



**City Council**  
Mayor John W. Minto  
Vice Mayor Laura Koval  
Council Member Ronn Hall  
Council Member Rob McNelis  
Council Member Dustin Trotter

## CITY OF SANTEE REGULAR MEETING AGENDA Santee City Council

City Manager | Marlene D. Best  
City Attorney | Shawn D. Hagerty  
City Clerk | Annette Fagan Ortiz

### REVISED AGENDA

**\*\* PLEASE NOTE: ITEM 8 HAS BEEN WITHDRAWN AND WILL NOT BE HEARD  
THIS AGENDA WAS REVISED ON MARCH 22, 2023 AT 1:59 PM.**

#### MEETING INFORMATION

Wednesday, March 22, 2023

6:30 p.m.

Council Chambers | Building 2

10601 Magnolia Ave • Santee, CA 92071

#### TO WATCH LIVE:

AT&T U-verse channel 99 (SD Market) | Cox channel 117 (SD County)

[www.cityofsanteeca.gov](http://www.cityofsanteeca.gov)

#### IN-PERSON ATTENDANCE

Please be advised that current public health orders recommend that attendees wear face coverings while inside the Council Chambers.

#### LIVE PUBLIC COMMENT

Members of the public who wish to comment on matters on the City Council agenda or during Non-Agenda Public Comment may appear in person and submit a speaker slip, before the item is called. Your name will be called when it is time to speak.

**PLEASE NOTE:** Public Comment will be limited to 3 minutes and speaker slips will only be accepted until the item is called. The timer will begin when the participant begins speaking.



The City Council also sits as the Community Development Commission Successor Agency and the Santee Public Financing Authority. Any actions taken by these agencies are separate from the actions taken by City Council. For questions regarding this agenda, please contact the City Clerk's Office at (619) 258-4100 x114

**ROLL CALL:** Mayor John W. Minto  
 Vice Mayor Laura Koval – District 3  
 Council Member Rob McNelis – District 1  
 Council Member Ronn Hall – District 2  
 Council Member Dustin Trotter – District 4

**LEGISLATIVE INVOCATION:** Sonrise Community Church – Jerry Phillips

**PLEDGE OF ALLEGIANCE**

**RECOGNITION:** Recognition of Savanna Johnson for Her Donation of Girl Scout Cookies to the City of Santee Firefighters Three (3) Years in a Row

**CONSENT CALENDAR:**

**PLEASE NOTE:** Consent Calendar items are considered routine and will be approved by one motion, with no separate discussion prior to voting. The public, staff or Council Members may request specific items be removed from the Consent Calendar for separate discussion or action. Speaker slips for this category must be presented to the City Clerk at the start of the meeting. Speakers are limited to 3 minutes.

- (1) **Approval of Reading by Title Only and Waiver of Reading in Full of Ordinances and Resolutions on the Agenda; Finding the Action is Not a Project Subject to the California Environmental Quality Act (“CEQA”). (City Clerk – Ortiz)**
- (2) **Approval of Payment of Demands; Finding the Action is Not a Project Subject to the California Environmental Quality Act (“CEQA”). (Finance – Jennings)**
- (3) **Approval of the Expenditure of \$96,321.23 for February 2023 Legal Services and Reimbursable Costs and Finding the Action is Not a Project Subject to the California Environmental Quality Act (“CEQA”). (Finance – Jennings)**
- (4) **Adoption of a Resolution Accepting the Cuyamaca Street Resurfacing (CIP 2022-08) and Woodside Avenue Street Repairs (CIP 2022-09) Project as Complete and Finding the Action is Not a Project Subject to the California Environmental Quality Act (“CEQA”). (Engineering – Schmitz)**
- (5) **Adoption of a Resolution Authorizing Submission of the Annual Housing Element Progress Report for Calendar Year 2022 to the State of California Office of Planning and Research and the State of California Department of Housing and Community Development and Finding the Action is Not a Project Subject to the California Environmental Quality Act (“CEQA”). (Planning and Building – Coyne)**





- (6) Adoption of a Resolution Terminating the Local Emergency Declared as a Result of the COVID-19 Pandemic and Finding the Action is Not a Project Subject to the California Environmental Quality Act (“CEQA”). (City Manager – Best)
- (7) Adoption of a Resolution Authorizing the Submittal of a Grant Application to the Farmers Market Promotion Program (FMPP) to Enhance the Santee Farmers Market, Committing to Provide Matching Funds and Approving the Partnership Between the City of Santee and Santee Farmers Market; Finding the Action is Not a Project Subject to the California Environmental Quality Act (“CEQA”). (City Manager – Best)
- (8) **[WITHDRAWN]**  
Claim Against the City by Kyle Wong; Finding the Action is Not a Project Subject to the California Environmental Quality Act (“CEQA”). (Human Resources)  
**[ITEM 8 IS WITHDRAWN]**

**NON-AGENDA PUBLIC COMMENT (15 minutes):**

*Persons wishing to address the City Council regarding items not on the posted agenda may do so at this time. In accordance with State law, Council may not take action on an item not scheduled on the Agenda. If appropriate, the item will be referred to the City Manager or placed on a future agenda. This first Non-Agenda Public Comment period is limited to a total of 15 minutes. Additional Non-Agenda Public Comment is received prior to Council Reports.*

**PUBLIC HEARING:**

- (9) Public Hearing on and Adoption of a Resolution Amending the TransNet Local Street Improvement Program for Fiscal Years 2023 Through 2027 and Amending the Capital Improvement Program Budget and Finding the Action is Not a Project Subject to the California Environmental Quality Act (“CEQA”). (Engineering – Schmitz)

Recommendation:

1. Conduct the Public Hearing; and
2. Adopt the Resolution amending the TransNet Local Street Improvement Program of Projects for Fiscal Years 2023 through 2027 and amending the adopted Capital Improvement Program budget.



**NEW BUSINESS:**

- (10) Resolution Appointing Jessie Bishop as Director of Human Resources on an Interim Basis and Approving Employment Agreement; Finding the Action is Not a Project Subject to the California Environmental Quality Act (“CEQA”). (City Manager – Best)**

Recommendation:

Adopt a Resolution appointing Jessie Bishop as Director of Human Resources on an Interim Basis and approving Employment Agreement.

- (11) Workshop on the Multiple Species Conservation Program (MSCP) City of Santee Subarea Plan and Finding that the Workshop is Not a Project Subject to the California Environmental Quality Act (“CEQA”). (Planning and Building – Coyne)**

Recommendation:

Receive and file report, and find that the workshop is not subject to CEQA.

- (12) Community Risk Assessment and Long-Range Master Plan Presentation; Finding the Action is Not a Project Subject to the California Environmental Quality Act (“CEQA”). (Fire – Matsushita)**

Recommendation:

Receive report and presentation, and provide further direction to staff.

- (13) Resolution Establishing the Classification of a Full-Time and a Part-Time Non-Safety Emergency Medical Technician (EMT); Adopting a Revised Salary Schedule Including the Pay Range for EMTs; and Authorization to Hire Four (4) Full-Time EMTs and Eight (8) Part-Time EMTs and Finding the Action is Not a Project Subject to the California Environmental Quality Act (“CEQA”). (Fire – Matsushita)**

Recommendation:

Adopt the Resolution approving of the following items and finding that the action is not a project subject to CEQA:

1. Establishment of the classification of EMT-Full-time and Part-time;
2. An Amended Salary Schedule Including a salary range for full-time and part-time non-safety EMTs; and
3. Increase the appropriation in the Emergency Medical Services Department by \$380,000, and fund the increase with revenue generated from the Santee-Lakeside Emergency Medical Services Authority (SLEMSA).





**NON-AGENDA PUBLIC COMMENT (Continued):**

*All public comment not presented within the first Non-Agenda Public Comment period above will be heard at this time.*

**CITY COUNCIL REPORTS:**

**CITY MANAGER REPORTS:**

**CITY ATTORNEY REPORTS:**

**CLOSED SESSION:**

**ADJOURNMENT:**



**BOARDS, COMMISSIONS & COMMITTEES**  
**MARCH & APRIL MEETINGS**

<del>Mar</del>	<del>02</del>	<del>SPARC</del>	<del>Cancelled</del>	<del>Council Chamber</del>
Mar	08	Council Meeting		Council Chamber
Mar	13	Community Oriented Policing Committee		Council Chamber
Mar	16	SMHFPC		Council Chamber
Mar	22	Council Meeting		Council Chamber
Apr	06	SPARC		Council Chamber
Apr	10	Community Oriented Policing Committee		Council Chamber
Apr	12	Council Meeting		Council Chamber
Apr	26	Council Meeting		Council Chamber

The Santee City Council welcomes you and encourages your continued interest and involvement in the City’s decision-making process.

**For your convenience, a complete Agenda Packet is available for public review at City Hall and on the City’s website at [www.CityofSanteeCA.gov](http://www.CityofSanteeCA.gov).**

*The City of Santee complies with the Americans with Disabilities Act. Upon request, this agenda will be made available in appropriate alternative formats to persons with disabilities, as required by Section 12132 of the American with Disabilities Act of 1990 (42 USC § 12132). Any person with a disability who requires a modification or accommodation in order to participate in a meeting should direct such request to the City Clerk’s Office at (619) 258-4100, ext. 112 at least 48 hours before the meeting, if possible.*



**MEETING DATE** March 22, 2023

**ITEM TITLE** RECOGNITION OF SAVANNA JOHNSON FOR HER DONATION OF GIRL SCOUT COOKIES TO THE CITY OF SANTEE FIREFIGHTERS THREE (3) YEARS IN A ROW

**DIRECTOR/DEPARTMENT** John Minto, Mayor  
Dustin Trotter, Council Member

**SUMMARY**

Savanna Johnson is a member of Girl Scout Troop 5953. For the past three (3) years, she has donated Girl Scout cookies to the Santee Firefighters at Fire Stations 4 and 5.

**FINANCIAL STATEMENT**

There is no fiscal impact with this action.

**CITY ATTORNEY REVIEW**  N/A •  Completed

**RECOMMENDATION** *JNB*

Recognize Savanna Johnson for the kindness and support she has shown to the Santee Firefighters.

**ATTACHMENT**

Certificate of Recognition



City of Santee  
Certificate of Recognition

*presented to*

**SAVANNA JOHNSON**

*In recognition of the kindness and support you have shown to the  
Santee Firefighters by donating Girl Scout cookies to them  
for each of the past three years!*

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Mayor John W. Minto  
March 22, 2023





**MEETING DATE**      March 22, 2023

**ITEM TITLE**      APPROVAL OF READING BY TITLE ONLY AND WAIVER OF READING IN FULL OF ORDINANCES AND RESOLUTIONS ON THE AGENDA; FINDING THE ACTION IS NOT A PROJECT SUBJECT TO THE CALIFORNIA ENVIRONMENTAL QUALITY ACT (“CEQA”)

**DIRECTOR/DEPARTMENT**      Annette Ortiz, CMC, City Clerk

**SUMMARY**

This Item asks the City Council to waive the reading in full of all Ordinances on the Agenda (if any) and approve their reading by title only. The purpose of this Item is to help streamline the City Council meeting process, to avoid unnecessary delay and to allow more time for substantive discussion of Items on the agenda.

State law requires that all Ordinances be read in full either at the time of introduction or at the time of passage, unless a motion waiving further reading is adopted by a majority of the City Council. (Gov. Code, § 36934). This means that each word in each Ordinance would have to be read aloud unless such reading is waived. Such reading could substantially delay the meeting and limit the time available for discussion of substantive Items. Adoption of this waiver streamlines the procedure for adopting the Ordinances on tonight’s Agenda (if any), because it allows the City Council to approve Ordinances by reading aloud only the title of the Ordinance instead of reading aloud every word of the Ordinance.

The procedures for adopting Resolutions are not as strict as the procedures for adopting Ordinances. For example, Resolutions do not require two readings for passage, need not be read in full or even by title, are effective immediately unless otherwise specified, do not need to be in any particular format unless expressly required, and, with the exception of fixing tax rates or revenue amounts, do not require publication. However, like Ordinances, all Resolutions require a recorded majority vote of the total membership of the City Council. (Gov. Code § 36936).

**FINANCIAL STATEMENT**

N/A

**CITY ATTORNEY REVIEW**     N/A     Completed

**RECOMMENDATION**

It is recommended that the Council waive the reading of all Ordinances and Resolutions in their entirety and read by title only.

**ATTACHMENT**

None





**MEETING DATE** March 22, 2023

**ITEM TITLE** APPROVAL OF PAYMENT OF DEMANDS; FINDING THE ACTION IS NOT A PROJECT SUBJECT TO THE CALIFORNIA ENVIRONMENTAL QUALITY ACT ("CEQA")

**DIRECTOR/DEPARTMENT** Heather Jennings, Finance *HJ*

**SUMMARY**

A listing of checks that have been disbursed since the last Council meeting is submitted herewith for approval by the City Council.

**FINANCIAL STATEMENT**

Adequate budgeted funds are available for the Payment of Demands per the attached listing.

**CITY ATTORNEY REVIEW**  N/A  Completed

**RECOMMENDATION** *MSB*

Approve the Payment of Demands as presented.

**ATTACHMENT**

- 1) Summary of Payments Issued
- 2) Voucher Lists

Payment of Demands  
Summary of Payments Issued

<u>Date</u>	<u>Description</u>	<u>Amount</u>
03/01/23	Retiree Health	\$ 5,567.00
03/01/23	Accounts Payable	119,910.55
03/01/23	Accounts Payable	268,862.98
03/08/23	Accounts Payable	182,100.56
03/09/23	Payroll	397,927.97
03/09/23	Accounts Payable	228,872.90
03/10/23	Accounts Payable	<u>37,388.69</u>
	TOTAL	<u>\$1,240,630.65</u>

I hereby certify to the best of my knowledge and belief that the foregoing demands listing is correct, just, conforms to the approved budget, and funds are available to pay said demands.

  
\_\_\_\_\_  
Heather Jennings, Director of Finance

EARNINGS SECTION					DEDUCTIONS SECTION			LEAVE SECTION					
Type	Hours/units	Rate	Amount	Src	Plan	Base Wages	Deduction	Benefit/Cont	LvPlan	Accrued	Taken	Banked	Lost
<b>Grand Totals</b>					<b>Employees: 32</b>								
reth			5,824.00		catax	5,824.00	46.00						
					fedtax	5,824.00	211.00						
<b>Grand Totals</b>	<u>0.00</u>		<u>5,824.00</u>				<u>257.00</u>	<u>0.00</u>					

<b>Gross:</b>	5,824.00 ✓
<b>Net:</b>	5,567.00

<< No Errors / No Warnings >>

EB  
3/1/23

Retiree Health  
March 2023

Transfer

Bank code : ubgen

Voucher	Date	Vendor	Invoice	PO #	Description/Account	Amount
2234	3/1/2023	10353 PERS	02 23 04		RETIREMENT PAYMENT	119,910.55



Total : 119,910.55

1 Vouchers for bank code : ubgen

Bank total : 119,910.55

1 Vouchers in this report

Total vouchers : 119,910.55

Prepared by:   
Date: 3-1-23  
Approved by:   
Date: 3-1-23

Bank code : ubgen

Voucher	Date	Vendor	Invoice	PO #	Description/Account	Amount
132860	3/1/2023	10412 AT&T	301053963; MAR23		MAST PARK	90.95
					<b>Total :</b>	<b>90.95</b>
132861	3/1/2023	12951 BERRY, BONNIE F.	March 1, 2023		RETIREE HEALTH PAYMENTS	91.00
					<b>Total :</b>	<b>91.00</b>
132862	3/1/2023	10020 BEST BEST & KRIEGER LLP	LEGAL SVCS JAN 2023		LEGAL SVCS JAN 2023	95,605.05
					<b>Total :</b>	<b>95,605.05</b>
132863	3/1/2023	10032 CINTAS CORPORATION #694	4145848716	53959	MISC SHOP RENTAL SERVICE	65.10
					<b>Total :</b>	<b>65.10</b>
132864	3/1/2023	10268 COOPER, JACKIE	March 1, 2023		RETIREE HEALTH PAYMENT	91.00
					<b>Total :</b>	<b>91.00</b>
132865	3/1/2023	10486 SAN DIEGO COUNTY ARCC	02/02/23		ESCROW ACCOUNT - MAP COPIES	100.00
					<b>Total :</b>	<b>100.00</b>
132866	3/1/2023	10333 COX COMMUNICATIONS	063453006; FEB23 064114701; FEB23		9534 VIA ZAPADOR 8115 ARLETTE ST	94.81 195.84
					<b>Total :</b>	<b>290.65</b>
132867	3/1/2023	10608 CRISIS HOUSE	745	53991	CDBG SUBRECIPIENT	834.18
					<b>Total :</b>	<b>834.18</b>
132868	3/1/2023	13129 DAVID TURCH AND ASSOCIATES	02072023	53975	HIGHWAY 52 COALITION SUPPORT	5,000.00
					<b>Total :</b>	<b>5,000.00</b>
132869	3/1/2023	12483 DISCOUNT SIGNS AND BANNERS	5652	53877	PPE ID DECALS	21.55
					<b>Total :</b>	<b>21.55</b>
132870	3/1/2023	14675 EAST COUNTY TRANSITIONAL	20230202C	54081	CDBG-CV SUBRECIPIENT - ECTLC	7,440.00
					<b>Total :</b>	<b>7,440.00</b>
132871	3/1/2023	12700 IMPACT CANOPIES USA	120279	54211	BRANDED TABLECLOTHES	1,295.01
					<b>Total :</b>	<b>1,295.01</b>



Bank code : ubgen

Voucher	Date	Vendor	Invoice	PO #	Description/Account	Amount
132872	3/1/2023	10204 LIFE ASSIST INC	1290962	53891	EMS SUPPLIES	269.20
			1290970	53891	EMS SUPPLIES	7.97
			1291034	53891	EMS SUPPLIES	3,423.06
			1291571	53891	EMS SUPPLIES	1,887.51
			1292341	53891	EMS SUPPLIES	937.83
					<b>Total :</b>	<b>6,525.57</b>
132873	3/1/2023	14499 MARSHALL, NANCY J	March 1, 2023		RETIREE HEALTH PAYMENTS	91.00
					<b>Total :</b>	<b>91.00</b>
132874	3/1/2023	14208 MINUTEMAN PRESS EL CAJON	64379	54015	BUSINESS CARDS	46.93
			64452	54015	BUSINESS CARDS	46.93
			64551	54015	BUSINESS CARDS	187.72
					<b>Total :</b>	<b>281.58</b>
132875	3/1/2023	14152 MYSTERY RANCH	IN185023	53895	SAFETY EQUIPMENT	2,005.85
					<b>Total :</b>	<b>2,005.85</b>
132876	3/1/2023	14614 PARADIGM MECHANICAL CORP	5439	53951	HVAC MAINT & REPAIRS	215.00
			5442	53951	HVAC MAINT & REPAIRS	248.60
					<b>Total :</b>	<b>463.60</b>
132877	3/1/2023	10095 RASA	5688	54062	MAP CHECK - LANTERN CREST PH	1,945.00
					<b>Total :</b>	<b>1,945.00</b>
132878	3/1/2023	12237 RAYON, KYLE	March 1, 2023		RETIREE HEALTH PAYMENT	91.00
					<b>Total :</b>	<b>91.00</b>
132879	3/1/2023	12828 RICK ENGINEERING COMPANY	0092372	53946	MASTER DRAINAGE STUDY	36,705.00
					<b>Total :</b>	<b>36,705.00</b>
132880	3/1/2023	10097 ROMAINE ELECTRIC CORPORATION	6-153018	53980	VEHICLE SUPPLIES	350.19
					<b>Total :</b>	<b>350.19</b>
132881	3/1/2023	10407 SAN DIEGO GAS & ELECTRIC	34223805628; FEB23		ROW / MEDIANS (GAS)	312.39
			43940205509; FEB23		LMD	1,810.09
			79900685777; FEB23		BALLFIELDS; FACILITIES; PARKS	24,382.65
			85097421694; FEB23		CITY HALL GROUP BILL	12,979.08

