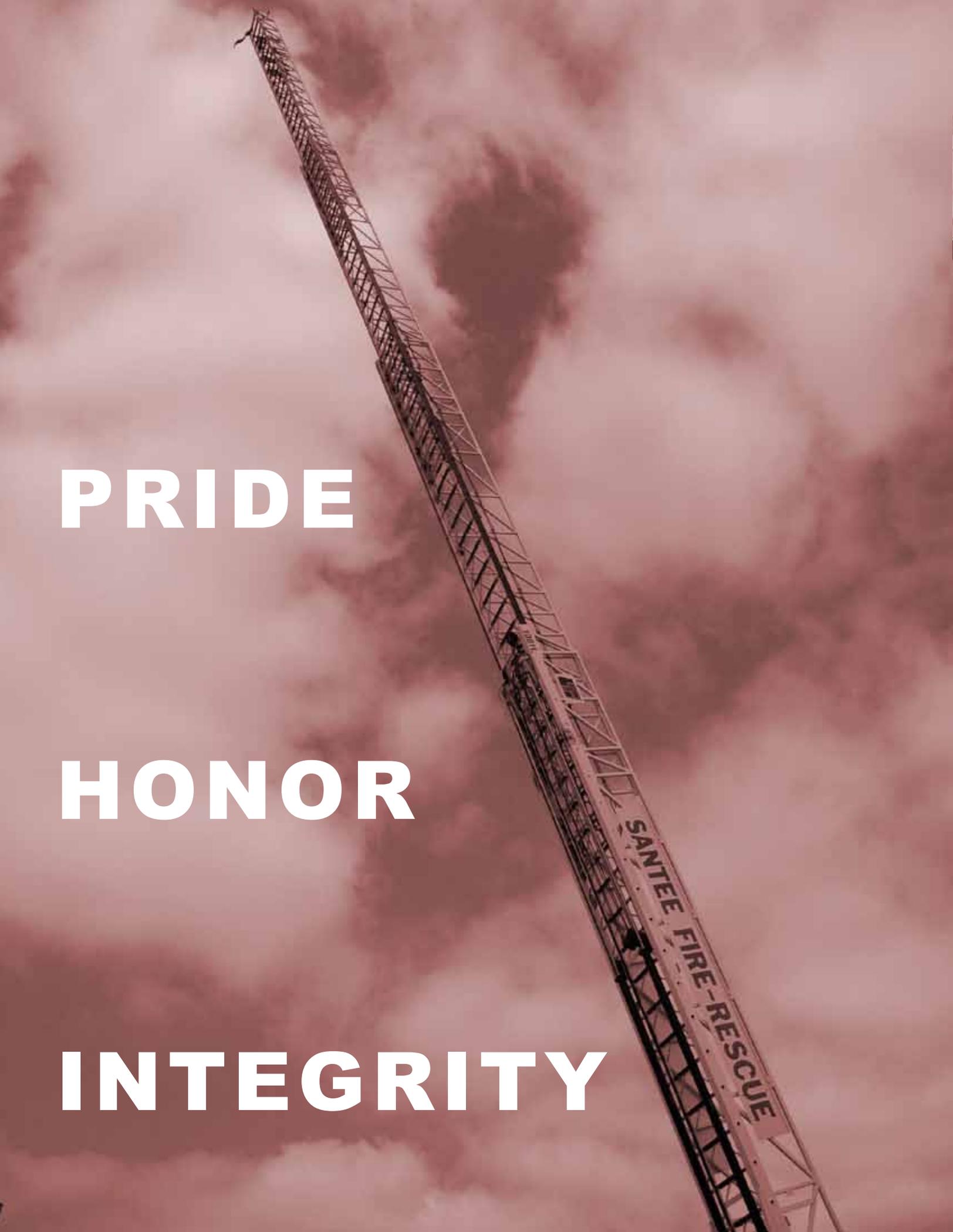


SANTEE FIRE DEPARTMENT

STRATEGIC PLAN

2008 - 2013

A tall, silver fire truck ladder extends diagonally from the bottom right towards the top left of the frame. The ladder is set against a background of a cloudy sky with a reddish-pink tint. The words "PRIDE", "HONOR", and "INTEGRITY" are printed in large, white, bold, sans-serif capital letters on the left side of the image. On the side of the ladder, the words "SANTÉE FIRE-RESCUE" are visible in black, bold, sans-serif capital letters.