Bank code : ubqen

Voucher	Date	Vendor	Invoice	PO #	Description/Account	Amount
132881	3/1/2023	10407 10407 SAN DIEGO GAS & ELECTRIC	(Continued)			<b>Total : 39,484.21</b>
132882	3/1/2023	12708 SAN DIEGO GEOGRAPHIC	1034		GIS AERIAL IMAGERY	2,033.33
						<b>Total : 2,033.33</b>
132883	3/1/2023	10107 SANTEE MINISTERIAL COUNCIL	SFB-2021-1 SFB-2022-2	54023 54023	CDBG SUBRECIPIENT CDBG SUBRECIPIENT	8,351.67 4,694.71
						<b>Total : 13,046.38</b>
132884	3/1/2023	13171 SC COMMERCIAL, LLC	2318665-IN 2320748-IN	53902 53902	DELIVERED FUEL DELIVERED FUEL	1,004.82 627.35
						<b>Total : 1,632.17</b>
132885	3/1/2023	10110 SECTRAN SECURITY INC	23020531	54148	FY 22/23 ARMORED CAR TRANSPC	155.84
						<b>Total : 155.84</b>
132886	3/1/2023	13206 SHARP BUSINESS SYSTEMS	9004187052	54016	SHARP COPIES FEB 2023	932.80
						<b>Total : 932.80</b>
132887	3/1/2023	14038 SINGH GROUP INC	41669	53905	DEAD ANIMAL REMOVAL SERVICE	1,443.71
						<b>Total : 1,443.71</b>
132888	3/1/2023	10217 STAPLES ADVANTAGE	3529726118 3530037566 3530206131 3530277603	53982 53981 53935 53935	MEETING SUPPLIES OFFICE SUPPLIES - DDS FY 22/23 OFFICE SUPPLIES - FINAN FY 22/23 OFFICE SUPPLIES - FINAN	60.57 45.70 16.47 109.25
						<b>Total : 231.99</b>
132889	3/1/2023	10027 STATE OF CALIFORNIA	634296		FINGERPRINTING COSTS	160.00
						<b>Total : 160.00</b>
132890	3/1/2023	10119 STEVEN SMITH LANDSCAPE INC	51199 51353 51354 51355	53938 53937 53937 53937	A 2 LANDSCAPE SERVICES A 1 LANDSCAPE SERVICES A1 LANDSCAPE SERVICES A 1 LANDSCAPE SERVICES	544.72 4,680.00 14,040.00 12,480.00
						<b>Total : 31,744.72</b>
132891	3/1/2023	10250 THE EAST COUNTY	00127103	54006	INVITATION TO BID - CDBG PEDES	931.00

Bank code : ubgen

Voucher	Date	Vendor	Invoice	PO #	Description/Account	Amount
132891	3/1/2023	10250 THE EAST COUNTY	(Continued) 00127302 00127477	53967 54017	CLERK OFFICE PUBLICATIONS RFP/B ADVERTISING CSD FY 22/23	178.50 402.50 <b>Total : 1,512.00</b>
132892	3/1/2023	10257 TYLER TECHNOLOGIES INC	045-408366	53803	PERMITTING SOFTWARE IMPLEME	14,800.00 <b>Total : 14,800.00</b>
132893	3/1/2023	10325 VALLEY POWER SYSTEM INC	R 97846	53912	VEHICLE REPAIR PART	150.59 <b>Total : 150.59</b>
132894	3/1/2023	11305 VELOCITY TRUCK CENTERS	XA290148686:01	53913	VEHICLE REPAIR PART	118.50 <b>Total : 118.50</b>
132895	3/1/2023	10148 WESTAIR GASES & EQUIPMENT INC	0011581124	53915	WELDING SUPPLIES	314.57 <b>Total : 314.57</b>
132896	3/1/2023	10331 WHITE CAP CONSTRUCTION SUPPLY	51040444		CITYWIDE CMP LINING & REHAB S	38.31 <b>Total : 38.31</b>
132897	3/1/2023	12930 WILLIAMS, ROCHELLE M.	March 1, 2023		RETIREE HEALTH PAYMENT	91.00 <b>Total : 91.00</b>
132898	3/1/2023	12641 WITTORFF, VICKY DENISE	March 1, 2023		RETIREE HEALTH PAYMENTS	31.00 <b>Total : 31.00</b>
132899	3/1/2023	10318 ZOLL MEDICAL CORPORATION	3660809	53917	EMS SUPPLIES	1,558.58 <b>Total : 1,558.58</b>
40 Vouchers for bank code : ubgen						<b>Bank total : 268,862.98</b>
40 Vouchers in this report						<b>Total vouchers : 268,862.98</b>

Bank code : ubgen

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Voucher	Date	Vendor	Invoice	PO #	Description/Account	Amount
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Prepared by: *[Signature]*

Date: 3/1/23

Approved by: *[Signature]*

Date: 3/1/23

Bank code : ubgen

Voucher	Date	Vendor	Invoice	PO #	Description/Account	Amount
132900	3/8/2023	11139 ACE UNIFORMS AND ACCESSORIES	SD0108017 SD0110113	54089 54089	UNIFORM ACCESSORIES UNIFORM ACCESSORIES	32.31 34.47
<b>Total :</b>						<b>66.78</b>
132901	3/8/2023	10010 ALLIANT INSURANCE SERVICES INC	2222980		ALLIANT EVENT INSURANCE - FIDC	1,920.00
<b>Total :</b>						<b>1,920.00</b>
132902	3/8/2023	10032 CINTAS CORPORATION #694	4146548969	53959	MISC SHOP RENTAL SERVICE	86.40
<b>Total :</b>						<b>86.40</b>
132903	3/8/2023	10486 COUNTY OF SAN DIEGO	03012023		NOTICE OF EXEMPTION - CDBG PI	50.00
<b>Total :</b>						<b>50.00</b>
132904	3/8/2023	10333 COX COMMUNICATIONS	112256001; FEB23		9130 CARLTON OAKS DR	94.47
<b>Total :</b>						<b>94.47</b>
132905	3/8/2023	11168 CTE INC CLARK TELECOM AND	3176 3199 3223 3224 3234	54027 54027 54027 54027 54027	STREET LIGHT REPAIRS DIG ALERTS STREET LIGHT REPAIRS - EXTRA V DIG ALERTS STREET LIGHT KNOCKDOWN - MA	1,869.81 1,196.10 2,515.26 1,169.52 4,948.09
<b>Total :</b>						<b>11,698.78</b>
132906	3/8/2023	10046 D MAX ENGINEERING INC	7502 7543	54079 54079	STORMWATER PROGRAM ASSIST/ STORMWATER PROGRAM ASSIST/	14,331.75 7,122.00
<b>Total :</b>						<b>21,453.75</b>
132907	3/8/2023	13067 DAVID CLARK COMPANY INC	RINV756067	53875	EQUIPMENT REPAIRS	673.65
<b>Total :</b>						<b>673.65</b>
132908	3/8/2023	12438 DIESEL PRINT CO, LLC	3039	54196	REPLACEMENT MILITARY SEAL BA	1,135.25
<b>Total :</b>						<b>1,135.25</b>
132909	3/8/2023	13442 EBBIN MOSER + SKAGGS LLP	5000	52777	MSCP SUBAREA PLAN	6,821.25
<b>Total :</b>						<b>6,821.25</b>
132910	3/8/2023	11393 ENTENMANN-ROVIN COMPANY	0171286-IN		BADGE REPAIR	29.00



Voucher List  
CITY OF SANTEE

Bank code : ubqen

Voucher	Date	Vendor	Invoice	PO #	Description/Account	Amount
132910	3/8/2023	11393 11393 ENTENMANN-ROVIN COMPANY	(Continued)			<b>Total : 29.00</b>
132911	3/8/2023	10057 SAFEBUILT, LLC LOCKBOX #88135	01/2023 (January)		SHARE OF FEES	42,257.50
						<b>Total : 42,257.50</b>
132912	3/8/2023	10251 FEDERAL EXPRESS	8-056-82125		SHIPPING CHARGES	53.54
						<b>Total : 53.54</b>
132913	3/8/2023	12760 FOCUS PSYCHOLOGICAL	SANTEE2023-1	53922	PSYCHOLOGICAL SERVICES	800.00
						<b>Total : 800.00</b>
132914	3/8/2023	10490 HARRIS & ASSOCIATES INC	56190	53763	IS/MND CANNABIS ORDINANCE	4,407.50
						<b>Total : 4,407.50</b>
132915	3/8/2023	11196 HD SUPPLY FACILITIES	9210992518 9211189441	53945 53945	STATION SUPPLIES STATION SUPPLIES	111.14 463.29
						<b>Total : 574.43</b>
132916	3/8/2023	14459 HMC GROUP	166662	53747	SANTEE COMMUNITY CENTER	65,435.40
						<b>Total : 65,435.40</b>
132917	3/8/2023	13558 KIFER HYDRAULICS CO, INC	73959C	53887	VEHICLE REPAIR PARTS	17.32
						<b>Total : 17.32</b>
132918	3/8/2023	10204 LIFE ASSIST INC	1292618 1293710 1293749 1293811	53891 53891 53891 53891	EMS SUPPLIES EMS SUPPLIES EMS SUPPLIES EMS SUPPLIES	114.43 290.28 457.72 4,655.10
						<b>Total : 5,517.53</b>
132919	3/8/2023	10174 LN CURTIS AND SONS	INV675737	53892	FIREFIGHTING SUPPLIES	128.94
						<b>Total : 128.94</b>
132920	3/8/2023	10207 LOCKHART TRAINING	2320		INSTRUCTOR PAYMENT	410.80
						<b>Total : 410.80</b>
132921	3/8/2023	10720 MALL MEDIA INC	24956U		EASTER EVENT SUPPLIES	495.00

Bank code : ubgen

Voucher	Date	Vendor	Invoice	PO #	Description/Account	Amount
132921	3/8/2023	10720 10720 MALL MEDIA INC	(Continued)			<b>Total : 495.00</b>
132922	3/8/2023	10218 OFFICE DEPOT	292387641001	53979	OFFICE SUPPLIES - DDS	86.65
						<b>Total : 86.65</b>
132923	3/8/2023	13171 SC COMMERCIAL, LLC	2323376-IN 2324147-IN	53902 53902	DELIVERED FUEL DELIVERED FUEL	523.97 814.22
						<b>Total : 1,338.19</b>
132924	3/8/2023	14284 SDI PRESENCE LLC	11991	53800	SANTEE LMS PROCUREMENT	12,775.00
						<b>Total : 12,775.00</b>
132925	3/8/2023	14797 SEDANO FORD OF LM, INC.	210586	54214	VEHICLE REPAIR	140.00
						<b>Total : 140.00</b>
132926	3/8/2023	13162 SOCAL PPE	5208	54141	TURNOUT MAINTENANCE/REPAIR	155.75
						<b>Total : 155.75</b>
132927	3/8/2023	10217 STAPLES ADVANTAGE	3530206130 3530427388	53982 53936	OFFICE SUPPLIES OFFICE SUPPLIES	59.44 61.63
						<b>Total : 121.07</b>
132928	3/8/2023	10250 THE EAST COUNTY	00127684		NOTICE OF PUBLIC HEARING - LAI	336.00
						<b>Total : 336.00</b>
132929	3/8/2023	10475 VERIZON WIRELESS	9927405362		WIFI SERVICE	1,774.14
						<b>Total : 1,774.14</b>
132930	3/8/2023	10331 HDS WHITE CAP CONST SUPPLY	10017550931	54052	TOOLS, MATERIALS & SUPPLIES	259.37
						<b>Total : 259.37</b>
132931	3/8/2023	13152 WORKMAN, CARISA	022123		CONFERENCE REGISTRATION	335.00
						<b>Total : 335.00</b>
132932	3/8/2023	10318 ZOLL MEDICAL CORPORATION	3664856	53917	EMS SUPPLIES	652.10
						<b>Total : 652.10</b>
<b>33 Vouchers for bank code : ubgen</b>						<b>Bank total : 182,100.56</b>

Bank code : ubqen

Voucher	Date	Vendor	Invoice	PO #	Description/Account	Amount
33		Vouchers in this report				
Total vouchers :						182,100.56

Prepared by: Juan M  
Date: 3-8-23

Approved by: [Signature]  
Date: 3/8/23

EARNINGS SECTION				DEDUCTIONS SECTION			LEAVE SECTION					
Type	Hours/units	Rate	Amount Src	Plan	Base Wages	Deduction	Benefit/Cont	LvPlan	Accrued	Taken	Banked	Lost
wctx	16.00		420.66	sb-1		76.26						
wellne			72.39	sb-3		48.36						
				sffa		2,640.86						
				sffapc		419.52						
				st1cs3	85,359.62	2,560.81	-2,560.81					
				st2cs3	14,089.43	422.68	-422.68					
				texlif		55.19						
				vaccpr		519.30						
				vaccpt		227.04						
				vcanpr		339.83						
				vcanpt		119.05						
				vgcipt		79.44						
				vision		521.56						
				voladd		33.89						
				voidis		234.94						
				vollad			217.99					
				vollif		222.75						
<b>Grand Totals</b>	<b>14,469.68</b>		<b>611,422.83</b>			<b>213,494.86</b>	<b>260,807.02</b>					

<b>Gross:</b>	611,422.83
<b>Net:</b>	397,927.97

<< No Errors / 15 Warnings >>

*EBull*

*FPE 3/1/23*  
*Pay Date 3/9/23*

Bank code : ubgen

Voucher	Date	Vendor	Invoice	PO #	Description/Account	Amount
132933	3/9/2023	12903 AMERICAN FIDELITY ASSURANCE CO	2216899C		FLEXIBLE SPENDING ACCOUNT	2,776.36
					<b>Total :</b>	<b>2,776.36</b>
132934	3/9/2023	10334 CHLIC	3145004		HEALTH INSURANCE	201,294.80
					<b>Total :</b>	<b>201,294.80</b>
132935	3/9/2023	14793 CONTROLLING INS COST IN CA, SCHOO 2023-3			EMPLOYEE ASSISTANCE PROGRA	340.38
					<b>Total :</b>	<b>340.38</b>
132936	3/9/2023	14446 ENTERPRISE FM TRUST	STMT 2719		VEHICLE LEASING PROGRAM	6,444.54
					<b>Total :</b>	<b>6,444.54</b>
132937	3/9/2023	14458 METROPOLITAN LIFE INSURANCE	76112336		DENTAL INSURANCE	12,602.46
					<b>Total :</b>	<b>12,602.46</b>
132938	3/9/2023	10424 SANTEE FIREFIGHTERS	PPE 03/01/23		DUES/PEC/BENEVOLENT/BC EXP	3,189.32
					<b>Total :</b>	<b>3,189.32</b>
132939	3/9/2023	10776 STATE OF CALIFORNIA	PPE 03/01/23		WITHHOLDING ORDER	449.53
					<b>Total :</b>	<b>449.53</b>
132940	3/9/2023	10776 STATE OF CALIFORNIA	PPE 03/01/23		WITHHOLDING ORDER	225.23
					<b>Total :</b>	<b>225.23</b>
132941	3/9/2023	10001 US BANK	PPE 03/01/23		PARS RETIREMENT	798.44
					<b>Total :</b>	<b>798.44</b>
132942	3/9/2023	14600 WASHINGTON STATE SUPPORT	PPE 03/01/23		WITHHOLDING ORDER	751.84
					<b>Total :</b>	<b>751.84</b>
<b>10 Vouchers for bank code : ubgen</b>						<b>Bank total : 228,872.90</b>
<b>10 Vouchers in this report</b>						<b>Total vouchers : 228,872.90</b>



vchlist  
03/09/2023 1:26:06PM

Voucher List  
CITY OF SANTEE

Bank code : ubqen

<u>Voucher</u>	<u>Date</u>	<u>Vendor</u>	<u>Invoice</u>	<u>PO #</u>	<u>Description/Account</u>	<u>Amount</u>
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Prepared by: Juanz

Date: 2-9-23

Approved by: E Bull

Date: 3-9-23

Bank code : ubgen

Voucher	Date	Vendor	Invoice	PO #	Description/Account	Amount
6158047	3/10/2023	14704 457 MISSIONSQUARE	PPE 03/01/23		ICMA - 457	33,386.62
					<b>Total :</b>	<b>33,386.62</b>
6574377	3/10/2023	14705 RHS MISSIONSQUARE	PPE 03/01/23		RETIREE HSA	4,002.07
					<b>Total :</b>	<b>4,002.07</b>
2 Vouchers for bank code : ubgen					<b>Bank total :</b>	<b>37,388.69</b>
2 Vouchers in this report					<b>Total vouchers :</b>	<b>37,388.69</b>

Prepared by: Juan M  
Date: 3-10-23  
Approved by: E. Bull  
Date: 3-10-23

**MEETING DATE**            March 22, 2023

**ITEM TITLE**    APPROVAL OF THE EXPENDITURE OF \$96,321.23 FOR FEBRUARY 2023 LEGAL SERVICES AND REIMBURSABLE COSTS AND FINDING THE ACTION IS NOT A PROJECT SUBJECT TO THE CALIFORNIA ENVIRONMENTAL QUALITY ACT ("CEQA")

**DIRECTOR/DEPARTMENT**    Heather Jennings, Finance *HJ*

**SUMMARY**

Legal services invoices proposed for payment for the month of February 2023 total \$96,321.23 as follows:

1) General Retainer Services	\$ 16,530.00
2) Labor & Employment	25,748.20
3) Litigation & Claims	18,501.56
4) Special Projects - General Fund	18,556.46
5) Special Projects – Other Funds	4,061.81
6) Third-Party Reimbursable Projects	<u>12,923.20</u>
Total	<u>\$ 96,321.23</u>

**FINANCIAL STATEMENT** *HJ*

Account Description: Legal Services

General Fund:	<u>AMOUNT</u>	<u>BALANCE</u>
Adopted Budget	\$ 691,360.00	
Revised Budget	821,360.00	
Prior Expenditures	(514,647.47)	
Current Request	(79,336.22)	\$ 227,376.31
Other Funds (excluding third-party reimbursable items):		
Adopted Budget	\$ 90,000.00	
Revised Budget	90,000.00	
Prior Expenditures	(34,673.29)	
Current Request	(4,061.81)	\$ 51,264.90

**CITY ATTORNEY REVIEW**     N/A     Completed

**RECOMMENDATION** *MDB*

Approve the expenditure of \$96,321.23 for February 2023 legal services and reimbursable costs.

**ATTACHMENTS**

1. Legal Services Billing Summary February 2023
2. Legal Services Billing Recap FY 2022-23



**LEGAL SERVICES BILLING SUMMARY  
FEBRUARY 2023**

DESCRIPTION	CURRENT AMOUNT	INVOICE NUMBER	NOTES
Retainer <b>1001.00.1201.51020</b>	\$ 16,530.00 <u>16,530.00</u>	959463	
Labor & Employment: Labor & Employment <b>1001.00.1201.51020</b>	<u>25,748.20</u> <b>25,748.20</b>	959435	
Litigation & Claims: Litigation & Claims Affordable Housing Coalition of San Diego County Climate Action Plan (CAP) Litigation Parcel 4 Litigation <b>1001.00.1201.51020</b>	17,101.30 465.96 204.00 730.30 <u>18,501.56</u>	959436 959440 959441 959447	
Special Projects (General Fund): Community Oriented Policing Annual Municipal Code Update Water Quality Community Choice Aggregation Prop 218 Parcel 4 Hotel Housing Element Advanced Records Center Services for PRA Cannabis <b>1001.00.1201.51020</b>	5,745.26 1,938.00 2,193.00 255.00 1,096.50 408.00 76.50 4,549.20 1,173.00 <u>17,434.46</u>	959437 95449 959442 959443 959444 959445 959446 959450 959451	
Special Projects - CSA 69 CSA 69 Dissolution <b>5505.00.1901.51020</b>	<u>1,122.00</u>	959452	
Special Projects (Other Funds): Mobile Home Rent Control Commission Cuyamaca Street Right-of-Way Acquisition	892.50 3,169.31 <u>4,061.81</u>	959439 959448	<b>2901.04.4106.51020</b> <b>cip71402.30.05</b>
Third-Party Reimbursable: Lantern Crest Castlerock (Weston) Redevelopment of Carlton Oaks Golf Course Slope Street Subdivision	5,855.20 1,663.20 5,325.60 79.20 <u>12,923.20</u>	959453 959454 955256 959457	<b>mjr2101a.20.05</b> <b>spp0801a.10.05</b> <b>cup1906a.10.05</b> <b>tm20001a.10.05</b>
<b>Total</b>	<u>\$ 96,321.23</u>		

**LEGAL SERVICES BILLING RECAP  
FY 2022-23**


Category	Adopted Budget	Revised Budget	Previously Spent Year to Date	Available Balance	Current Request	
					Mo./Yr.	Amount
<b>General Fund:</b>						
General / Retainer	\$ 200,360.00	\$ 200,360.00	\$ 115,868.85	\$ 84,491.15	Feb-23	\$ 16,530.00
Labor & Employment	60,000.00	110,000.00	28,597.20	81,402.80	Feb-23	25,748.20
Litigation & Claims	90,000.00	90,000.00	86,426.37	3,573.63	Feb-23	18,501.56
Special Projects	341,000.00	421,000.00	283,755.05	137,244.95	Feb-23	18,556.46
<b>Total</b>	<b>\$ 691,360.00</b>	<b>\$ 821,360.00</b>	<b>\$ 514,647.47</b>	<b>\$ 306,712.53</b>		<b>\$ 79,336.22</b>
<b>Other City Funds:</b>						
MHFP Commission	\$ 12,000.00	\$ 12,000.00	\$ 7,446.00	\$ 4,554.00	Jan-23	\$ 892.50
Capital Projects	75,000.00	75,000.00	27,227.29	47,772.71	Jan-23	3,169.31
Highway 52 Coalition	3,000.00	3,000.00	-	3,000.00	Jan-23	-
<b>Total</b>	<b>\$ 90,000.00</b>	<b>\$ 90,000.00</b>	<b>\$ 34,673.29</b>	<b>\$ 55,326.71</b>		<b>\$ 4,061.81</b>
<b>Third-Party Reimbursable:</b>						
<b>Total</b>			<b>\$ 153,012.88</b>			<b>\$ 12,923.20</b>

Total Previously Spent to Date FY 2022-23		Total Proposed for Payment	
General Fund	\$ 514,647.47	General Fund	\$ 79,336.22
Other City Funds	34,673.29	Other City Funds	4,061.81
Applicant Deposits or Grants	153,012.88	Applicant Deposits or Grants	12,923.20
<b>Total</b>	<b>\$ 702,333.64</b>	<b>Total</b>	<b>\$ 96,321.23</b>



**MEETING DATE**            March 22, 2023

**ITEM TITLE**    RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SANTEE, CALIFORNIA ACCEPTING THE CUYAMACA STREET RESURFACING (CIP 2022-08) AND WOODSIDE AVENUE STREET REPAIRS (CIP 2022-09) PROJECT AS COMPLETE AND FINDING THE ACTION IS NOT A PROJECT SUBJECT TO THE CALIFORNIA ENVIRONMENTAL QUALITY ACT (“CEQA”)

**DIRECTOR/DEPARTMENT**    Carl Schmitz, City Engineer 

**SUMMARY**

This item requests that the City Council accept the Cuyamaca Street Resurfacing and Woodside Avenue Street Repairs (CIP 2022-08 and CIP 2022-09) Project (“Project”) as complete.

During the February 23, 2022 City Council meeting, the City Council awarded the construction contract for the Cuyamaca Street Resurfacing and Woodside Avenue Street Repairs (CIP 2022-08 and CIP 2022-09) Project for a total contract amount of \$620,684.83 to SRM Contracting and Paving, Inc. and authorized the City Manager, Director of Development Services or City Engineer to approve contract change orders in a total amount not to exceed \$62,068.00 for unforeseen items and additional work.

A Notice to Proceed was issued on July 18, 2022 and the work was completed on February 6, 2023. Six change orders were approved in the amount of \$54,883.95 for additional work. The City will be reimbursed by Padre Dam Municipal Water District in the amount totaling \$45,379.88 and by AT&T in the total amount of \$19,199.18 for the costs of failed trenches requiring resurfacing as part of the Project performed by the City on behalf of the utility companies as per written agreements.

Staff recommends that the City Council accept the Project as complete and direct the City Clerk to file a Notice of Completion with the San Diego County Clerk.

**FINANCIAL STATEMENT** 

This project is funded by General Funds that were authorized by City Council for additional street resurfacing.

Original Construction Contract	\$ 620,684.83
Padre Dam Reimbursement	(45,379.88)
AT&T Reimbursement	(19,199.18)
Construction Change Orders	54,883.95
Permitting Costs	5,846.91
Estimated Project Closeout	<u>1,000.00</u>
 Total Project Cost	 <u>\$ 617,836.63</u>

**CITY ATTORNEY REVIEW**             N/A             Completed

**RECOMMENDATION** 

Adopt the attached Resolution accepting the Cuyamaca Street Resurfacing and Woodside Avenue Street Repairs (CIP 2022-08 and CIP 2022-09) Project as complete.

**ATTACHMENT**

Resolution            Project Maps



RESOLUTION NO. \_\_\_\_\_

**RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SANTEE, CALIFORNIA  
ACCEPTING THE CUYAMACA STREET RESURFACING (CIP 2022-08) AND  
WOODSIDE AVENUE STREET REPAIRS (CIP 2022-09) PROJECT AS COMPLETE  
AND FINDING THE ACTION IS NOT A PROJECT SUBJECT TO THE CALIFORNIA  
ENVIRONMENTAL QUALITY ACT (“CEQA”)**

**WHEREAS**, the City Council awarded the construction contract for the Cuyamaca Street Resurfacing and Woodside Avenue Street Repairs (CIP 2022-08 and CIP 2022-09) Project (“Project”) to SRM Contracting and Paving, Inc. on February 23, 2022 for \$620,684.83; and

**WHEREAS**, the City Council also authorized the City Manager, Director of Development Services or City Engineer to approve construction change orders in a total amount not to exceed \$62,068.00 on February 23, 2022; and

**WHEREAS**, six change orders in the amount of \$54,883.95 were approved for additional work and the resurfacing of one additional street; and

**WHEREAS**, \$45,379.88 of the project cost was reimbursed by Padre Dam Municipal Water District for asphalt trench resurfacing repairs by SRM Contracting and Paving, Inc.; and

**WHEREAS**, \$19,199.18 of the project cost was reimbursed by AT&T for asphalt trench resurfacing repairs by SRM Contracting and Paving, Inc.; and

**WHEREAS**, the Project was completed for a total contract amount of \$610,989.72 on February 21, 2023; and

**WHEREAS**, SRM Contracting and Paving, Inc. has completed the project in accordance with the contract plans and specifications; and

**WHEREAS**, the City Council desires to accept the Project as complete; and

**WHEREAS**, the acceptance of the Project as complete will not result in a direct or indirect impact on the environment, is an administrative activity of government, and is therefore not a “project” under CEQA pursuant to State CEQA Guidelines § 15378.

**RESOLUTION NO. \_\_\_\_\_**

**NOW, THEREFORE BE IT RESOLVED** by the City Council of the City of Santee, California, that the work for the construction of the Cuyamaca Street Resurfacing and Woodside Avenue Street Repairs (CIP 2022-08 and CIP 2022-09) Project is accepted as complete on this date and the City Clerk is directed to record a Notice of Completion.

**ADOPTED** by the City Council of the City of Santee, California, at a Regular meeting thereof held this 22<sup>nd</sup> day of March, 2023, by the following roll call vote to wit:

**AYES:**

**NOES:**

**ABSENT:**

**APPROVED:**

\_\_\_\_\_  
**JOHN W. MINTO, MAYOR**

**ATTEST:**

\_\_\_\_\_  
**ANNETTE ORTIZ, CMC, CITY CLERK**





MISSION GORGE RD

CUYAMACA ST

BUENA VISTA AVE

CUYAMACA STREET RESURFACING  
CIP 2022-08

EXHIBIT "A"  
PAVING - CUYAMACA STREET

PROJECT LIMITS 





**CITY LIMITS**

**WOODSIDE AVE**

**DAVID ANN RD**

**WOODSIDE AVENUE STREET REPAIRS  
CIP 2022-09**


**EXHIBIT "B"  
PATCHING - WOODSIDE AVE  
SHEET 1 OF 1**

**PROJECT LIMITS**



**MEETING DATE** March 22, 2023

**ITEM TITLE** A RESOLUTION AUTHORIZING SUBMISSION OF THE ANNUAL HOUSING ELEMENT PROGRESS REPORT FOR CALENDAR YEAR 2022 TO THE STATE OF CALIFORNIA OFFICE OF PLANNING AND RESEARCH AND THE STATE OF CALIFORNIA DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT AND FINDING THE ACTION IS NOT A PROJECT SUBJECT TO THE CALIFORNIA ENVIRONMENTAL QUALITY ACT (“CEQA”)

**DIRECTOR/DEPARTMENT** Michael Coyne, Principal Planner 

**SUMMARY**

The current 6<sup>th</sup> Cycle Housing Element was adopted by the City Council on May 11, 2022. Subsequently, on October 26, 2022 the City Council approved the corresponding Housing Element Rezones Program. On December 6, 2022, the California Department of Housing and Community Development (HCD) certified the City’s Housing Element after confirming that the City had completed the Rezones Program.

State law requires that a report be provided annually to the City Council, the State Office of Planning and Research (OPR) and HCD on the City’s Housing Element implementation. Housing Element implementation includes: progress in meeting its share of regional housing needs, preserving the local housing stock, promoting equal housing opportunity, and local efforts to remove governmental constraints to the maintenance, improvement, and development of housing. This Progress Report covers housing production, housing affordability and the status of Housing Element programs for Calendar Year 2022. In 2022, building permits were issued for a total of 159 residential units, including permits for 106 multifamily units, 35 single-family homes, and 18 accessory dwelling units. During this period, a total of 272 residential units were finalized, including permits for 256 multiple-family units, eight single-family homes, and eight accessory dwelling units, and four single-family residences. Three developments were entitled during this period: Fanita Ranch with 2,949 units; Lantern Crest Ridge II (Major Revision) with 62 units; and the Lake Canyon Subdivision with nine units.

**ENVIRONMENTAL REVIEW**

This project is not subject to the California Environmental Quality Act (“CEQA”) pursuant to Section 15060(c)(3); the activity is not a project as defined in Section 15378 of the CEQA Guidelines, California Code of Regulations, Title 14, Chapter 3, because it has no potential for resulting in physical change to the environment, directly or indirectly.

**FINANCIAL STATEMENT** 

Upon the filing of this report, the City would continue to be eligible for potential funding from a number of regional and state programs.

**CITY ATTORNEY REVIEW**

N/A

Completed



**RECOMMENDATION** *MDB*

Adopt the Resolution authorizing the City Manager to submit the Annual Housing Element Progress Report on Housing Element Implementation for Calendar Year 2022 to the State of California Office of Planning and Research and the State of California Department of Housing and Community Development and finding the action is not subject to CEQA.

**ATTACHMENT**

Staff Report  
Resolution/Exhibit A

## **STAFF REPORT**

### **A RESOLUTION AUTHORIZING SUBMISSION OF THE ANNUAL HOUSING ELEMENT PROGRESS REPORT FOR CALENDAR YEAR 2022 TO THE STATE OF CALIFORNIA OFFICE OF PLANNING AND RESEARCH AND THE STATE OF CALIFORNIA DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT AND FINDING THE ACTION IS NOT A PROJECT SUBJECT TO THE CALIFORNIA ENVIRONMENTAL QUALITY ACT (“CEQA”)**

**CITY COUNCIL MEETING MARCH 22, 2023**

#### **A. BACKGROUND**

The attached Annual Element Progress Report on Housing Element Implementation for Calendar Year 2022 is prepared pursuant to California Government Code Section 65400 and California Department of Housing and Community Development (HCD) Regulations. State law requires that a report be provided annually to the City Council, the California Office of Planning and Research (OPR) and HCD on the status of the Housing Element, progress in its implementation, progress in meeting its share of regional housing needs, and local efforts to remove governmental constraints to the maintenance, improvement, and development of housing. The report will be used by OPR and HCD to assist State-level decision making and to ensure that the City’s certified Housing Element remains compliant with State Housing law.

Housing is considered affordable if no more than 30% of a household’s income is spent on housing. To track housing affordability, HCD breaks household incomes into four levels based on County Area Median Income (AMI). Very Low Income households earn 50% or less of the AMI and Low Income households earn 51% to 80% of the AMI. Moderate Income households earn 81% to 120% of the AMI, whereas Above Moderate Income households earn more than 120% of the AMI. The AMI for a four-person household in San Diego County in 2022 was \$106,900.

The Annual Progress Report includes detailed information on new residential units based on entitlement status, building permits issued, and building permits finalized. The City’s progress in meeting its Regional Housing Needs Allocation (RHNA) is based on building permits issued.

The City must also report the affordability of all residential units entitled, permitted, and finalized. Based on recently certified Housing Elements from other jurisdictions in San Diego County, where HCD allowed rental and for-sale multifamily housing units, including accessory dwelling units (ADUs), to count as moderate-income housing toward the jurisdiction’s respective RHNA, the City of Santee is taking the same approach and allocating for-sale and rental multifamily housing and ADUs to the moderate-income RHNA affordability bracket.

#### **B. REPORTING PERIOD**



This progress report covers housing production, affordability and status of Housing Element programs for Calendar Year 2022.

### **C. REPORT SUMMARY**

The Annual Progress Report on Housing Element Implementation for Calendar Year 2022 has been prepared using forms and definitions adopted by HCD. The report consists of 14 tables shown in Exhibit A of the attached Resolution. The City's production and progress during 2022 is summarized as follows:

- Summary. This table provides a summary of all the building permits issued with unit counts by income level and housing applications submitted and entitled in 2022.
- Table A, Housing Development Applications Submitted includes data on all new housing units and developments for which an application was submitted between January 1st and December 31st of 2022. The City received five development applications and 15 ADU applications for a total of 3,222 units that were submitted in 2022. These units include the 2,949 units associated with the Fanita Ranch Planned Development application.
- Table A2, Annual Building Activity Report Summary - New Construction, Entitled, Permits and Completed Units includes detailed information, including Assessor's Parcel Numbers and Addresses, of all residential units entitled or for which building permits were issued or finalized in 2022. In 2022, building permits were issued for a total of 159 residential units, including permits for 106 multifamily units, 35 single-family homes, and 18 accessory dwelling units. During this period, a total of 272 residential units were finalized, including permits for 256 multiple-family units, eight single-family homes, and eight accessory dwelling units. Three developments were entitled during this period: Fanita Ranch with 2,949 units; Lantern Crest Ridge II (Major Revision) with 62 units; and the Lake Canyon Subdivision with 9 units.
- Table B, Regional Housing Needs Allocation Progress reports building permits issued by affordability and calendar year to demonstrate progress in meeting the City's share of the regional housing need.

Santee's Regional Housing Needs Assessment (RHNA) allocation, finalized by the San Diego Association of Governments (SANDAG) on July 10, 2020, is 1,219 housing units for the period of April 15, 2021 to April 15, 2029.

Cumulatively, from January 1, 2022 to December 31, 2022, Santee issued building permits for 159 units: 124 moderate income and 35 above moderate income units, with 754 units in all income categories remaining based on the City's RHNA.

- Table C, Sites Identified or Rezoned to Accommodate Shortfall Housing Need is used to identify sites that have been rezoned to accommodate a shortfall in low- or moderate-income units due to development of a site in the Housing Element Inventory of Sites identified by low- or moderate-income units, but for which none or only some units were developed as affordable. This table tracks "replacement" sites in

accordance with the “No Net Loss” provisions of Senate Bill 166, enacted in 2018. In Calendar Year 2022, no sites in the City were rezoned to accommodate shortfall housing need. However, the City did complete its Housing Element Rezones Program, which rezoned sites in accordance with the site identified for rezoning in the Sites Inventory of the adopted 6<sup>th</sup> Cycle Housing Element.

- Table D, Program Implementation Status provides the status of Housing Element program implementation. Each of the 14 programs listed in the adopted Housing Element is identified by name, objective, and timeframe for implementation. Staff has provided a brief response on the implementation of each program in the table.
- Table E, Commercial Development Bonus Approved pursuant to Government Code section 65915.7. This table tracks commercial development bonuses granted to a development that includes an agreement to provide affordable housing constructed on the site of the commercial development or alternative adequate site. The City did not issue any commercial development bonuses for affordable housing in Calendar Year 2022.
- Table F, Units Rehabilitated, Preserved and Acquired for Alternative Adequate Sites. This table is used to report units that have been substantially rehabilitated, converted from non-affordable to affordable by acquisition, and preserved. In 2022, no developments were converted from non-affordable to affordable.
- Table F2, Converted affordable housing units. This table reports the number of units in an existing multifamily building that were converted to deed-restricted rental housing for moderate-income households by the imposition of affordability covenants and restrictions for the unit. None were converted under these provisions in 2022.
- Table G, Locally Owned Lands Included in the Housing Element Sites Inventory. This table is used to report any City-owned sites identified in the Housing Element Residential Sites Inventory that have been disposed of. The City does not own any sites identified in the Residential Sites Inventory.
- Table H, Locally Owned Surplus Sites. This table is used to identify City-owned parcels that have been declared as surplus properties. The City declared four properties as surplus property in 2022.
- Table I, Duplex and Urban Lot Split Units. This table identifies any duplex units and urban lot splits the City has allowed pursuant to State law. None were permitted in 2022.
- Table J, Student Housing. This table identifies any low-income student housing permitted by the City pursuant to State law. No low-income student housing was permitted by the City in 2022.
- Local Early Action Planning (LEAP) Reporting. This table provides a summarized status update of LEAP housing grants the City has received. In 2020, the City

received a LEAP Grant for \$150,000 to support the environmental review for the Housing Element Rezones Program. According to HCD, reimbursement is imminent and is reflected as a cumulative reimbursement in this table.

**D. STAFF RECOMMENDATION**

Adopt the Resolution authorizing the City Manager to send the Annual Housing Element Progress Report on Housing Element Implementation for Calendar Year 2022 to the State of California Office of Planning and Research and the State of California Department of Housing and Community Development and finding the action is not a project subject to CEQA.



**RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SANTEE, CALIFORNIA  
AUTHORIZING SUBMISSION OF THE ANNUAL HOUSING ELEMENT PROGRESS  
REPORT FOR CALENDAR YEAR 2022 TO THE STATE OF CALIFORNIA OFFICE  
OF PLANNING AND RESEARCH AND THE STATE OF CALIFORNIA DEPARTMENT  
OF HOUSING AND COMMUNITY DEVELOPMENT AND FINDING THE ACTION IS  
NOT A PROJECT SUBJECT TO THE CALIFORNIA ENVIRONMENTAL QUALITY  
ACT (“CEQA”)**

**WHEREAS**, pursuant to California Government Code Section 65400, a report must be provided annually to the City Council on the implementation of the General Plan Housing Element; and

**WHEREAS**, the California Department of Housing and Community Development has adopted regulations that require the City to use standardized forms when preparing the annual Housing Element report pursuant to California Government Code Section 65400; and

**WHEREAS**, pursuant to California Government Code Section 65400 the annual report attached hereto as “Exhibit A” must be submitted to the California Office of Planning and Research and the California Department of Housing and Community Development by April 1<sup>st</sup> of each year; and

**WHEREAS**, the current 6<sup>th</sup> Cycle Housing Element that covers the planning period from 2021-2029 was prepared in accordance with the State General Plan Guidelines and was adopted by the City Council on May 11, 2022; and

**WHEREAS**, the 6<sup>th</sup> Cycle Housing Element was certified by HCD on December 6, 2022; and

**WHEREAS**, a public meeting on the annual report was held on March 22, 2023 as required by Government Code section 65400; and

**WHEREAS**, this project is not subject to the California Environmental Quality Act (“CEQA”) pursuant to Section 15060(c)(3); the activity is not a project as defined in Section 15378 of the CEQA Guidelines, California Code of Regulations, Title 14, Chapter 3, because it has no potential for resulting in physical change to the environment, directly or indirectly; and

**WHEREAS**, the City Council considered the Annual Housing Element Progress Report for Calendar Year 2022.

**NOW, THEREFORE BE IT RESOLVED** by the City Council of the City of Santee, California, after considering the staff recommendation, as follows:

**SECTION 1:** The City Council authorizes the City Manager to submit the Annual Housing Element Progress Report on Housing Element Implementation for Calendar Year 2022 to the California Office of Planning and Research and the California Department of Housing and Community Development by April 1, 2023.