PRIDE

HONOR

INTEGRITY

**SANTÉE
FIRE-RESCUE**

TABLE OF CONTENTS



Letter from the Chief	04
Letter from the Strategic Planning Team	05
Acknowledgements	06
Mission, Vision, Values	07
Overview of Goals	08
Community Education	10
Disaster Preparedness	11
Equipment	12
Facilities	13
Fleet	14
Pre-Hospital Program	15
Staffing	16
Training	17
Miscellaneous	18

LETTER FROM THE CHIEF

Chief Mike Rottenberg

When the Fire Department's 2006-2009 Strategic Plan was completed and distributed, then Fire Chief Pfohl wrote "This three-year document provides a course upon which to steer the Department..."; I believe that to still be true. A purpose of our strategic plan is to provide a guide and framework to not only direct where we hope to go, but also to help us measure the effectiveness of what we have done and are doing. Change will come, and change can be a good thing when preceded by careful thought and planning.

The strategic plan will continue to focus on the future, but the fact that the future is unknown and often uncertain will require us to consistently review and update our plan. The Strategic Plan Committee has struggled with many of the "bigger" issues that will confront the department, but often do not fit neatly into a three-year plan. An example: A new fire station is planned for a time period beyond the plan's three year timeframe but substantial preliminary work and planning is being done in the meantime to prepare for it. The committee has done its best to address these types of issues and to prepare for them whenever possible.

I want to take this opportunity to encourage and challenge you. I want to encourage you to continue your professional and customer service-centered efforts, and maintain the work ethic that Santee is so well-known for. The Santee F.D. is a fine and highly respected fire department. That respect and reputation is due to the hard work and quality performance of the people that make up our department. Your challenge is to continue with your outstanding efforts. As a department, we must all share the responsibility of keeping this document alive and relevant. Do not allow yourself to become complacent; stay proactive, aware, and engaged. Look to the future with an eye toward teamwork and a sense of optimism.

I will conclude by telling you that I feel proud and privileged to have the opportunity to serve as your Chief.

Mike Rottenberg

LETTER FROM THE STRATEGIC PLANNING TEAM

In 2005, the Strategic Planning Committee was formed to assist in the development of the Santee Fire Department Strategic Plan. After nearly a full year of planning, interviewing, and gathering information, the 2006-2009 Strategic Plan was complete. The numerous goals outlined in the Strategic Plan served as a road map that helped guide many of the decisions made within the Fire Department over the past two years, and will continue to help guide the decisions that will be made in the future.

One of the key features of the Strategic Plan is the dynamic nature in which it exists. This document is designed to remain flexible to enable the Fire Department to continually meet the ever-changing landscape of our profession, as well as the changes in the community that we serve. It is for this reason that an updated Strategic Plan is now being delivered.

The Strategic Planning Committee has worked continuously to help refine the initial document that was introduced in 2006. As a result, we are proud to deliver an improved document that continues to build upon the foundation that was laid two years ago. The spirit of cooperation that helped make the previous Strategic Plan successful has remained a vital component in the development of the updated Strategic Plan. Although the committee has a few new faces, our collective focus remains unchanged: To help improve the already outstanding service that we provide to our community.

As representatives from all ranks in the Fire Department, we wish to remind you that we need your help. The Strategic Plan is only as good as those who will work to implement the goals outlined in this document. Collective focus is a vital component that will help make our planning successful. In turn, the Strategic Planning committee will work endlessly to keep these objectives fresh in our minds and close at hand. We sincerely thank all of those who contributed to the creation of this document, and we are excited about the bright future ahead of our Fire Department.

The Strategic Planning Team

ACKNOWLEDGEMENTS



MAYOR
Randy Vopel



Council Member
John Minto



Council Member
Brian Jones

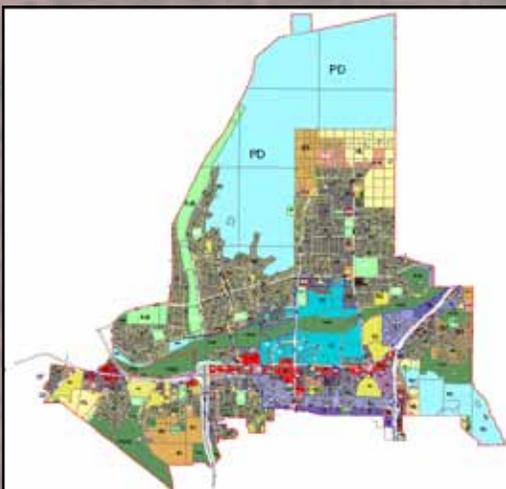


Council Member
Jack Dale



Council Member
Hal Ryan

CITY MANAGER: Keith Till



STRATEGIC PLANNING TEAM

Mike Rottenberg: Fire Chief
Brett Eldridge: Division Chief
Jim Huson: Fire Captain
Tim Stuber: Fire Captain
David Leask: Fire Captain
Justin Matsushita: Fire Captain
Jeff Hernandez: Fire Engineer
Chris Balch: Firefighter Paramedic

MISSION - VISION - VALUES

MISSION . . .

We protect life and property in our community through aggressive fire suppression, public education and emergency medical services, with leadership and professionalism

VISION . . .