**ADOPTED** by the City Council of the City of Santee, California, at a Regular meeting thereof held this 22<sup>nd</sup> day of March, 2023, by the following roll call vote to wit:

**AYES:**

**NOES:**

**ABSENT:**

**APPROVED:**

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**JOHN W. MINTO, MAYOR**

**ATTEST:**

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**ANNETTE ORTIZ, CMC, CITY CLERK**

Attachment:

Exhibit A – 2022 Annual Progress Report on Housing Element Implementation

# Exhibit A

<b>Reporting Year</b>	2022	(Jan. 1 - Dec. 31)
<b>Planning Period</b>	6th Cycle	04/30/2021 - 04/30/2029

<b>Building Permits Issued by Affordability Summary</b>		
<b>Income Level</b>		<b>Current Year</b>
Very Low	Deed Restricted	0
	Non-Deed Restricted	0
Low	Deed Restricted	0
	Non-Deed Restricted	0
Moderate	Deed Restricted	0
	Non-Deed Restricted	124
Above Moderate		35
<b>Total Units</b>		<b>159</b>

Note: Units serving extremely low-income households are included in the very low-income permitted units totals

<b>Units by Structure Type</b>	<b>Entitled</b>	<b>Permitted</b>	<b>Completed</b>
SFA	0	44	134
SFD	2958	35	8
2 to 4	0	0	0
5+	62	62	113
ADU	15	18	17
MH	0	0	0
<b>Total</b>	<b>3035</b>	<b>159</b>	<b>272</b>

<b>Housing Applications Summary</b>	
Total Housing Applications Submitted:	17
Number of Proposed Units in All Applications Received:	3,222
Total Housing Units Approved:	3,171
Total Housing Units Disapproved:	0

<b>Use of SB 35 Streamlining Provisions</b>	
Number of Applications for Streamlining	0
Number of Streamlining Applications Approved	0
Total Developments Approved with Streamlining	0
Total Units Constructed with Streamlining	0

<b>Units Constructed - SB 35 Streamlining Permits</b>			
<b>Income</b>	<b>Rental</b>	<b>Ownership</b>	<b>Total</b>
Very Low	0	0	0
Low	0	0	0
Moderate	0	0	0
Above Moderate	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>

Jurisdiction	Santee
Reporting Year	2022 (Jan. 1 - Dec. 31)
Planning Period	6th Cycle 04/30/2021 - 04/30/2029

## ANNUAL ELEMENT PROGRESS REPORT Housing Element Implementation

Note: "+" indicates an optional field  
Cells in grey contain auto-calculation formulas

**Table A**

### Housing Development Applications Submitted

Project Identifier					Unit Types		Date Application Submitted	Proposed Units - Affordability by Household Incomes								Total Approved Units by Project	
1					2	3	4	5								6	7
Prior APN*	Current APN	Street Address	Project Name*	Local Jurisdiction Tracking ID*	Unit Category (SFA,SFD,2 to 4,5+,ADU,MH)	Tenure R=Renter O=Owner	Date Application Submitted+ (see instructions)	Very Low-Income Deed Restricted	Very Low-Income Non Deed Restricted	Low-Income Deed Restricted	Low-Income Non Deed Restricted	Moderate-Income Deed Restricted	Moderate-Income Non Deed Restricted	Above Moderate-Income	Total PROPOSED Units by Project	Total APPROVED Units by project	
Summary Row: Start Data Entry Below								0	0	0	0	0	216	3006	3222	3171	
383-261-47	383-261-47	8043 Mission Gorge Road	Huntington Residence	DR2022-2	SFD	O	4/6/2022							1	1	1	
376-020-03	376-020-03	Fanita Parkway	Fanita Ranch	DR2022-4	SFD	O	5/4/2022						150	2799	2949	2949	
381-032-07	381-032-07	701 Park Center Drive	Park Center Apartments	DR2022-5	5+	R	6/1/2022						51		51		
385-120-42	385-120-42	8345 O'Connel Rd	Kurtz Residence	DR2022-8	SFD	O	10/31/2022							1	1	1	
384-142-36	384-142-36	300 Lantern Crest Way	Legacy at Lantern Crest	DB2022-1	5+	R	6/9/2022							205	205	205	
386-420-06	386-420-06	8563 Massery Lane	8563 Massery Lane	22STE-00057	ADU	R	2/5/22							1	1	1	
386-280-09	386-280-09	8552 Holden Rd	8552 Holden Rd	22STE-00120	ADU	R	2/22/22							1	1	1	
386-410-08	386-410-08	9224 Fairen Lane	9224 Fairen Lane	22STE-00129	ADU	R	2/8/22							1	1	1	
381-330-21	381-330-21	10319 Amada Pl	10319 Amada Pl	22STE-00216	ADU	R	3/11/22							1	1	1	
384-102-09	384-102-09	10430 Park Ave	10430 Park Ave	22STE-00488	ADU	R	5/27/22							1	1	1	
381-250-34	381-250-34	10840 El Nopal	10840 El Nopal	22STE-00496	ADU	R	6/3/22							1	1	1	
380-080-15	380-080-15	9440 Mandeville Ct	9440 Mandeville Ct	22STE-00509	ADU	R	6/8/22							1	1	1	
383-340-41	383-340-41	9235 Pine Valley Drive	9235 Pine Valley Drive	22STE-00648	ADU	R	7/19/22							1	1	1	
383-416-27	383-416-27	9404 Leticia Dr	9404 Leticia Dr	22STE-00798	ADU	R	8/25/22							1	1	1	
383-393-19	383-393-19	9310 Dempster Dr	9310 Dempster Dr	22STE-00951	ADU	R	12/19/22							1	1	1	
381-442-02	381-442-02	9359 Willowgrove Ave	9359 Willowgrove Ave	22STE-01083	ADU	R	12/7/22							1	1	1	
383-111-29	383-111-29	8529 Graham Terrace	8529 Graham Terrace	22STE-01118	ADU	R	12/21/22							4	4	4	

Table A2

Annual Building Activity Report Summary - New Construction, Entitled, Permits and Completed Units

Project Identifier					Unit Types		Affordability by Household Incomes - Completed Entitlement								
1					2	3	4							5	6
Prior APN	Current APN	Street Address	Project Name	Local Jurisdiction Tracking ID	Unit Category (SFA,SFD,2 to 4,5+,ADU,MH)	Tenure R=Renter O=Owner	Very Low-Income Deed Restricted	Very Low-Income Non Deed Restricted	Low-Income Deed Restricted	Low-Income Non Deed Restricted	Moderate-Income Deed Restricted	Moderate-Income Non Deed Restricted	Above Moderate-Income	Entitlement Date Approved	# of Units issued Entitlements
Row: Start Data Entry Below							0	0	0	0	150	77	2808		3035
386-420-06	386-420-06	8563 Massery Lane	8563 Massery Lane	22STE-00057	ADU	R						1		2/5/22	1
386-280-09	386-280-09	8552 Holden Rd	8552 Holden Rd	22STE-00120	ADU	R						1		2/22/22	1
386-410-08	386-410-08	9224 Fairen Lane	9224 Fairen Lane	22STE-00129	ADU	R						1		2/8/22	1
381-330-21	381-330-21	10319 Amada Pl	10319 Amada Pl	22STE-00216	ADU	R						1		3/11/22	1
384-102-09	384-102-09	10430 Park Ave	10430 Park Ave	22STE-00488	ADU	R						1		5/27/22	1
381-250-34	381-250-34	10840 El Nopal	10840 El Nopal	22STE-00496	ADU	R						1		6/3/22	1
380-080-15	380-080-15	9440 Mandeville Ct	9440 Mandeville Ct	22STE-00509	ADU	R						1		6/8/22	1
383-340-41	383-340-41	9235 Pine Valley Drive	9235 Pine Valley Drive	22STE-00648	ADU	R						1		7/19/22	1
383-416-27	383-416-27	9404 Leticia Dr	9404 Leticia Dr	22STE-00798	ADU	R						1		8/25/22	1
383-393-19	383-393-19	9310 Dempster Dr	9310 Dempster Dr	22STE-00951	ADU	R						1		12/19/22	1
381-442-02	381-442-02	9359 Willowgrove Ave	9359 Willowgrove Ave	22STE-01083	ADU	R						1		12/7/22	1
383-111-29	383-111-29	8529 Graham Terrace	8529 Graham Terrace	22STE-01118	ADU	R						4		12/21/22	4
.....	.....	10653 HOLBORN CT	10653 HOLBORN CT	21STE-00867											
384-142-04	384-142-04	10000 Sunset Trail	Lantern Crest Ridge II	MJR2021-1	5+	R						62		2/23/2022	62
376-020-03	376-020-03	Fanita Parkway	Fanita Ranch	DR2022-4	SFD	O				150			2799	9/14/2022	2949
380-031-27	380-031-27	Lake Canyon Rd	Lake Canyon Subdivision	DR2021-2	SFD	O						9		12/14/2022	9

Project Identifier					Unit Types		Affordability by Household Incomes - Building Permits								
1					2	3	7							8	9
Prior APN	Current APN	Street Address	Project Name	Local Jurisdiction Tracking ID	Unit Category (SFA,SFD,2 to 4,5+,ADU,MH)	Tenure R=Renter O=Owner	Verg Low-Income Deed Restricted	Verg Low-Income Non Deed Restricted	Low-Income Deed Restricted	Low-Income Non Deed Restricted	Moderate-Income Deed Restricted	Moderate-Income Non Deed Restricted	Above Moderate-Income	Building Permits Date Issued	# of Units Issued Building Permits
Row: Start Data Entry Below							0	0	0	0	0	124	35		159
381-561-08	381-561-08	10653 HOLBORN CT	10653 HOLBORN CT	21STE-00867	ADU	R						1		01/04/2022	1
386-270-58	386-270-58	8531 S SLOPE DR	8531 S SLOPE DR	21STE-00209	ADU	R						1		01/19/2022	1
380-403-03	380-403-03	9756 DOMER RD	9756 DOMER RD	21STE-01491	ADU	R						1		01/27/2022	1
381-183-39	381-183-39	11305 CANYON PARK DR	11305 CANYON PARK DR	21STE-01007	ADU	R						1		02/25/2022	1
378-241-15	378-241-15	10015 WOODGLEN VISTA DR	10015 WOODGLEN VISTA DR	21STE-01228	ADU	R						1		02/28/2022	1
384-420-03	384-420-03	9369 PROSPECT AVE	9369 PROSPECT AVE	21STE-01039	ADU	R						1		03/03/2022	1
384-109-13	384-109-13	10315 PARK AVE	10315 PARK AVE	21STE-01455	ADU	R						1		04/25/2022	1
386-420-06	386-420-06	8563 MASSERY LN	8563 MASSERY LN	22STE-00120	ADU	R						1		05/16/2022	1
380-214-06	380-214-06	9315 WOODRUFF WAY	9315 WOODRUFF WAY	22STE-00246	ADU	R						1		05/24/2022	1
378-392-48	378-392-48	9369 REMUDA CT	9369 REMUDA CT	21STE-00888	ADU	R						1		06/13/2022	1
380-550-14	380-550-14	9515 LUTHERAN WAY	9515 LUTHERAN WAY	21STE-01286	ADU	R						1		06/24/2022	1
380-080-16	380-080-16	9432 MANDEVILLE CT	9432 MANDEVILLE CT	22STE-00395	ADU	R						1		07/22/2022	1
384-102-09	384-102-09	10430 PARK AVE	10430 PARK AVE	22STE-00216	ADU	R						1		08/04/2022	1
380-254-01	380-254-01	9731 MCCARDLE WAY	9731 MCCARDLE WAY	22STE-00107	ADU	R						1		08/31/2022	1
386-340-23	386-340-23	8620 DOVE HILL DR	8620 DOVE HILL DR	22STE-00603	ADU	R						1		09/06/2022	1
381-442-01	381-442-01	9339 WILLOWGROVE AVE	9339 WILLOWGROVE AVE	22STE-00319	ADU	R						1		09/26/2022	1
386-280-09	386-280-09	8552 HOLDEN RD	8552 HOLDEN RD	22STE-00129	ADU	R						1		10/10/2022	1
381-623-21	381-623-21	9580 BUNDY DR	9580 BUNDY DR	20STE-00194	ADU	R						1		12/20/2022	1
384-142-04	384-142-04	10000 Sunset Trail	Lantern Crest Ridge II	MJR2021-1	5+	R						62		8/1/2022	62
381-344-02	381-344-02	10827 GREENCASTLE ST	10827 GREENCASTLE ST	22STE-00064	SFD	O						1		03/29/2022	1
382-310-49	382-310-49	11537 WOODSIDE TER	11537 WOODSIDE TER	21STE-01481	SFD	O						1		04/01/2022	1
381-344-01	381-344-01	10819 GREENCASTLE ST	10819 GREENCASTLE ST	22STE-00493	SFD	O						1		08/10/2022	1
381-260-67	381-260-67	9913 CONEJO RD	9913 CONEJO RD	20STE-00311	SFD	O						1		09/16/2022	1
385-433-29	385-433-29	8732 RUOCCO DR	8732 RUOCCO DR	22STE-00095	SFD	O						1		01/28/2022	1
386-300-13	386-300-13	7739 Mission Gorge Rd	Laurel Heights	21STE-00582	SFA	O						5		06/29/2022	5
383-112-34	383-112-34	8620 Sunrise Drive	Rancho Fanita Villas	21STE-00965	SFA	O						24		06/30/2022	24
381-760-68	381-760-68	9352 WALKER WAY	Walker Trails	21STE-01094	SFD	O						30		03/30/2022	30
381-050-76	381-050-76	315 Lagoon Way	Riverview Condos	21STE-00319	SFA	O						15		02/16/2022	15

Project Identifier					Unit Types		Affordability by Household Incomes - Certificates of Occupancy									
1					2	3	10							11	12	
Prior APN	Current APN	Street Address	Project Name	Local Jurisdiction Tracking ID	Unit Category (SFA,SFD,2 to 4,5+,ADU,MH)	Tenure R=Renter O=Owner	Very Low-Income Deed Restricted	Very Low-Income Non Deed Restricted	Low-Income Deed Restricted	Low-Income Non Deed Restricted	Moderate-Income Deed Restricted	Moderate-Income Non Deed Restricted	Above Moderate-Income	Certificates of Occupancy or other forms of readiness (see instructions) Date Issued	# of Units issued Certificates of Occupancy or other forms of readiness	
Row: Start Data Entry Below							0	0	0	0	0	264	8		272	
384-091-17	384-091-17	8835 COTTONWOOD AVE	8835 COTTONWOOD AVE	20STE-00815	ADU	R						1		02/16/2022	1	
380-462-08	380-462-08	9751 CASTAIC CT	9751 CASTAIC CT	21STE-00188	ADU	R						1		03/11/2022	1	
381-690-28	381-690-28	9960 CONEJO RD	9960 CONEJO RD	20STE-00960	ADU	R						1		07/20/2022	1	
386-280-50	386-280-50	8579 PROSPECT CT	8579 PROSPECT CT	20STE-00648	ADU	R						1		09/08/2022	1	
381-561-08	381-561-08	10653 HOLBORN CT	10653 HOLBORN CT	21STE-00867	ADU	R						1		10/07/2022	1	
384-420-56	384-420-56	8610 ATLAS VIEW DR	8610 ATLAS VIEW DR	20STE-00414	ADU	R						1		10/18/2022	1	
380-403-03	380-403-03	9756 DOMER RD	9756 DOMER RD	21STE-01491	ADU	R						1		11/29/2022	1	
381-183-39	381-183-39	11305 CANYON PARK DR	11305 CANYON PARK DR	21STE-01007	ADU	R						1		12/05/2022	1	
381-050-76	381-050-76	315 Lagoon Way	Riverview Condos	21STE-00319	SFA	O						95		12/28/2022	95	
381-032-27	381-032-27	10267 MAST BLVD	The Addison	21STE-01162	ADU	R						9		1/19/2022	9	
384-042-24	384-042-24	9938 Buena Vista Ave	Village Run	19STE-00189	SFA	R						29		3/3/2022	29	
380-202-08	380-202-08	9260 Carlton Oaks Dr	Santee Townhomes	19STE-01077	SFA	R						10		10/3/2022	10	
383-261-48	383-261-48	7978 Robinson Ln	Robinson Lane	19STE-00340	SFD	O							2	3/30/2022	2	
383-261-02	383-261-02	7847 Mission Gorge Rd	Vela	18STE-00196	5+	R						113		3/15/2022	113	
378-190-18	378-190-18	10200 Noble Way, Santee	Noble Way Subdivision	20STE-01038	SFD	O							6	8/26/2022	6	

Jurisdiction	Santee	
Reporting Year	2022	(Jan. 1 - Dec. 31)
Planning Period	6th Cycle	04/30/2021 - 04/30/2029

## ANNUAL ELEMENT PROGRESS REPORT Housing Element Implementation

This table is auto-populated once you enter your jurisdiction name and current year data. Past year information comes from previous APRs.  
Please contact HCD if your data is different than the material supplied here

Table B														
Regional Housing Needs Allocation Progress														
Permitted Units Issued by Affordability														
		1	2										3	4
Income Level		RHNA Allocation by Income Level	Projection Period - 06/30/2020-04/29/2021	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total Units to Date (all years)	Total Remaining RHNA by Income Level
Very Low	Deed Restricted	406	-	-	-	-	-	-	-	-	-	-	-	406
	Non-Deed Restricted		-	-	-	-	-	-	-	-	-	-	-	-
Low	Deed Restricted	200	-	-	-	-	-	-	-	-	-	-	-	200
	Non-Deed Restricted		-	-	-	-	-	-	-	-	-	-	-	-
Moderate	Deed Restricted	188	-	-	-	-	-	-	-	-	-	-	140	48
	Non-Deed Restricted		8	8	124	-	-	-	-	-	-	-	-	-
Above Moderate		425	260	30	35	-	-	-	-	-	-	-	325	100
Total RHNA		1,219												
Total Units			268	38	159	-	-	-	-	-	-	-	465	754
Progress toward extremely low-income housing need, as determined pursuant to Government Code 65583(a)(1).														
		5											6	7
		Extremely low-income Need	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total Units to Date	Total Units Remaining	
Extremely Low-Income Units*		203	-	-	-	-	-	-	-	-	-	-	203	

\*Extremely low-income housing need determined pursuant to Government Code 65583(a)(1). Value in Section 5 is default value, assumed to be half of the very low-income RHNA. May be overwritten.  
 Note: units serving extremely low-income households are included in the very low-income RHNA progress and must be reported as very low-income units in section 7 of Table A2. They must also be reported in the extremely low-income category (section 13) in Table A2 to be counted as progress toward meeting the extremely low-income housing need determined pursuant to Government Code 65583(a)(1).  
 Please note: For the last year of the 5th cycle, Table B will only include units that were permitted during the portion of the year that was in the 5th cycle. For the first year of the 6th cycle, Table B will only include units that were permitted since the start of the planning period. Projection Period units are in a separate column.  
 Please note: The APR form can only display data for one planning period. To view progress for a different planning period, you may login to HCD's online APR system, or contact HCD staff at [apr@hcd.ca.gov](mailto:apr@hcd.ca.gov).



# ANNUAL ELEMENT PROGRESS REPORT

## Housing Element Implementation

<b>Jurisdiction</b>	Santee		
<b>Reporting Year</b>	2022	(Jan. 1 - Dec. 31)	
<b>Table D</b>			
<b>Program Implementation Status pursuant to GC Section 65583</b>			
<b>Housing Programs Progress Report</b>			
Describe progress of all programs including local efforts to remove governmental constraints to the maintenance, improvement, and development of housing as identified in the housing element.			
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
<b>Name of Program</b>	<b>Objective</b>	<b>Timeframe in H.E</b>	<b>Status of Program Implementation</b>
Program 1: Mobile Home Assistance Program and Conversion Regulations	Circulate fliers to existing mobile home renter parks periodically. Co-sponsor MPAP applications as opportunity arises. Provide information at mobilehome parks on tenant protection services such as rent stabilization and eviction protection. Consider in 2022 utilizing SB2 Permanent Local Housing Allocation (PLHA) funding to provide rent subsidies to low income mobile home park tenants	Annual flier circulation and monitoring and annual monitoring and reporting throughout the planning period.	Ongoing implementation.
Program 2: Maintenance and Improvement of Existing Housing	Ensure that Code Compliance addresses and resolves issues with severely substandard and/or dilapidated housing and that residents are aware of home maintenance standards and programs. In 2022, develop tenant protection policies to mitigate displacement impacts on tenants of substandard housing.	Annual monitoring and reporting throughout the planning period.	Ongoing implementation.



<p><b>Program 3: Conservation of Existing and Future Affordable Units</b></p>	<p>Monitor the status of the 222 at-risk units at Cedar Creek Apartments, Forester Square Apartments, and Laurel Park Senior Apartments. The City of Santee will work with property owners, interest groups and the State and federal governments to implement the following programs on an ongoing basis to conserve its affordable housing stock</p>	<p>Annual monitoring and reporting throughout the planning period. Within 60 days of notice of intent to convert at-risk units to market rate rents, the City will work with potential purchasers using HCD's current list of Qualified Entities , educate tenants of their rights, and assist tenants to obtain rental assistance in accordance with this program.</p>	<p>The City has not received any notices of intent to convert during CY2022.</p>
<p><b>Program 4: Housing Choice Voucher Program</b></p>	<p>Continue to contract with the San Diego County Housing Authority to administer the Housing Choice Voucher (HCV) Program.</p>	<p>Ongoing implementation and annual monitoring throughout the planning period.</p>	<p>Santee is among 12 cities served by the Housing Authority of the County of San Diego. The County has developed a Consortium Consolidated Plan which contains a comprehensive affordable housing strategy that covers the City of Santee. According to the County Housing Authority, as of December 31, 2022, 300 households were using a Housing Choice Voucher to help pay for rent in the City of Santee and 1,900 applications submitted by Santee residents were recorded on a waiting list.</p>
<p><b>Program 5: Homebuyer Assistance Programs</b></p>	<p>Assist Santee first time homebuyers with down payment and closing costs assistance.</p>	<p>Ongoing with the goal of assisting 16 homebuyers during the planning period.</p>	<p>The City of Santee participates in HOME funding through a consortium comprised of the County of San Diego and the Cities of Encinitas, Carlsbad, La Mesa, San Marcos and Vista to administer Federal HOME funds. The County of San Diego acts as the administrator of the consortium. Low income persons seeking down payment and closing cost assistance for the purchase of a home in Santee may submit an application to the County of San Diego Department of Housing and Community Development for underwriting and loan origination. During CY 2022, one loan for the purchase of a Santee home was completed. The reduction in first-time homebuyer assistance may be due to higher home prices. At higher home prices, low-income buyers have difficulty staying below the maximum housing debt ratio of 38%.</p>

<p><b>Program 6: Manufactured Home Fair Practices Program</b></p>	<p>The City regulates approximately 1,200 short-term space leases in mobile home parks and provides staff support to the Manufactured Fair Practices Commission, which holds biannual meetings. The program requires significant financial resources in administration and legal defense of the Ordinance. Through the City Attorney's office, the City has defended or initiated many lawsuits to uphold the requirements of the Manufactured Home Rent Stabilization Program since 1998</p>	<p>Ongoing.</p>	<p>To date, all of the City's efforts to maintain the rent control system have been successful. The City will continue to attend the biannual Manufactured Fair Practices Commission and promote its services to residents. No parks were at risk of converting in CY2022.</p>
<p><b>Program 7: Facilitate Affordable Housing Development</b></p>	<p>Collaborate with nonprofits to provide additional affordable housing opportunities. Provide ongoing participation and assistance to interested affordable housing developers.</p>	<p>Ongoing.</p>	<p>During CY2022 the City engaged with three affordable housing developers for potential development on sites identified for low-income residential development in the Housing Element Sites Inventory.</p>
<p><b>Program 8: Supportive Services</b></p>	<p>Assist 1,800 persons with temporary shelter and supportive services during the planning period (300 meals for lower income seniors, and temporary shelter, food, and clothing for 1,500 lower income individuals and families affected by domestic violence).</p>	<p>Annually review and allocate funds to service provider through the HUD Annual Plan process.</p>	<p>Through the City's contract with Crisis House to provide a homeless prevention and intervention program, 444 persons were assisted in 2022. Additionally, 24 individuals experiencing homelessness were provided with emergency shelter.</p>
<p><b>Program 9: Inventory of Available Sites and Monitoring No Net Loss</b></p>	<p>To ensure that the City monitors its compliance with SB 166 (No Net Loss), the City will monitor the consumption of residential acreage to ensure an adequate inventory is available to meet the City's RHNA obligations.</p>	<p>Ongoing.</p>	<p>On October 26, 2022 the City completed the second reading of ordinance to finalize the implementation of the 6th Cycle Housing Element Rezones program, rezoning all of the sites identified for rezoning in the sites inventory. The new zoning classifications for the rezone sites became effective on November 26, 2022.</p>

<p><b>Program 10: By-Right Approval of Projects with 20 Percent Affordable Units on "Reuse" Sites</b></p>	<p>Pursuant to AB 1397 passed in 2017, the City will amend the Zoning Ordinance to provide by-right approval of housing development in which the project proponent voluntarily includes 20 percent of the units as housing affordable to lower income households, on sites being used to meet the Sixth Cycle RHNA that represent "reuse sites" from previous Housing Element cycles, as well as the rezoned sites required for the 492-unit shortfall in lower income RHNA.</p>	<p>Ongoing.</p>	<p>On October 12, 2022 the City adopted Objective Design Standards and certified a Program Environmental Impact Report with Project-Level Analysis for potential by-right sites.</p>
<p><b>Program 11: Replacement Housing</b></p>	<p>The City will amend the Zoning Code to require the replacement of units affordable to the same or lower income level as a condition of any development on a nonvacant site consistent with those requirements set forth in State Density Bonus Law.</p>	<p>Within one year of Housing Element certification by HCD.</p>	<p>City will amend the Zoning Ordinance in CY2023 to implement this program.</p>
<p><b>Program 12: Accessory Dwelling Units (ADUs)</b></p>	<p>The City will also explore other options to further encourage the construction of ADUs in the community. Options to explore may include increased outreach and education, technical/resources guides online, pre-approved plans, larger unit square footage allowances and reduced setback and lot coverage standards in exchange for deed restrictions, among others.</p>	<p>Ongoing.</p>	<p>The City prepared, posted and maintains pre-approved ADU plans on its website.</p>
<p><b>Program 13: Monitor Changes in Federal and State Housing, Planning, and Zoning Laws</b></p>	<p>Monitor State and federal legislation as well as City development process and zoning regulations to identify and remove housing constraints.</p>	<p>Ongoing.</p>	<p>Staff planners and attorneys continually monitor state and federal law. As an example, the City updated the Subdivision and Zoning Ordinance to implement SB9, which allows for Urban Lot Splits.</p>





<b>Jurisdiction</b>	Santee	
<b>Reporting Period</b>	2022	(Jan. 1 - Dec. 31)
<b>Planning Period</b>	6th Cycle	04/30/2021 - 04/30/2029

## ANNUAL ELEMENT PROGRESS REPORT

### Housing Element Implementation

(CCR Title 25 §6202)

Note: "+" indicates an optional field  
Cells in grey contain auto-calculation formulas

<b>Table E</b>									
<b>Commercial Development Bonus Approved pursuant to GC Section 65915.7</b>									
Project Identifier				Units Constructed as Part of Agreement				Description of Commercial Development Bonus	Commercial Development Bonus Date Approved
1				2				3	4
APN	Street Address	Project Name <sup>+</sup>	Local Jurisdiction Tracking ID <sup>+</sup>	Very Low Income	Low Income	Moderate Income	Above Moderate Income	Description of Commercial Development Bonus	Commercial Development Bonus Date Approved
Summary Row: Start Data Entry Below									

Jurisdiction	Santee	
Reporting Period	2022	(Jan. 1 - Dec. 31)
Planning Period	6th Cycle	04/30/2021 - 04/30/2029

## ANNUAL ELEMENT PROGRESS REPORT Housing Element Implementation

Note: "+" indicates an optional field

Cells in grey contain auto-calculation formulas

**Table F**

**Units Rehabilitated, Preserved and Acquired for Alternative Adequate Sites pursuant to Government Code section 65583.1(c)**

Please note this table is optional: The jurisdiction can use this table to report units that have been substantially rehabilitated, converted from non-affordable to affordable by acquisition, and preserved, including mobilehome park preservation, consistent with the standards set forth in Government Code section 65583.1, subdivision (c). Please note, motel, hotel, hostel rooms or other structures that are converted from non-residential to residential units pursuant to Government Code section 65583.1(c)(1)(D) are considered net-new housing units and must be reported in Table A2 and not reported in Table F.

Activity Type	Units that Do Not Count Towards RHNA <sup>+</sup> Listed for Informational Purposes Only				Units that Count Towards RHNA <sup>+</sup> Note - Because the statutory requirements severely limit what can be counted, please contact HCD at <a href="mailto:apr@hcd.ca.gov">apr@hcd.ca.gov</a> and we will unlock the form which enable you to populate these fields.				The description should adequately document how each unit complies with subsection (c) of Government Code Section 65583.1 <sup>+</sup> . For detailed reporting requirements, see the checklist here: <a href="https://www.hcd.ca.gov/community-development/docs/adequate-sites-checklist.pdf">https://www.hcd.ca.gov/community-development/docs/adequate-sites-checklist.pdf</a>
	Extremely Low-Income <sup>+</sup>	Very Low-Income <sup>+</sup>	Low-Income <sup>+</sup>	TOTAL UNITS <sup>+</sup>	Extremely Low-Income <sup>+</sup>	Very Low-Income <sup>+</sup>	Low-Income <sup>+</sup>	TOTAL UNITS <sup>+</sup>	
Rehabilitation Activity									
Preservation of Units At-Risk									
Acquisition of Units									
Mobilehome Park Preservation									
Total Units by Income									







<b>Jurisdiction</b>	Santee	
<b>Reporting Period</b>	2022	(Jan. 1 - Dec. 31)
<b>Planning Period</b>	6th Cycle	04/30/2021 - 04/30/2029

**NOTE: SB 9 PROJECTS ONLY.** This table only needs to be completed if there were lot splits applied for pursuant to Government Code 66411.7 OR units constructed pursuant to 65852.21. **Units entitled/permited/constructed must also be reported in Table A2. Applications for these units must be reported in Table A.**

# ANNUAL ELEMENT PROGRESS REPORT

## Housing Element Implementation

NOTE: ... indicated an optional field  
 Cells in grey contain auto-calculation formulas

Table I Units Constructed Pursuant to Government Code 65852.21 and Applications for Lot Splits Pursuant to Government Code 66411.7 (SB9)										
Project Identifier				Project Type	Date	Unit Constructed				Notes
1				2	3	4				
APN	Street Address	Project Name <sup>+</sup>	Local Jurisdiction Tracking ID <sup>+</sup>	Activity	Date	Very Low Income	Low Income	Moderate Income	Above Moderate Income	Notes
Summary Row: Start Data Entry Below										



Jurisdiction	Santee	
Reporting Period	2022	(Jan. 1 - Dec. 31)
Planning Period	6th Cycle	04/30/2021 - 04/30/2029

NOTE: STUDENT HOUSING WITH DENSITY BONUS ONLY. This table only needs to be completed if there were student housing projects WITH a density bonus approved pursuant to Government Code 65915(b)(1)(F)

## ANNUAL ELEMENT PROGRESS REPORT

### Housing Element Implementation

Note: "+" indicates an optional field

Cells in grey contain auto-calculation formulas

Table J														
Student housing development for lower income students for which was granted a density bonus pursuant to subparagraph (F) of paragraph (1) of subdivision (b) of Section 65915														
Project Identifier				Project Type	Date	Units (Beds/Student Capacity) Approved							Units (Beds/Student Capacity) Granted Density Bonus	Notes
1				2	3	4							5	6
APN	Street Address	Project Name <sup>+</sup>	Local Jurisdiction Tracking ID <sup>+</sup>	Unit Category (SH - Student Housing)	Date	Very Low- Income Deed Restricted	Very Low- Income Non Deed Restricted	Low- Income Deed Restricted	Low- Income Non Deed Restricted	Moderate- Income Deed Restricted	Moderate- Income Non Deed Restricted	Above Moderate- Income	Total Additional Beds Created Due to Density Bonus	Notes
Summary Row: Start Data Entry Below														

Jurisdiction	Santee
Reporting Year	2022 (Jan. 1 - Dec. 31)

**ANNUAL ELEMENT PROGRESS REPORT  
Local Early Action Planning (LEAP) Reporting  
(CCR Title 25 §6202)**

*Please update the status of the proposed uses listed in the entity's application for funding and the corresponding impact on housing within the region or jurisdiction, as applicable, categorized based on the eligible uses specified in Section 50515.02 or 50515.03, as applicable.*

<b>Total Award Amount</b>	\$	150,000.00	<small>Total award amount is auto-populated based on amounts entered in rows 15-26.</small>		
<b>Task</b>	<b>\$ Amount Awarded</b>	<b>\$ Cumulative Reimbursement Requested</b>	<b>Task Status</b>	<b>Other Funding</b>	<b>Notes</b>
Housing Element Rezones Program	\$150,000.00	\$150,000.00	Completed	None	Full reimbursement confirmed by HCD

*Summary of entitlements, building permits, and certificates of occupancy (auto-populated from Table A2)*

<b>Completed Entitlement Issued by Affordability Summary</b>			
<b>Income Level</b>		<b>Current Year</b>	
Very Low	Deed Restricted	0	
	Non-Deed Restricted	0	
Low	Deed Restricted	0	
	Non-Deed Restricted	0	
Moderate	Deed Restricted	150	
	Non-Deed Restricted	77	
Above Moderate		2808	
Total Units		3035	

<b>Building Permits Issued by Affordability Summary</b>			
<b>Income Level</b>		<b>Current Year</b>	
Very Low	Deed Restricted	0	
	Non-Deed Restricted	0	
Low	Deed Restricted	0	
	Non-Deed Restricted	0	
Moderate	Deed Restricted	0	
	Non-Deed Restricted	124	
Above Moderate		35	
Total Units		159	

<b>Certificate of Occupancy Issued by Affordability Summary</b>			
<b>Income Level</b>		<b>Current Year</b>	
Very Low	Deed Restricted	0	
	Non-Deed Restricted	0	
Low	Deed Restricted	0	
	Non-Deed Restricted	0	
Moderate	Deed Restricted	0	
	Non-Deed Restricted	264	
Above Moderate		8	
Total Units		272	

**MEETING DATE** March 22, 2023

**ITEM TITLE RESOLUTION TERMINATING THE LOCAL EMERGENCY DECLARED AS A RESULT OF THE COVID-19 PANDEMIC AND FINDING THE ACTION IS NOT A PROJECT SUBJECT TO THE CALIFORNIA ENVIRONMENTAL QUALITY ACT (“CEQA”)**

**DIRECTOR/DEPARTMENT** Marlene Best, City Manager

**SUMMARY**

On March 4, 2020, the Governor of the State of California proclaimed a state of an emergency to exist in California due to spread of the Novel Coronavirus (“COVID-19”). On March 25, 2020, the City Council adopted Resolution No. 023-2020, declaring the existence of a local emergency due to the threat to the health and safety of City of Santee (“City”) residents caused by the spread of COVID-19 in the City.

Ordinarily, the City Council is required under state law to review the need for continuing the local emergency at least once every 60 days until it terminates the local emergency. (Gov. Code, § 8630.) However, under Governor Newsom’s state of emergency proclamation, the 60-day time period was waived for the duration of the statewide emergency. As such, the City Council’s local emergency declaration has remained in effect and will remain in effect until terminated by formal action of the City Council. Pursuant to Government Code Section 8630, the City Council must terminate the existence of a proclaimed local emergency at the earliest possible date that conditions warrant.

The public health community’s response to mitigating the spread of COVID-19 has changed over time in response to the fluctuating presence of the disease, and fortunately, the State and County of San Diego (“County”) are currently experiencing a significant decrease in confirmed cases, test positivity rates, and related hospitalizations. In fact, California’s death rate as a result of COVID-19 is the lowest among large states. Most businesses are operating as normal, and the County has reduced the number of restrictions countywide in response to current conditions.

On February 28, 2023, Governor Newsom proclaimed the end of the COVID-19 state of emergency, and on that same date, the County Board of Supervisors declared an end to the County emergency.

Although the nature of COVID-19 remains in flux, the State, County, and City have successfully developed measures to effectively combat the spread of the disease, and these efforts have transformed a once crisis into a manageable long-term situation.

Given the current situation regarding COVID-19, the City Manager recommends that the City Council terminate the local emergency.



**ENVIRONMENTAL REVIEW**

The termination of the local emergency is not a project under the California Environmental Quality Act ("CEQA"), as it involves an administrative activity of government with no potential to result in direct or indirect changes in the physical environment. (State CEQA Guidelines § 15378.)

**FINANCIAL STATEMENT**

There is no financial impact due to the termination of the local emergency declared as a result of the COVID-19 pandemic.

**CITY ATTORNEY REVIEW**  N/A  Completed

**RECOMMENDATION**

Adopt the Resolution Terminating the Local Emergency.

**ATTACHMENTS**

Resolution Terminating the Local Emergency  
Resolution No. 023-2020



RESOLUTION NO. \_\_\_\_\_

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SANTEE TERMINATING THE LOCAL EMERGENCY REGARDING NOVEL CORONAVIRUS (COVID-19) AND FINDING THE ACTION IS NOT A PROJECT SUBJECT TO THE CALIFORNIA ENVIRONMENTAL QUALITY ACT**

**WHEREAS**, in late 2019, an acute respiratory illness caused by a novel (new) coronavirus, known as COVID-19, began to spread globally and rapidly, resulting in severe illness and death around the world; and

**WHEREAS**, on February 14, 2020, the Health Officer of San Diego County (“County”) determined that there was an imminent and proximate threat to the public health from the introduction of COVID-19 in the County, and declared a Local Health Emergency and the County Board of Supervisors ratified the existence of a local emergency for the County; and

**WHEREAS**, on March 4, 2020, California Governor Gavin Newsom declared a State of Emergency to make additional resources available, formalize emergency actions already underway across multiple state agencies and departments, and help the state prepare for broader spread of COVID-19; and

**WHEREAS**, on March 11, 2020, the World Health Organization publicly characterized COVID-19 as a pandemic; and

**WHEREAS**, on March 18, 2020, pursuant to Santee Municipal Code section 2.32.060, the Director of Emergency Services proclaimed the existence of a local emergency caused by the spread of COVID-19; and

**WHEREAS**, on March 25, 2020, pursuant Government Code Section 8630, et seq., and Santee Municipal Code Section 2.32.060, the City Council adopted Resolution No. 023-2020, declaring the existence of a local emergency in the City due to the threat of COVID-19, and ratifying the March 18, 2020 proclamation of the Director of Emergency Services; and

**WHEREAS**, Government Code Section 8630 generally requires the City Council to review the need for continuing the local emergency at least every 60 days, but under Governor Newsom’s state of emergency proclamation, the 60-day time period was waived for the duration of the statewide emergency, meaning that the City Council’s local emergency declaration has remained in effect and will remain in effect until terminated by formal action of the City Council; and

**WHEREAS**, the public health community’s response to mitigating the spread of COVID-19 has changed over time in response to the fluctuating presence of the disease, and fortunately, the State and County are currently experiencing a significant decrease in confirmed cases, test positivity rates, and related hospitalizations. In fact, California’s death rate as a result of COVID-19 is the lowest amongst large states. Most businesses are operating as normal, and the County has reduced the number of restrictions countywide in response to current conditions; and

**RESOLUTION NO. \_\_\_\_\_**

**WHEREAS**, in light for the foregoing, numerous public entities have terminated their COVID-19 emergencies. On February 28, 2023, Governor Newsom proclaimed the end of the statewide COVID-19 state of emergency, and on that same date, the County Board of Supervisors proclaimed the end of the County local emergency; and

**WHEREAS**, although the nature of COVID-19 remains in flux, the State, County, and City have successfully developed measures to effectively combat the spread of the disease, and these efforts have transformed a once crisis event into a manageable long-term situation; and

**WHEREAS**, pursuant to Government Code Section 8630, the City Council shall terminate the existence of a proclaimed local emergency at the earliest possible date that conditions warrant; and

**WHEREAS**, the termination of the local emergency is an administrative activity of government and is not a “project” under the California Environmental Quality Act (CEQA); and

**WHEREAS**, the City Council desires to proclaim the termination of the local emergency declared in the City in response to the COVID-19 pandemic.