We will be recognized as leaders in all aspects of our profession and viewed as community role models.

VALUES . . .

INTEGRITY

Steadfast adherence to a strict moral or ethical code.

PROFESSIONALISM

To be highly skilled in methods, character, and standards.

PROGRESSIVE

Promoting or favoring progress toward better conditions or new policies, ideas or methods.

TEAMWORK

Cooperative effort by the members of our organization to achieve a common goal.

EXCELLENCE

Possessing good qualities in high degree: superiority.

OVERVIEW

**The 2008-2013 Santee Fire Department Strategic Plan
contains nine primary categories**

COMMUNITY EDUCATION:

Our community education program is well established and respected throughout the region. Our goal is to expand the program to meet the ever changing educational needs of a growing and diversified community.

DISASTER PREPAREDNESS:

The Santee Fire Department acknowledges the tremendous challenges of disaster preparedness in a dynamic community. Our goal is to be prepared, in part, by maintaining a progressive program through interfacing with other agencies and efficient delivery of services.

EQUIPMENT:

The availability of an adequate inventory of modern and well-maintained fire equipment is required for fire department operations. Our goal is to implement a responsible replacement schedule and budget appropriately for modern hi-tech fire equipment.

FACILITIES:

In recent years, the City of Santee has experienced steady growth in our residential and commercial sectors. Our goal is to ensure that Fire Department facilities grow and are maintained to continue to meet the needs of the community.

FLEET:

To effectively serve the community, we must continue our tradition of maintaining a high-quality, dependable fleet of fire apparatus and support vehicles. Our goal is to replace apparatus and vehicles by continuing to follow a responsible replacement schedule and address the need to add to our existing fleet as service demands increase.

OVERVIEW

The 2008-2013 Santee Fire Department Strategic Plan contains nine primary categories

PRE-HOSPITAL PROGRAM:

The Fire Department recognizes the need to remain dynamic in the way we provide paramedic level service. Our goal is to provide essential training and equipment that supports delivery of quality emergency medical care to the public.

STAFFING:

Recognizing that the success of any program or effort is reliant on the personnel associated with that effort, it is the goal of the Santee Fire Department to provide our community with an adequate number of highly skilled and professional employees.

TRAINING:

Training continues to be one of the highest priorities of the Santee Fire Department. Our goal is to maintain a quality program in which all members continue to learn and grow, helping the department meet the needs of the community.

MISCELLANEOUS:

During the Strategic Planning process, numerous goals were identified that did not fit within the context of the previous eight goal categories. These goals remain essential for the continued growth and improvement of our Fire Department. Our goal is to thoroughly examine all avenues that will lead to the betterment of the Santee Fire Department.

COMMUNITY EDUCATION

Our community education program is well established and respected throughout the region. Our goal is to expand the program to meet the ever changing educational needs of a growing and diversified community.

Fully implement a Senior Safety Program.

JULY 2009

Captain Peterson

Pursue an agreement with the Santee School District to support the “Learn Not to Burn” curriculum.

JULY 2009

Captain Peterson



DISASTER PREPAREDNESS



The Santee Fire Department acknowledges the tremendous challenges of disaster preparedness in a dynamic community. Our goal is to be prepared, in part, by maintaining a progressive program through interfacing with other agencies and efficient delivery of services.

Complete the update of the City Emergency Operations Plan.

Develop incident specific contingency plans for the New Frontier Community.

Increase the number of CERT instructors to meet the current and future needs of the program.

Provide the City EOC with the necessary equipment identified by the City Disaster Preparedness Committee.

Investigate the need for and possibilities of acquiring an automated emergency callback staffing program.

JANUARY 2009

Chief Mattick

MARCH 2009

Captain Leask

JANUARY 2009

Captain Leask

JULY 2011

Chief Rottenberg

JULY 2010

Chief Rottenberg



EQUIPMENT

The availability of an adequate inventory of modern and well-maintained fire equipment is required for fire department operations. Our goal is to implement a responsible replacement schedule and budget appropriately for modern hi-tech fire equipment.

Implement an inspection, maintenance and replacement schedule for wild-land safety clothing.

Implement an inspection, maintenance and replacement schedule for structural safety clothing.

Certify three fire department personnel in semi-annual PPE inspection.

Perform annual PPE inspection per NFPA 1971 Guidelines.

Acquire the remaining equipment necessary to meet the standard for a California State OES Type III Light Rescue Unit.

Implement a fire equipment replacement schedule.

Research the feasibility of meeting the standard for a California State OES Type II Medium and OES Type I Heavy Rescue Unit.