**NOW, THEREFORE, IT IS HEREBY RESOLVED AND DECLARED**, by the City Council of the City of Santee, as follows:

**SECTION 1.** That the foregoing recitals are true and correct.

**SECTION 2.** End of COVID-19 Local Emergency. Pursuant to Government Code section 8630(d), the City Council finds and proclaims that the conditions of extreme peril to the safety of persons and property that arose as a result of the spread of COVID-19 in the City of Santee no longer exist. As such, the local emergency caused by the spread of COVID-19 that was proclaimed by the Director of Emergency Services on March 18, 2020, and ratified by the City Council on March 25, 2020, is hereby terminated.

**SECTION 3.** This Resolution shall become effective immediately upon its adoption and the City Clerk shall certify the adoption of this Resolution.

**RESOLUTION NO. \_\_\_\_\_**

**PASSED, APPROVED and ADOPTED** by the City Council of the City of Santee at a regular meeting of said Council held on the 22<sup>th</sup> of March, 2023, by the following vote:

**AYES:**

**NOES:**

**ABSENT:**

**APPROVED:**

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**JOHN W. MINTO, MAYOR**

**ATTEST:**

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**ANNETTE ORTIZ, CMC, CITY CLERK**



**RESOLUTION NO. 023-2020**

**RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SANTEE DECLARING THE EXISTENCE OF A LOCAL EMERGENCY REGARDING NOVEL CORONAVIRUS (COVID-19) AND RATIFYING THE PROCLAMATION OF THE DIRECTOR OF EMERGENCY SERVICES**

**WHEREAS**, COVID-19 has spread globally to over 182 countries, infecting more than 240,000 persons and killing more than 10,000 individuals worldwide. As of March 20, 2020, there were 105 cases in San Diego County. Due to the expanding list of countries experiencing sustained or uncontrolled community transmission issued by the Centers for Disease Control and Prevention (“CDC”), the escalation of United States domestic cases of and death from COVID-19, and the identification of COVID-19 cases in California, including San Diego County, COVID-19 has created conditions that are likely to be beyond the control of local resources and require the combined forces of other political subdivisions to combat; and

**WHEREAS**, on February 26, 2020, the CDC confirmed the first possible case of community transmission of COVID-19 in the United States. On February 14, 2020, the Health Officer of San Diego County determined that there is an imminent and proximate threat to the public health from the introduction of COVID-19 in San Diego County and declared a Local Health Emergency and the San Diego County Board of Supervisors ratified the existence of a local emergency for the County of San Diego; and

**WHEREAS**, on March 4, 2020, California Governor Gavin Newsom declared a State of Emergency to make additional resources available, formalize emergency actions already underway across multiple state agencies and departments, and help the state prepare for broader spread of COVID-19; and

**WHEREAS**, on March 11, 2020, the World Health Organization (WHO) publicly characterized COVID-19 as a pandemic; and

**WHEREAS**, on March 12, 2020, Governor Newsom issued Executive Order N-25-20 in a further effort to confront and contain COVID-19 that among other things suspended certain provisions of the Ralph M. Brown Act providing local agencies with greater flexibility to hold meetings via teleconferencing; and

**WHEREAS**, on March 13, 2020, the President of the United States declared a National Emergency due to the continued spread and the effects of COVID-19; and

**WHEREAS**, on March 19, 2020, Governor Newsom issued Executive Order N-33-2-0, ordering all individuals living in the State of California to stay home or at their place of residence except as needed to maintain continuity of operations of the federal government critical infrastructure sectors; and

**WHEREAS**, the City’s ability to mobilize local resources, coordinate interagency response, accelerate procurement of vital supplies, use mutual aid, and seek future reimbursement by the State and Federal governments will be critical to successfully responding to COVID-19; and

**RESOLUTION NO. 023-2020**

**WHEREAS**, California Government Code Section 8630, et seq., and City of Santee Municipal Code Section 2.23.060 empowers the Director of Emergency Services to proclaim the existence of a local emergency to protect and preserve the public welfare when the City is affected or likely to be affected by a public calamity; and

**WHEREAS**, on March 18, 2020, the Director of Emergency Services, did proclaim the existence of a local emergency; and

**WHEREAS**, the City Council does hereby find the following:

1. That the spread and potential further spread of COVID-19 constitutes a situation that severely impairs the public health and safety within the City of Santee and constitutes conditions of extreme peril to the safety of persons and property within the City of Santee;
2. That these conditions are likely to be beyond the control of the services, personnel, equipment, and facilities of the City of Santee;
3. That the conditions of extreme peril warrant and necessitate the declaration of the existence of a local emergency; and

**WHEREAS**, a declaration of a local emergency will assist in a coordinated public health response to reduce transmission and illness severity, provide assistance to health care providers, coordinate and mitigate public services that may be disrupted by this emergency, and mitigate any other effects of this emergency on the citizens of the City; and

**WHEREAS**, under Government Code Section 8630(b), a proclamation of local emergency must be ratified by the City Council within seven (7) days to remain in effect; and

**WHEREAS**, Government Code Section 8630 generally requires the City Council to review the need for continuing the local emergency at least every sixty (60) days, but as part of Governor Newsom's March 4, 2020, Declaration of a State of Emergency in California due to COVID-19, this provision has been waived for the duration of the statewide emergency, allowing the City to maintain its emergency in place until terminated by the City Council; and

**WHEREAS**, the Governor of the State of California has stated that individuals exposed to COVID-19 may be temporarily unable to report to work due to illness caused by COVID-19 or quarantines related to COVID-19 and individuals directly affected by COVID-19 may experience potential loss of income, health care and medical coverage, and the ability to pay for housing and basic needs, thereby placing increased demands on already strained regional and local health and safety resources, including shelters and food banks; and

**WHEREAS**, further economic impacts are anticipated, leaving tenants vulnerable to eviction; and

**RESOLUTION NO. 023-2020**

**WHEREAS**, during this local emergency, and in the interest of protecting the public health and preventing transmission of COVID-19, it is essential to avoid unnecessary housing displacement, to protect the City's affordable housing stock, and to prevent housed individuals from falling into homelessness; and

**WHEREAS**, loss of income as a result of COVID-19 may inhibit City residents and businesses from fulfilling their financial obligations, including public utility payments such as water and sewage charges and parking penalties; and

**WHEREAS**, ensuring that all people in the City continue to have access to running water during this public health crisis will enable compliance with public health directives that people regularly wash their hands will help to prevent the further spread of COVID-19; and

**WHEREAS**, in the interest of public health and safety, as affected by the emergency caused by the spread of COVID-19, it is necessary to exercise authority to issue this regulation related to the protection of life and property; and

**WHEREAS**, the City Council desires to declare a local emergency and ratify the proclamation of a local emergency by the Director of Emergency Services.

**NOW, THEREFORE, IT IS HEREBY DECLARED** by the City Council that a local emergency exists throughout the City of Santee, and the City Council ratifies the proclamation by the Director of Emergency Services, proclaiming the existence of local emergency caused by the spread of COVID-19 issued on March 18, 2020.

**IT IS FURTHER DECLARED AND RESOLVED** that, as authorized in Government Code Sections 8630 and City of Santee Municipal Code Section 2.32.060, and based on the foregoing, an "emergency" as defined in Government Code Section 54956.5(a) and City of Santee Municipal Code Section 2.32.020 and a "local emergency" as defined in Government Code Section 8558(c) hereby exists within the territorial jurisdiction of the City of Santee and are deemed to continue to exist until its termination is declared by the City Council.

**IT IS HEREBY FURTHER DECLARED AND RESOLVED** that the City Manager, acting as the Director of Emergency Services, is hereby authorized to furnish information, to promulgate orders and regulations necessary to provide for the protection of life and property pursuant to California Government Code Section 8634, to enter into agreements and to take all actions necessary to obtain State emergency assistance to implement preventive measures to protect and preserve the residents of the City within the scope of the local emergency hereby declared.

**IT IS FURTHER DECLARED AND RESOLVED** that pursuant to California Penal Code Section 396, it is unlawful for any person or business of the City of Santee to charge more than 10% higher than the price charged by that person or business 30 days after the declaration of this local emergency; and that pursuant to that statute, the City Council shall have the authority to extend the price controls for additional 30-day periods as needed to protect the lives, property, or welfare of the citizens.

## RESOLUTION NO. 023-2020

**IT IS FURTHER DECLARED AND RESOLVED** that a temporary moratorium on eviction for non-payment of rent by residential tenants impacted by the COVID-19 crisis is imposed as follows:

1. During the period of local emergency declared in response to COVID-19, no landlord shall endeavor to evict a tenant in either of the following situations: (1) for nonpayment of rent if the tenant demonstrates that the tenant is unable to pay rent due to financial impacts related to COVID-19 or (2) for a no-fault eviction unless necessary for the health and safety of tenants, neighbors, or the landlord. A landlord who knows that a tenant cannot pay some or all of the rent temporarily for the reasons set forth above shall not serve a notice pursuant to Code of Civil Procedure section, file or prosecute an unlawful detainer action based on a 3-day pay or quit notice, or otherwise seek to evict for nonpayment of rent. A landlord knows of a tenant's inability to pay rent within the meaning of this Resolution if the tenant, within 30 days after the date that rent is due, notifies the landlord in writing of lost income and inability to pay full rent due to financial impacts related to COVID-19, and provides documentation to support the claim. For purposes of this Resolution, "in writing" includes email or text communications to a landlord or the landlord's representative with whom the tenant has previously corresponded by email or text. Any medical or financial information provided to the landlord shall be held in confidence, and only used for evaluating the tenant's claim. Nothing in this Resolution shall relieve the tenant of liability for the unpaid rent, which the landlord may seek after expiration of the local emergency and the tenant must pay within six months of the expiration of the local emergency. A landlord may not charge or collect a late fee for rent that is delayed for the reasons stated in this Resolution; nor may a landlord seek rent that is delayed or the reasons stated in this Resolution through the eviction process.
2. For purposes of this Resolution, "financial impacts related to COVID-19" include, but are not limited to, tenant lost household income as a result of any of the following: (1) being sick with COVID-19, or caring for a household or family member who is sick with COVID-19; (2) lay-off, loss of hours, or other income reduction resulting from business closure or other economic or employer impacts of COVID-19; (3) compliance with a recommendation from a government health authority to stay home, self-quarantine, or avoid congregating with others during the state of emergency; (4) extraordinary out-of-pocket medical expenses; or (5) child care needs arising from school closures related to COVID-19.
3. For purposes of this Resolution, "no-fault eviction" refers to any eviction for which the notice to terminate tenancy is not based on alleged fault by the tenant, including but not limited to eviction notices served pursuant to Code of Civil Procedure sections 1161(1), 1161(5), or 1161c.

**RESOLUTION NO. 023-2020**

4. This Resolution applies to nonpayment eviction notices, no-fault eviction notices, and unlawful detainer actions based on such notices, served or filed on or after the date on which a local emergency was declared.
5. This Resolution grants a defense in the event that an unlawful detainer action is commenced in violation of this Resolution.
6. This Resolution shall be superseded by any duly enacted ordinance or resolution of the City Council or an order by the Director of Emergency Services adopted during the local emergency that expressly supersedes this Resolution.

**IT IS FURTHER DECLARED AND RESOLVED** that as a result of the local emergency, for a period of 60 days from the date of this Resolution, the City hereby suspends the imposition of late payment penalties or fees for parking violations.

**IT IS FURTHER DECLARED AND RESOLVED** that the City Council will utilize, to the extent reasonably feasible and appropriate, the ability to conduct its Council Meetings via teleconferencing and other electronic means to permit Council Members and members of the public to adopt social distancing to the greatest extent possible while still proceeding with the efficient handling of the City's business, in compliance with California Executive Order N-33-20.

**IT IS FURTHER DECLARED AND RESOLVED** that a copy of this declaration be forwarded to the Director of California Governor's Office of Emergency Services requesting that the Director find it acceptable in accordance with State law; that the Governor of California, pursuant to the Emergency Services Act, declare an emergency in San Diego County and waive regulations that may hinder response and recovery efforts; that recovery assistance be made available under the California Disaster Assistance Act; and that the State expedite access to State and Federal resources and any other appropriate federal disaster relief programs.

**IT IS HEREBY FURTHER DECLARED AND RESOLVED** that during the existence of said local emergency, the powers, functions, and duties of the emergency organization of this City shall be those prescribed by state law, and the ordinances, and resolutions heretofore and hereafter adopted by the City Council.

**RESOLUTION NO. 023-2020**


**PASSED, APPROVED and ADOPTED** by the City Council of the City of Santee at a Regular Meeting of said Council held on the 25<sup>th</sup> of March, 2020, by the following vote:

**AYES: HALL, HOULAHAN, KOVAL, MINTO**

**NOES: MCNELIS**

**ABSENT: NONE**

**APPROVED:**

  
\_\_\_\_\_  
**JOHN W. MINTO, MAYOR**

**ATTEST:**

  
\_\_\_\_\_  
**ANNETTE ORTIZ, CMC, CITY CLERK**

**APPROVED AS TO FORM:  
BEST, BEST & KRIEGER LLP**

  
\_\_\_\_\_  
**SHAWN HAGERTY, CITY ATTORNEY**

Attachment 1: Proclamation by the Director of Emergency Services (March 18, 2020)



**PROCLAMATION BY THE DIRECTOR OF EMERGENCY SERVICES, PROCLAIMING  
THE EXISTENCE OF A LOCAL EMERGENCY REGARDING NOVEL CORONAVIRUS  
(COVID-19)**

**WHEREAS**, the federal Centers for Disease Control and Prevention (“CDC”) has confirmed multiple cases of individuals who have severe respiratory illness caused by a novel coronavirus, called COVID-19, as well as deaths caused by this illness; and

**WHEREAS**, the World Health Organization declared COVID-19 a pandemic, and the CDC announced that community spread of COVID-19 is likely to occur in the United States; and

**WHEREAS**, on March 4, 2020 California Governor Newsom declared a State of Emergency to make additional resources available, formalize emergency actions already underway across multiple state agencies and departments, and help the state prepare for broader spread of COVID-19; and

**WHEREAS**, the increase of reported cases and deaths associated with COVID-19 has also prompted the County of San Diego and the Health and Human Services Agency to declare a local and public health emergency; and

**WHEREAS**, the imminent and proximate threat of introduction of COVID-19 in the City of Santee threatens the safety and health of City residents; and

**WHEREAS**, California Government Code Section 8630 and Santee Municipal Code section 2.23.060 empowers the Director of Emergency Services to proclaim the existence of a local emergency to protect and preserve public welfare when the City is affected or likely to be affected by a public calamity; and

**WHEREAS**, a proclamation of a local emergency will assist in a coordinated public health response to reduce transmission and illness severity, provide assistance to health care providers, coordinate and mitigate public services that may be disrupted from this emergency, and mitigate any other effects of this emergency on the citizens of the City; and

**WHEREAS**, under Government Code section 8630(b), a proclamation of local emergency must be ratified by the City Council within seven (7) days to remain in effect; and

**WHEREAS**, Government Code section 8630 generally requires the City Council to review the need for continuing the local emergency at least every sixty (60) days, but as part of Governor Gavin Newsom’s March 4, 2020 Declaration of a State of Emergency in California due to COVID-19, this provision has been waived for the



duration of the statewide emergency, allowing the City to maintain its emergency in place until terminated by the City Council; and

**WHEREAS**, Ordinance No. 344 of the City of Santee ("City") empowers the Director of Emergency Services to proclaim the existence or threatened existence of a local emergency when the City is affected or likely to be affected by a public calamity and the City Council is not in session; and

**WHEREAS**, Pursuant to California Government Code section 8630 and Santee Municipal Code section 2.23.060, the City of Santee, Director of Emergency Services does hereby find;

**Section 1.** A local emergency caused by conditions or threatened conditions of COVID-19 in Santee, which constitutes an extreme peril of health and safety of persons within the territorial limits of the City.

**Section 2.** The local emergency shall be deemed to continue to exist until its termination is proclaimed by the City Council.

**Section 3.** Pursuant to California Penal Code section 396, it is unlawful for any person or business of the City of Santee to charge more than 10% higher than the price charged by that person or business 30 days after the proclamation this local emergency. The statute also authorizes the City Council to extend the price controls for additional 30-day period as needed to protect the lives, property or welfare of the citizens.

**Section 4.** During the existence of said local emergency, the powers, functions, and duties of the emergency organization of this City shall be those prescribed by state law, ordinances, and resolutions of this City of Santee.

**Section 5.** That the City Council of the City of Santee is not in session (and cannot immediately be called into session).

NOW, THEREFORE, IT IS HEREBY PROCLAIMED that a local emergency now exists throughout the City; and

IT IS HEREBY FURTHER PROCLAIMED AND ORDERED that during the existence of said local emergency the powers, functions, and duties of the emergency organization of this City shall be those prescribed by state law, by ordinances, and resolutions of this City and by the City of Santee SEMS Multi-hazard Functional Plan.

Dated: 3/18/20

By: Mark A. Best  
Director of Emergency Services  
City of Santee

**MEETING DATE** March 22, 2023

**ITEM TITLE** ADOPTION OF A RESOLUTION AUTHORIZING THE SUBMITTAL OF A GRANT APPLICATION TO THE FARMERS MARKET PROMOTION PROGRAM (FMPP) TO ENHANCE THE SANTEE FARMERS MARKET, COMMITTING TO PROVIDE MATCHING FUNDS AND APPROVING THE PARTNERSHIP BETWEEN THE CITY OF SANTEE AND SANTEE FARMERS MARKET; FINDING THE ACTION IS NOT A PROJECT SUBJECT TO THE CALIFORNIA ENVIRONMENTAL QUALITY ACT (“CEQA”).

**DIRECTOR/DEPARTMENT** Marlene Best, City Manager

**SUMMARY**

City staff is proposing the City of Santee apply for federal grant funding through the Farmers Market Promotion Program (FMPP) to enhance the Santee Farmers Market. This funding would increase access to and availability of locally produced agricultural products by developing, coordinating, expanding and providing outreach to the Santee Farmers Market. Benefits of enhancing the Santee Farmers Market include:

- Providing a venue for public gathering and socialization for people from different ethnic, cultural, and socioeconomic communities
- Increasing access to fresh and healthy food in our lower income and military communities who might be struggling with food insecurities
- An opportunity to revitalize a downtown district like our future Arts & Entertainment District
- Stimulating and supporting the local economy by spurring spending at neighboring businesses
- Helping educate people to make healthier food choices

The Santee Farmers Market has been independently run by Andrea Hankins since its incorporation in 2009. Staff has met with Mrs. Hankins and she is supportive of the partnership in an effort to secure funding support. The FMPP projects range from \$50,000 to \$250,000 with a 25% local match.

Potential funding and support will be earmarked for relocating the farmers market to the center of town, increase the marketing and promotion of the market, expanding the farmers market (porta potties, 3-compartment sinks, fencing) and enhancing the farmers market (live music, more eateries, beer garden).

**FINANCIAL STATEMENT**

The City of Santee will request \$200,000 in federal grant funding through the Farmers Market Promotion Program (FMPP). The program requires a cash and/or in-kind match of 25%. The City of Santee would allocate \$12,500 a year in cash and/or in-kind match for the next four years to assist in the enhancement of the Santee Farmers Market. If the full \$200,000 federal grant is approved, the four-year 25% match would be a commitment of \$50,000 in total for the City of Santee and would provide total project funding of \$250,000 over the following years FY 23/24 – FY 26/27.





**CITY ATTORNEY REVIEW**  N/A •  Completed

**RECOMMENDATION** *MSB*

Adopt the Resolution (1) authorizing the City Manager to partner with the Santee Farmers Market and apply for the Farmers Market Promotion Program (FMPP) grant, and (2) if the grant is awarded, authorizing the City Manager to accept the grant and appropriate a City match totaling 25% of the award amount over a four year period, and support the expansion and growth of the Santee Farmers Market; and (3) finding that approval of the submittal of the grant application and authorization to accept and appropriate the grant funds and City matching funds is not a project subject to CEQA.

**ATTACHMENT**

Resolution

Farmers Market Promotion Program (FMPP) overview flyer

**RESOLUTION NO. \_\_\_\_\_**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SANTEE, CALIFORNIA, AUTHORIZING THE SUBMITTAL OF A GRANT APPLICATION TO THE FARMERS MARKET PROMOTION PROGRAM (FMPP) TO ENHANCE THE SANTEE FARMERS MARKET, COMMITTING TO PROVIDE MATCHING FUNDS AND APPROVING THE PARTNERSHIP BETWEEN THE CITY OF SANTEE AND SANTEE FARMERS MARKET; FINDING THE ACTION IS NOT A PROJECT SUBJECT TO THE CALIFORNIA ENVIRONMENTAL QUALITY ACT (“CEQA”)**

**WHEREAS**, the City desires to apply for a federal grant form to the Farmers Market Promotion Program (FMPP) to enhance the Santee Farmers Market; and

**WHEREAS**, the City will partner with the Santee Farmers Market, which has been independently run by Andrea Hankins since 2009, for the next four years on the enhancement of the Farmers Market if funding is approved; and

**WHEREAS**, the City will request \$200,000 in federal grant funding through the (FMPP). The program requires a cash and/or in-kind match of 25%. The City of Santee will allocate \$12,500 a year in cash and/or in-kind for the next four years to assist in the enhancement of the Santee Farmers Market. If the full \$200,000 federal grant is approved, the City will commit to the four-year 25% match which will total \$50,000 and would provide total project funding of \$250,000 over the following years, FY 23/24 – FY 26/27; and

**WHEREAS**, the City’s potential funding and support will be earmarked for relocating the Santee Farmers Market to the center of town, increasing the marketing and promotion of the market, expanding the farmers market (porta potties, 3-compartment sinks, fencing) and enhancing the farmers market (live music, more eateries, beer garden); and

**WHEREAS**, the City desires to authorize the City Manager to apply for the grant, accept the grant, appropriate funding in next fiscal year’s budget (FY 23/24), and partner and support the enhancement of the Santee Farmers Market, and

**WHEREAS**, the approval of the submittal of the grant application and authorization to accept and appropriate the grant funds and City matching funds will not result in a direct or indirect impact on the environment, is an administrative activity of government, and is therefore not a “project” under CEQA pursuant to State CEQA Guidelines § 15378.

**NOW, THEREFORE BE IT RESOLVED** by the City Council of the City of Santee, California, as follows:

**SECTION 1.** The City Council hereby finds that the foregoing recitals are true and correct and are incorporated herein as substantive findings of this Resolution.

**SECTION 2.** The City Council hereby authorizes the City Manager to apply for the grant, accept the grant, appropriate funding in next fiscal year’s budget (FY 23/24), and partner with and support the enhancement of the Santee Farmers Market.

**RESOLUTION NO. \_\_\_\_\_**

**SECTION 3.** This Resolution shall become effective immediately upon its adoption.

**ADOPTED** by the City Council of Santee, California, at a Regular Meeting held this 22<sup>nd</sup> day of March 2023, by the following vote:

**AYES:**

**NOES:**

**ABSENT:**

**APPROVED:**

\_\_\_\_\_  
**JOHN W. MINTO, MAYOR**

**ATTEST:**

\_\_\_\_\_  
**ANNETTE ORTIZ, CMC, CITY CLERK**

## Transportation and Marketing



# Grant Opportunities

## Farmers Market Promotion Program

The Farmers Market Promotion Program (FMPP) is implemented under the Local Agriculture Market Program (LAMP), a program authorized by subtitle A of the Agricultural Marketing Act of 1946 (7 U.S.C. § 1627c), as amended. FMPP funds projects that develop, coordinate and expand direct producer-to-consumer markets to help increase access to and availability of locally and regionally produced agricultural products. FMPP achieves this goal through the creation, coordination, and delivery of outreach, training, and technical assistance to domestic farmers markets, roadside stands, community-supported agriculture programs, agritourism activities, online sales or other direct producer-to-consumer (including direct producer-to-retail, direct producer-to-restaurant and direct producer-to-institutional marketing) market opportunities.

There are three types of FMPP grants: Capacity Building (CB), Community Development Training and Technical Assistance (CTA), and Turnkey Marketing and Promotion. CB projects are intended to assist farm and ranch operations serving local markets to build long-term organizational capacity, while CTA projects seek to provide outreach, training, and technical assistance to this same audience. The new Turnkey Marketing and Promotion project type streamlines the application process for applicants conducting marketing and promotion activities from a prescribed list.

### **Important Dates:**

Application opens: Tuesday, February 14, 2023

Program Webinar: Wednesday, March 15, 2023, at 1 p.m. Eastern Time

<https://www.ams.usda.gov/services/grants/webinars>

Application Closes: Tuesday, May 2, 2023, at 11:59 p.m. Eastern Time

### Who Is Eligible?

All applicants must be domestic entities owned, operated, and located within the 50 United States, the District of Columbia, the Commonwealth of Puerto Rico, the United States Virgin Islands, Guam, American Samoa, and the Commonwealth of the Northern Mariana Islands, or Tribal Governments.

Eligible entities that meet the criteria above include agricultural businesses and cooperatives, producer networks and associations, Community Supported Agriculture (CSA) networks and associations, food councils, local governments, nonprofit and public benefit corporations, economic development corporations, regional farmers' market authorities, and tribal governments.

### What is the Maximum Grant Amount?

Approximately \$15.4 million is available to fund FMPP applications under the FY23 solicitation.

For Capacity Building (CB) projects, applicants may request \$50,000 to \$250,000 for 36 months. Community Development Training and Technical Assistance (CTA) Applicants may request \$100,000 to \$500,000 for 36 months, and the Turnkey Marketing and Promotion project type offers \$50,000 to \$100,000 for 24 months.

### Is there a Cost Share or Match required?

FMPP requires matching funds from non-Federal sources in the form of cash and/or in-kind contributions in an amount equal to 25 percent of the total Federal portion of the grant.

### What Can I Use the Funding For?

FMPP CB projects are intended to assist applicants' efforts to achieve their mission and build long-term organizational capacity in the development, coordination, and expansion of direct producer-to-consumer market opportunities. Projects can include but are not limited to market analysis and strategic planning, producer or market manager training and education, online sales operation or expansion, and producer and consumer outreach.

FMPP CTA projects are intended to provide outreach, training, and technical assistance to farm and ranch operations serving local markets to develop, coordinate and expand direct producer-to-consumer market opportunities. Projects can include but are not limited to producer marketing and promotion assistance, producer-to-consumer networks and organizations, and technical assistance to support small- and mid-sized producers in compliance with regulatory and buyer requirements for direct marketing opportunities.

Turnkey Marketing and Promotion projects are intended to offer a streamlined approach to some of the most common FMPP grant activities. Applicants must agree to conduct a minimum of three of the following activities: identify and analyze new/improved market opportunities, develop/revise a marketing plan, design/purchase marketing and promotion media, implement a marketing plan, or evaluate marketing and promotion activities.

### More Information

Visit the FMPP web site for the application and more information:

<https://www.ams.usda.gov/services/grants/fmpp>. For questions about FMPP, please see the program's FAQs at: <https://www.ams.usda.gov/sites/default/files/media/FMLFPPFAQs.pdf>.


### Contact Us

For questions about FMPP after closely reviewing the RFA and FAQs, please email [FMLFPPGrants@usda.gov](mailto:FMLFPPGrants@usda.gov).

**Item 8 has been withdrawn and will not be heard**

**MEETING DATE** March 22, 2023

**ITEM TITLE** CLAIM AGAINST THE CITY BY KYLE WONG; FINDING THE ACTION IS NOT A PROJECT SUBJECT TO THE CALIFORNIA ENVIRONMENTAL QUALITY ACT ("CEQA")

**DIRECTOR/DEPARTMENT** Venus Soriano, Senior Human Resources Analyst 

**SUMMARY**

A claim was filed against the City of Santee by Kyle Wong on November 30, 2022. The claim has been reviewed by the City's Senior Human Resources Analyst prior to bringing it forward for consideration. The Senior Human Resources Analyst recommends the claim be rejected as provided in Government Code Section 913.

The claim documents are on file in the Office of the City Clerk for Council reference.

**FINANCIAL STATEMENT** 

There is no financial impact to the City by rejecting the claim.

**CITY ATTORNEY REVIEW**  N/A •  Completed

**RECOMMENDATION** 

Reject claim per Government Code Section 913.

**ATTACHMENT**

None

**Item 8 has been withdrawn and will not be heard**



**MEETING DATE** March 22, 2023

**ITEM TITLE** PUBLIC HEARING ON AND RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SANTEE, CALIFORNIA, AMENDING THE TRANSNET LOCAL STREET IMPROVEMENT PROGRAM FOR FISCAL YEARS 2023 THROUGH 2027 AND AMENDING THE CAPITAL IMPROVEMENT PROGRAM BUDGET AND FINDING THE ACTION IS NOT A PROJECT SUBJECT TO THE CALIFORNIA ENVIRONMENTAL QUALITY ACT

**DIRECTOR/DEPARTMENT** Carl Schmitz, Director of Engineering/City Engineer 

### **SUMMARY**

The SANDAG Board of Directors adopted the 2023 RTIP on September 23, 2022 that covers five fiscal years (FY 2023 through 2027). On February 23, 2023 City Staff was notified by SANDAG that the revenue forecasts for 2023 remain consistent however FY 2024 to 2027 revenue estimates have decreased. The City is required to amend the Local Street Improvements (LSI) program to reflect the changed estimates. Staff has prepared an amendment to the current Regional Transportation Improvement Program (RTIP) to reflect the updated revenue forecast for *TransNet* LSI through fiscal year 2027 as provided by SANDAG and to align the RTIP with the proposed Capital Improvement Program (CIP). The attached Resolution requests City Council amend three (3) *TransNet* LSI projects in the program, including the Santee Rehabilitation and Major Repair Work (SNT04), Santee Slurry Seal Roadway Maintenance (SNT22), and the Regional Arterial Management System (SNT20) projects.

Under the *TransNet* Extension Ordinance each jurisdiction must hold a public hearing when amending projects or budgets using *TransNet* LSI funding that have regional significance consistent with the long-range regional transportation plan. Exhibit A - Table 1, of the Resolution reflects the funding changes through FY 2027. Street recommendations within Santee Rehabilitation and Major Repair Work (SNT04) and Santee Slurry Seal Roadway Maintenance (SNT22) projects remain consistent with the current Pavement Management report.

### **ENVIRONMENTAL REVIEW**

The proposed funding changes are not a "project" as defined by the California Environmental Quality Act ("CEQA") because it involves the creation of a government funding mechanism or fiscal activity of government and does not commit the City to a specific project. Further, the proposed funding changes do not have the potential for resulting in either a direct physical change in the environment, or a reasonably foreseeable indirect physical change in the environment. (State CEQA Guidelines § 15378.) Compliance with the CEQA for individual projects would be required prior to construction authorization.

### **FINANCIAL STATEMENT**

The revised *TransNet* revenues for Fiscal Years 2024 through 2027 have decreased in total by \$561,000. Estimated available *TransNet* funding for the recommended projects over next five (5) years is as follows:

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
TransNet LSI	\$1,178,000	\$1,160,000	\$1,221,000	\$1,278,000	\$1,328,000

**CITY ATTORNEY REVIEW**  N/A  Completed



**RECOMMENDATION** *MSB*

1. Conduct the public hearing; and
2. Adopt the resolution amending the TransNet Local Street Improvement Program of Projects for Fiscal Years 2023 through 2027 and amending the adopted Capital Improvement Program budget.

**ATTACHMENTS**

Resolution with Attachment Exhibit A – Table 1

**RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SANTEE, CALIFORNIA  
ADOPTING/APPROVING AN AMENDMENT TO THE *TRANSNET*  
LOCAL STREET IMPROVEMENT PROGRAM OF PROJECTS  
FOR FISCAL YEARS 2023 THROUGH 2027 AND FINDING THE ACTION IS NOT A  
PROJECT SUBJECT TO THE CALIFORNIA ENVIRONMENTAL QUALITY ACT**

**WHEREAS**, on November 4, 2004, the voters of San Diego County approved the San Diego Transportation Improvement Program Ordinance and Expenditure Plan (*TransNet* Extension Ordinance); and

**WHEREAS**, the *TransNet* Extension Ordinance provides that SANDAG, acting as the Regional Transportation Commission, shall approve on a biennial basis a multi-year program of projects submitted by local jurisdictions identifying those transportation projects eligible to use transportation sales tax (*TransNet*) funds; and

**WHEREAS**, the City of Santee was provided with an estimate of annual *TransNet* local street improvement revenues for fiscal years 2023 through 2027; and

**WHEREAS**, the City of Santee approved its 2023 *TransNet* Local Street Improvement Program of Projects (POP) on June 8, 2022 and the City of Santee desires to make adjustments to its Program of Projects; and

**WHEREAS**, the City of Santee has held a noticed public hearing with an agenda item that clearly identified the proposed amendment prior to approval of the projects by its authorized legislative body in accordance with Section 5(A) of the *TransNet* Extension Ordinance and Rule 7 of SANDAG Board Policy No. 31.

**NOW, THEREFORE BE IT RESOLVED**, by the City Council of the City of Santee, California, as follows:

**SECTION 1.** The proposed changes to the 2023 POP are not a “project” as defined by the California Environmental Quality Act (“CEQA”) because it involves the creation of a government funding mechanism or fiscal activity of government and does not commit the City to a specific project. Further, the proposed funding changes does not have the potential for resulting in either a direct physical change in the environment, or a reasonably foreseeable indirect physical change in the environment. (State CEQA Guidelines § 15378.)

**SECTION 2.** That City of Santee requests that SANDAG make the following changes to its 2023 POP (the “Amendment”) as programmed in the 2023 RTIP.

**SECTION 3.** That pursuant to Section 2(C)(1) of the *TransNet* Extension Ordinance, the City/County of Santee certifies that no more than 30 percent of its annual revenues shall be spent on local street and road maintenance-related projects as a result of the Amendment.

**SECTION 4.** That pursuant to Section 4(E)(3) of the *TransNet* Extension Ordinance, the City of Santee certifies that all new or changed projects, or major reconstruction projects included in the Amendment and funded by *TransNet* revenues shall accommodate travel by pedestrians and bicyclists, and that any exception to this requirement permitted under the Ordinance and proposed was clearly noticed as part of the City of Santee's public hearing process for the Amendment.

**SECTION 5.** That the City of Santee does hereby certify that all applicable provisions of the *TransNet* Extension Ordinance and SANDAG Board Policy No. 31 have been met.

**SECTION 6.** That the City of Santee continues to agree to indemnify, hold harmless, and defend SANDAG, the San Diego County Regional Transportation Commission, and all officers and employees thereof against all causes of action or claims related to City of Santee's *TransNet* funded projects.

**ADOPTED** by the City Council of the City of Santee, California, at a Regular meeting thereof held this 22nd day of March, 2022, by the following roll call vote to wit:

**AYES:**

**NOES:**

**ABSENT:**

**APPROVED:**

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**JOHN W. MINTO, MAYOR**

**ATTEST:**

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**ANNETTE ORTIZ, CMC, CITY CLERK**

Attachment: Exhibit A – Table 1 – 2023 Regional Transportation Improvement Program Amendment No. 3.



**Table 1**  
**2023 Regional Transportation Improvement Program**  
**Amendment No. 2**  
**San Diego Region (in \$000s)**

Santee, City of

MPO ID: SNT04			RTIP #:23-02								
Project Title:	Pavement Repair and Rehabilitation							TransNet - LSI: CR			
Project Description:	Multiple locations as recommended by Pavement Management Analysis report. - Reconstruction and rehabilitation in the form of removal and replacement of existing pavement sections 2 inches minimum, 1.5 inch minimum overlay, pedestrian ramps, sidewalk improvements, and drainage improvements as part of the rehabilitation improvements.										
Change Reason:	Increase funding, Revise funding between fiscal years										
Capacity Status:	NCI Exempt Category: Safety - Pavement resurfacing and/or rehabilitation										
Est Total Cost: <b>\$34,619</b>											
	TOTAL	PRIOR	22/23	23/24	24/25	25/26	26/27	FUTURE	PE	RW	CON
TransNet - Bond	\$9,855	\$9,856							\$343		\$9,512
TransNet - L	\$7,729	\$7,729									\$7,729
TransNet - LSI	\$5,173	\$1,701		\$807	\$850	\$890	\$925		\$613		\$4,560
TransNet - LSI (Cash)	\$1	\$1									\$1
TransNet - LSI Carry Over	\$4,457	\$3,211	\$1,246						\$219		\$4,238
Local Funds	\$7,404	\$4,801	\$521	\$521	\$521	\$521	\$521		\$15		\$7,389
TOTAL	\$34,619	\$27,299	\$1,767	\$1,328	\$1,371	\$1,411	\$1,446		\$1,190		\$33,429
PROJECT LAST AMENDED 23-00											
	TOTAL	PRIOR	22/23	23/24	24/25	25/26	26/27	FUTURE	PE	RW	CON
TransNet - Bond	\$9,855	\$9,856							\$343		\$9,512
TransNet - L	\$7,729	\$7,729									\$7,729
TransNet - LSI	\$4,461	\$1,701		\$640	\$673	\$707	\$740		\$613		\$3,848
TransNet - LSI (Cash)	\$1	\$1									\$1
TransNet - LSI Carry Over	\$4,457	\$3,211	\$1,246						\$219		\$4,238
Local Funds	\$7,404	\$4,801	\$521	\$521	\$521	\$521	\$521		\$15		\$7,389
TOTAL	\$33,907	\$27,299	\$1,767	\$1,161	\$1,194	\$1,228	\$1,261		\$1,190		\$32,717

\*\* Pending final SANDAG approval

**2023 Regional Transportation Improvement Program  
Amendment No. 2  
San Diego Region (in \$000s)**

Santee, City of

<b>MPO ID: SNT22</b>	<b>RTIP #:23-02</b>
Project Title: Pavement Roadway Maintenance	<i>TransNet</i> - LSI: Maint
Project Description: Various locations as defined in Santee's Pavement Management Analysis Report - Maintenance repair in the form of crack filling, grind and patch failed areas followed by Cape seal or Slurry seal of the street.	
Change Reason: Reduce funding, Revise funding between fiscal years	
Capacity Status:NCI Exempt Category:Safety - Pavement resurfacing and/or rehabilitation	

Est Total Cost: **\$11,145**

	TOTAL	PRIOR	22/23	23/24	24/25	25/26	26/27	FUTURE	PE	RW	CON
<i>TransNet</i> - LSI	\$4,342	\$1,684	\$1,171	\$346	\$364	\$381	\$396		\$243		\$4,099
<i>TransNet</i> - LSI Carry Over	\$1,802	\$1,748	\$54						\$78		\$1,724
Local Funds	\$5,001	\$2,396	\$521	\$521	\$521	\$521	\$521		\$9		\$4,992
<b>TOTAL</b>	<b>\$11,145</b>	<b>\$5,828</b>	<b>\$1,746</b>	<b>\$867</b>	<b>\$885</b>	<b>\$902</b>	<b>\$917</b>		<b>\$330</b>		<b>\$10,815</b>

PROJECT LAST AMENDED 23-00

	TOTAL	PRIOR	22/23	23/24	24/25	25/26	26/27	FUTURE	PE	RW	CON
<i>TransNet</i> - LSI	\$5,614	\$1,684	\$1,171	\$640	\$673	\$707	\$740		\$243		\$5,371
<i>TransNet</i> - LSI Carry Over	\$1,802	\$1,748	\$54						\$78		\$1,724
Local Funds	\$5,001	\$2,396	\$521	\$521	\$521	\$521	\$521		\$9		\$4,992
<b>TOTAL</b>	<b>\$12,417</b>	<b>\$5,828</b>	<b>\$1,746</b>	<b>\$1,161</b>	<b>\$1,194</b>	<b>\$1,228</b>	<b>\$1,261</b>		<b>\$330</b>		<b>\$12,087</b>

\*\* Pending final SANDAG approval



**2023 Regional Transportation Improvement Program  
Amendment No. 2  
San Diego Region (in \$000s)**

**RTIP Fund Types**

<b><i>Local Funding</i></b>	
Local Funds AC	Local Funds - Advanced Construction; mechanism to advance local funds to be reimbursed at a later fiscal year with federal/state funds
<i>TransNet-L</i>	Prop. A Local Transportation Sales Tax - Local Streets & Roads
<i>TransNet-LSI</i>	Prop. A Extension Local Transportation Sales Tax - Local System Improvements
<i>TransNet-LSI Carry Over</i>	TransNet - LSI funds previously programmed but not requested/paid in year of allocation
<i>TransNet-LSI (Cash)</i>	TransNet - LSI funds which agencies have received payment, but have not spent

**MEETING DATE** March 22, 2023

**ITEM TITLE** RESOLUTION APPOINTING JESSIE BISHOP AS DIRECTOR OF HUMAN RESOURCES ON AN INTERIM BASIS AND APPROVING EMPLOYMENT AGREEMENT; FINDING THE ACTION IS NOT A PROJECT SUBJECT TO THE CALIFORNIA ENVIRONMENTAL QUALITY ACT (“CEQA”)

**DIRECTOR/DEPARTMENT** Marlene Best, City Manager

**SUMMARY**

On March 9, 2023, the Director of Human Resources position became vacant. This position performs services which are critical to the continued operations of the City, including critical hiring and related issues in the workplace. The City needs to select an Interim Director of Human Resources pending the recruitment, selection and employment of a permanent Director.