JULY 2009

Captain Dibsie

JULY 2009

Captain Dibsie

APRIL 2009

Captain Dibsie

JULY 2009

Captain Dibsie

JULY 2009

Engineer Hernandez

MARCH 2009

Captain Stuber

DECEMBER 2008

Engineer Hernandez

FACILITIES



In recent years, the City of Santee has experienced steady growth in our residential and commercial sectors. Our goal is to ensure that Fire Department facilities grow and are maintained to continue to meet the needs of the community.

Complete revised CIP project at Station 4.

DECEMBER 2008

Captain Williams

Determine short term goals for maintenance and upgrades to all fire facilities.

JANUARY 2009

Captain Williams

Determine long range goals for maintenance and upgrades to all fire facilities.

JULY 2009

Captain Williams

Develop a new CIP plan for 2009/2010 & 2010/2011.

March 2009

Captain Williams

Complete landscape upgrades to Station 4.

DECEMBER 2009

Captain Williams



FLEET

To effectively serve the community, we must continue our tradition of maintaining a high-quality, dependable fleet of fire apparatus. Our goal is to replace apparatus by continuing to follow a responsible replacement schedule and address the need to add to our existing fleet as service demands increase.

Pursue the acquisition of an Office of Emergency Services Type I or Type III fire apparatus.

Finalize specification and purchase process for a new Type I fire apparatus to replace E-5S.

Finalize specification and purchase process for a new Type 1 fire apparatus for the Fanita Ranch development.

Complete research on need, benefit, cost, and standards for reserve apparatus.

Research departmental needs for additional utility vehicles.

Research the need for a larger Confined Space Rescue Trailer.

Conduct a needs assessment study to determine the type and number of fire apparatus to be operated at Station 20.

ONGOING
Chief Miller

DECEMBER 2009
App. Committee

FIRST QTR 2012
App. Committee

JUNE 2009
App. Committee

MARCH 2009
App. Committee

JULY 2009
Captain Leask

FIRST QTR 2011
Chief Rottenberg

PRE-HOSPITAL PROGRAM



The Fire Department recognizes the need to remain dynamic in the way we provide paramedic level service. Our goal is to provide essential training and equipment that supports delivery of quality emergency medical care to the public.

Develop and implement an in-house Continuing Education Provider program utilizing fire department personnel.

JULY 2009

Captain Garlow

Develop an EMS capital equipment procurement and replacement plan.

MARCH 2009

Paramedic Com.



STAFFING

Recognizing that the success of any program or effort is reliant on the personnel associated with that effort, it is the goal of the Santee Fire Department to provide our community with an adequate number of highly skilled and professional employees.

Examine the current staffing model in Fire Administration and investigate possibilities of reorganizing and increasing staff to efficiently manage departmental operations and programs.

Research the need, cost, and benefit of conducting a formal Standard of Coverage Study.

Develop a staffing model to examine all areas of current and expected fire department operations.

Transition part-time Mechanic Assistant to a full-time position.

Research the possibility, need, and benefit of creating positions and opportunities to utilize safety personnel in an administrative (40 hour) position.

MARCH 2009

Chief Rottenberg

July 2010

Fire Admin.

JULY 2009

Fire Admin.

JULY 2009

Chief Mattick

APRIL 2009

Fire Admin.

TRAINING



Training continues to be one of the highest priorities of the Santee Fire Department. Our goal is to maintain a quality program in which all members continue to learn and grow, helping the department meet the needs of the community.

Develop a Division Chief Development Guide.

Update the Fire Captain Development Guide.

Update Firefighter-Paramedic step exams and study guides.

Create comprehensive engine company operations training materials for Firefighter- Paramedics.

Create comprehensive truck company operations training materials for Firefighter-Paramedics.

Provide a state qualified, in-house S-290 class.

Provide a state qualified in-house ICS-400 class to meet NIMS compliance.

Develop and implement an improved fitness and wellness program.

DECEMBER 2009
Captain Huson

DECEMBER 2009
Firefighter Balch

JANUARY 2009
Training Captains

JULY 2009
Training Captains

JANUARY 2010
Training Captains

APRIL 2009
Chief Miller

SEPTEMBER 2009
Chief Miller

JULY 2009
Fitness Committee 17

MISCELLANEOUS

During the Strategic Planning process, numerous goals were identified that did not fit within the context of the previous eight goal categories. These goals remain essential for the continued growth and improvement of our Fire Department. Our goal is to thoroughly examine all avenues that will lead to the betterment of the Santee Fire Department.

Research implementing a computer based fire inspection program.

Create a written fire department annual report.

Redesign the Fire Department section of the City web-site.

Research the need, cost and benefit of pursuing National Accreditation.

JULY 2009

Firefighter Balch

JULY ANNUALLY

Firefighter Balch

JANUARY 2009

Engineer Hernandez

March 2009

**Strategic Planning
Committee**



INTEGRITY

PROFESSIONALISM

PROGRESSIVE

TEAMWORK

EXCELLENCE