The City has identified a candidate to consider for appointment to Director of Human Resources on an interim basis. Jessie Bishop retired as the Director of Human Resources after 3 years of service with the City of Santee, and with significant public agency human resources experience. She has been retired for more than six months (180 days) from the City. Ms. Bishop has the specialized skill and background to serve in this position.

Government Code section 21221(h) allows the City to hire a retiree to fill a vacant position on an interim basis during the active recruitment for a permanent appointment. This Section requires that the appointment be made by the City Council to a position requiring specialized skills, be a one-time appointment, and that the employee does not exceed 960 hours worked in a fiscal year. Section 7522.56 imposes similar restrictions, consistent with Section 21221(h).

The attached Resolution will appoint Jessie Bishop as the Interim Director of Human Resources effective March 27, 2023, in compliance with Sections 21221(h) and 7522.56, and approves the corresponding Employment Agreement.

**FINANCIAL STATEMENT**

Under the Employment Agreement, Bishop would be paid at a rate of \$90.67 per hour. This amount is dictated by Sections 21221(h) and 7522.56, as the rate must be within the range of the publicly approved rate of pay for the vacant position. No other benefits are permitted to be provided.

**CITY ATTORNEY REVIEW**  N/A •  Completed

**RECOMMENDATION** *MSB*

Adopt a Resolution appointing Jessie Bishop as Director of Human Resources on an Interim Basis and approving Employment Agreement

**ATTACHMENTS**

- 1. Resolution
- 2. Employment Agreement



## RESOLUTION NO.

### **A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SANTEE APPOINTING JESSIE BISHOP AS DIRECTOR OF HUMAN RESOURCES ON AN INTERIM BASIS AND APPROVING EMPLOYMENT AGREEMENT; AND FINDING THE ACTION IS NOT A PROJECT SUBJECT TO CEQA**

**WHEREAS**, Government Code sections 7522.56 and 21221(h) permit the City Council to appoint a California Public Employees' Retirement System ("CalPERS") retiree to a vacant position requiring specialized skills during recruitment for a permanent appointment, and provides that such appointment will not subject the retired person to reinstatement from retirement or loss of benefits so long as it is a single appointment that does not exceed 960 hours in a fiscal year; and

**WHEREAS**, the position of Director of Human Resources became vacant on March 9, 2023; and

**WHEREAS**, to ensure the efficient and uninterrupted continued operation of the Human Resources Department of the City, the City Council desires to appoint Jessie Bishop to the vacant position of Director of Human Resources on an interim basis, effective March 27, 2023; and

**WHEREAS**, Jessie Bishop has over 30 years of experience including three years specifically in the City of Santee, serving in public agency Human Resources operations and management; and

**WHEREAS**, an appointment under Government Code Section 21221(h) requires an active, publicly posted recruitment for a permanent replacement; and

**WHEREAS**, the current status of this recruitment is open, and the vacancy has been publicly posted and applications are being accepted; and

**WHEREAS**, this Section 21221(h) appointment shall only be made once and therefore will end on the date immediately preceding the date on which the permanent replacement for the vacant position of Director of Human Resources for the City of Santee commences his or her employment or, if earlier, the date that this appointment is terminated by the City of Santee or Jessie Bishop; and

**WHEREAS**, it is understood by Jessie Bishop and the City that the combined total hours to be served by Jessie Bishop in any fiscal year for all CalPERS employers combined shall not exceed the 960 hour limitation set forth in California Government Code section 21221(h) and section 7522.56(d); and

**WHEREAS**, the City Council has reviewed a proposed employment agreement by and between Jessie Bishop and the City of Santee and is attached hereto; and

**WHEREAS**, the compensation paid to retirees cannot be less than the minimum nor exceed the maximum monthly base salary paid to other employees performing

## RESOLUTION NO.

comparable duties, divided by 173.333 to equal the hourly rate; and

**WHEREAS**, the maximum base salary for this position is \$15,716.94 and the hourly equivalent is \$90.67; the minimum base salary for this position is \$11,641.66 and the hourly equivalent is \$67.16; and

**WHEREAS**, the hourly rate paid to Jessie Bishop will be \$90.67; and

**WHEREAS**, Jessie Bishop has not and will not receive any other benefit, incentive, compensation in lieu of benefit or other form of compensation in addition to this hourly pay rate; and

**WHEREAS**, this is not a “project” under the California Environmental Quality Act (CEQA), as it involves an administrative activity of government as well as the establishment of a fiscal activity that will not result in a significant effect on the environment.

**NOW THEREFORE, BE IT RESOLVED**, by the City Council of the City of Santee, California, as follows:

**SECTION 1.** That the foregoing recitals are true and correct.

**SECTION 2.** As required by Government Code sections 7522.56 and 21221(h), the City Council makes the following findings:

(A) All facts set forth in the Recitals to this Resolution are true and correct and incorporated herein by reference.

(B) Jessie Bishop has the specialized skills needed to perform the work required of the Interim Director of Human Resources until a permanent Director of Human Resources is appointed and thereafter begins his or her service.

(C) It is in the best interests of the City of Santee to enter into an employment agreement with and to appoint Jessie Bishop as Director of Human Resources for the City of Santee on an interim basis, effective March 27, 2023, pursuant to the authority provided under Government Code sections 21221(h) and 7522.56.

**SECTION 3.** Jessie Bishop is hereby appointed as Director of Human Resources of the City of Santee on an interim basis, effective March 27, 2023, until the date immediately preceding the date on which the permanent replacement for the vacant position of Director of Human Resources commences his or her employment, unless earlier terminated, in accordance with Government Code sections 21221(h) and 7522.56 and with the provisions of the employment agreement, attached hereto as Exhibit A.

**SECTION 4.** The employment agreement with Jessie Bishop, is hereby approved by the City Council of the City of Santee, effective March 27, 2023, and the City Manager

**RESOLUTION NO.**

is authorized to execute the agreement.

**ADOPTED** by the City Council of the City of Santee, California, at a Regular Meeting thereof held this 22<sup>nd</sup> day of March, 2023 by the following roll call vote to with:

**AYES:**

**NOES:**

**ABSENT:**

**APPROVED:**

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**JOHN W. MINTO, MAYOR**

**ATTEST:**

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**ANNETTE ORTIZ, CMC, CITY CLERK**

**Mayor**  
John W. Minto

**City Council**  
Ronn Hall  
Laura Koval  
Rob McNelis  
Dustin Trotter

## LIMITED TERM APPOINTMENT AGREEMENT DURING A VACANCY CALPERS RETIREE

Jessie Bishop

Dear Jessie:

If accepted by you and approved by the City Council, this agreement represents the terms of your appointment as Interim Director of Human Resources with the City of Santee ("City"). In light of your status as a CalPERS retiree, this is a limited-term appointment subject to the requirements set forth in this letter.

This agreement is made because the City has determined that your specialized skills in the areas of management of the Department of Human Resources are necessary to perform the duties of Director of Human Resources, on an interim basis. We have also determined that your employment will ensure the efficient continued operation of the City's Human Resources Department during the recruitment for a permanent Director of Human Resources.

The terms of this agreement include:

- The term of your appointment will be from March 27, 2023, until the day immediately preceding the date on which the permanent replacement for the vacant position of Director of Human Resources for the City of Santee commences his or her employment or, the date that this appointment is terminated by the City of Santee or Jessie Bishop, if earlier. You are an at-will employee and can be terminated at any time, with or without notice or cause.
- Your rate of pay in the position will be an hourly rate of \$90.67.
- You will not receive any further payments or benefits other than the hourly rate unless required by state or federal law.
- Your hours **cannot exceed 960 hours** in a fiscal year (inclusive of all hours worked for any CalPERS employer). Your employment will terminate if you reach the maximum hours permitted.



The City and you make this agreement with the mutual understanding that the appointment complies with the requirements applicable to the employment of CalPERS retirees, as codified in Government Code sections 7522.56 and 21221(h). Specifically, an appointment under Sections 7522.56 and 21221(h) is permissible if all of the following requirements are met:

- (1) The appointment is made by the City Council;
- (2) The appointment is to a vacant position during recruitment for a permanent appointment;
- (3) The appointment is either during an emergency to prevent stoppage of public business or because the retiree has specialized skills needed in performing the work;
- (4) The retiree is appointed to the vacant position no more than once;
- (5) The compensation received by the retiree is not more than the maximum nor less than the minimum monthly base salary paid to other employees performing comparable duties as listed on the City's publicly available pay schedule, reflected as an hourly rate by dividing the monthly base pay by 173.333;
- (6) The compensation paid to the retiree is limited to the hourly rate and no other benefits may be provided;
- (7) The total hours worked by the retiree in a fiscal year, for all CalPERS employers, cannot exceed 960 hours;
- (8) The retiree cannot have received unemployment insurance payments in the prior 12-month period arising from work performed as a retiree for any public employer; and
- (9) For any retirees with a retirement effective date on or after January 1, 2013, the appointment must occur at least 180 days following the date of retirement unless the employer certifies that the appointment is necessary to fill a critically needed position before 180 days have expired and the governing body approves the appointment in a public meeting.

With respect to the requirement at (1), your appointment to the position of Interim Director of Human Resources will not be effective unless and until it is approved by resolution of the City Council.

In addition, the City, in good faith, has determined that your appointment meets (2) – (7) of the foregoing requirements as follows:

- (2) If approved, your appointment will be to the vacant Director of Human Resources position during the City's recruitment for a permanent appointment;
- (3) This appointment is made because you possess the specialized skills, as identified in the first paragraph of this agreement, necessary for the purpose of the appointment and your employment will ensure the efficient continued

operation of the City's Human Resources Department during the recruitment which is a critical role for the City to continue to provide public services.

- (4) If approved, the appointment will be a one-time appointment and will not be renewed.
- (5) The compensation you will receive is no more than the maximum nor less than the minimum monthly base salary paid to other employees performing comparable duties as listed on the City's publicly available pay schedule divided by 173.333 to determine an hourly rate.
- (6) Your compensation consists of the hourly rate only; no further benefits will be provided.
- (7) Your hours will not exceed 960 hours in a fiscal year.

By executing this agreement, you are also, in good faith, determining that your appointment meets each of the foregoing requirements, including the unemployment insurance requirement noted at (8) above. That is, while the City is not in a position to do so, by signing the acknowledgment at the conclusion of this agreement you are certifying that you have not received unemployment insurance payments within the past 12 months arising from work performed as a retiree for any public employer. Further, by signing this agreement, you are confirming that the 180 day waiting period described in (9) above has been met.

Notwithstanding (7) above, the City has no way of monitoring the hours that you work for another CalPERS employer. As such, it is your responsibility to ensure that the total hours worked for the City and any other CalPERS employer do not exceed 960 hours during the fiscal year. The City's understanding is that you have worked for another CalPERS employer this fiscal year, but that the hours worked have been limited and you understand that you cannot work more than 960 for all CalPERS employers this fiscal year. You agree to notify the City if you come within 40 hours of the cap.

There is no right to continued public employment expressed by this agreement. All limited-term appointments are subject to the business necessity of the City and are at-will; therefore, the appointment may end with or without cause or advance notice.

**This agreement is not effective until approved by the City Council and your appointment made by the Council, after consideration at its Council meeting on March 22, 2023.**

If you have additional questions or comments feel free to contact me directly.

Sincerely,

Marlene Best  
City Manager

**Acknowledgment:**

I, Jessie Bishop, agree to this Temporary Limited-Term Employment Agreement During a Vacancy (CalPERS Retiree), and hereby warrant that I understand and agree with all of the terms and conditions of employment as set forth in this Agreement. Further, I hereby certify to the City of Santee that I have not received unemployment insurance payments within the past 12 months arising from work performed as a retiree for any public employer.

BY EMPLOYEE:

\_\_\_\_\_  
Jessie Bishop

\_\_\_\_\_  
Date

BY CITY:

\_\_\_\_\_  
Marlene D. Best, City Manager

\_\_\_\_\_  
Date

APPROVED AS TO FORM:

\_\_\_\_\_  
Shawn Hagerty, City Attorney

\_\_\_\_\_  
Date

**MEETING DATE** March 22, 2023

**ITEM TITLE** WORKSHOP ON THE MULTIPLE SPECIES CONSERVATION PROGRAM (MSCP) CITY OF SANTEE SUBAREA PLAN AND FINDING THAT THE WORKSHOP IS NOT A PROJECT SUBJECT TO THE CALIFORNIA ENVIRONMENTAL QUALITY ACT

**DIRECTOR/DEPARTMENT** Michael Coyne, Principal Planner



**SUMMARY**

The intent of the City's Subarea Plan (Plan) is to balance urban growth in certain undeveloped areas of the City with the preservation of wildlife habitat that supports sensitive plant and animal species (species). The Plan would allow for future private and public development to occur within these areas by requiring land be set aside and managed for permanent open space at levels acceptable to the U.S. Fish and Wildlife Service and California Department of Fish and Wildlife (collectively referred to as the Wildlife Agencies). The Plan comprehensively addresses how the City will conserve species as required by the California Natural Community Conservation Planning (NCCP) Act of 1991, the California Endangered Species Act (CESA) and the U.S. Endangered Species Act (USESA) and implemented by the Wildlife Agencies.

The future adoption of the Plan by the City would allow for the transfer of the permitting authority to the City by which landowners obtain Federal and State authorizations for takings of certain listed rare, threatened, or endangered species, while at the same time, meeting the MSCP Subregional goal of protecting sufficient land to preserve these species within the region. The Plan analyzes up to 23 species that would be "covered" under the Plan. These 23 species occur in Santee, or have the potential to occur because the habitat to support the species is present within the City.

The City has been working with the Wildlife Agencies to finalize the Plan and prepare the joint Environmental Impact Report/Environmental Assessment (EIR/EA). These documents, once adopted and certified, will become the Wildlife Agencies' basis for the transfer of the permitting authority to the City. An Implementing Agreement signed by the City and the Wildlife Agencies will provide the assurances necessary for Plan implementation. The adopted Plan would provide certainty to the City and developers as to what measures would be required for projects that result in the removal of habitat and associated impacts to species covered by the Plan, including minimum percentages of habitat required for wildlife conservation and mitigation ratio requirements.

The purpose of this Subarea Plan workshop is to provide an overview of the background leading up to preparation of the Plan, components of the Plan, the preparation of the corresponding EIR/EA, and next steps to be taken by the City.



**ENVIRONMENTAL REVIEW**

This is a workshop, not a project subject to the California Environmental Quality Act (CEQA) pursuant to State CEQA Section 15378, as the workshop is an administrative activity of government. Compliance with CEQA and the National Environmental Policy Act (NEPA) would be required for the adoption of the Subarea Plan.

**FINANCIAL STATEMENT** *JS*

Preparation of the Subarea Plan has been funded to date by two Federal Section 6 Grants and a non-Federal match by HomeFed Fanita Rancho LLC.

**CITY ATTORNEY REVIEW**       N/A       Completed

**RECOMMENDATION** *MSP*

Receive and file report, and find that the workshop is not subject to CEQA.

**ATTACHMENTS**

Exhibit A – Notice of Preparation

## NOTICE OF PREPARATION of a Draft Program Environmental Impact Report, Notice of Public Scoping Meeting

- Project:** Santee Multiple Species Conservation Program Subarea Plan
- Project Case Files:** Environmental Impact Report AEIS2014-16
- Project Proponent:** City of Santee
- Project Location:** Citywide and two conservation areas outside of the City (refer to Figure 1)

**Environmental Impact Report:** The City of Santee is preparing a Program Environmental Impact Report (EIR) for the adoption and implementation of the City of Santee (City) Multiple Species Conservation Program (MSCP) Subarea Plan (Santee Subarea Plan or Plan). The Santee Subarea Plan implements the MSCP Subregional Plan that was developed in August 1998. The Plan Area includes property within the jurisdictional boundary of the City of Santee and two conservation areas outside of the City of Santee (Figure 1). The City will be the lead agency under the California Environmental Quality Act (CEQA) for the project. This Notice of Preparation (NOP) describes the Santee Subarea Plan (proposed project) that will be analyzed in the EIR and identifies areas of probable environmental effects of the proposed project.

As specified in the CEQA Guidelines, the NOP will be circulated for a 30-day review and comment period. Agencies, organizations, and interested members of the public are invited to provide input on the scope of the environmental analysis. If you are a responsible or trustee agency, the views of your agency are requested as to the scope and content of the environmental information which is germane to your agency's statutory responsibilities in connection with the proposed project. In the event that no response or well justified request for additional time is received by any responsible agency or trustee agency by the end of the review period, we presume that these agencies have no response. Comments may be submitted in writing during the review period and addressed to:

**Michael Coyne, Principal Planner**  
**City of Santee Department of Planning and Building**  
**10601 Magnolia Avenue**  
**Santee, CA 92071**  
**Telephone: (619) 458-4100 ext. 160**  
**Email: [mcoyne@cityofsanteca.gov](mailto:mcoyne@cityofsanteca.gov)**

The NOP comment period begins on **March 17, 2023** and closes at 5:00 p.m. on **April 17, 2023**. All comments concerning the scope of the Program EIR must be submitted in writing to Michael Coyne, Principal Planner, prior to the close of the public comment period as noted above. Please indicate a contact person in your comment. The City will consider all written comments received during the noticed public review period in the preparation of the Program EIR.



## **Public Scoping Meeting**

The City will hold a scoping meeting to provide an opportunity for agency staff and interested members of the public to submit comments, either written or verbal, on the scope of the environmental issues to be addressed in the Program EIR. The scoping meeting will be held on Thursday, March 30, 2023 from 5:30 p.m. to 7:00 p.m. at the City of Santee Council Chambers, 10601 Magnolia Avenue, Santee, CA 92071. The scoping meeting will have an “open house” format, so participants can attend at any point during this window. Written comments regarding relevant issues may be submitted at the meeting.

## **Project Background**

The MSCP Subregional Plan Area is located in the southwestern portion of the San Diego region and includes the City of Santee, portions of the unincorporated County of San Diego, and the cities of San Diego, Chula Vista, Coronado, Del Mar, El Cajon, Imperial Beach, La Mesa, Lemon Grove, National City, and Poway. The MSCP Subregional Plan is a comprehensive long-term program designed to create, manage, and monitor an ecosystem preserve that will support viable populations of native plant and animal species and their habitats in perpetuity in accordance with the State Natural Community Conservation Planning Act (NCCPA) and the Federal Endangered Species Act (ESA). The MSCP Subregional Plan also accommodates continued economic development and quality of life amenities such as open space and passive recreational opportunities for residents within the appropriate areas.

The MSCP Subregional Plan is implemented through local Subarea Plans. The City of Santee has prepared a draft Subarea Plan to address the implementation of the MSCP Subregional Plan within the jurisdictional boundary of Santee, which is located east of the City of San Diego and north of El Cajon. As of 2023, five jurisdictions included in the MSCP Subregional Plan have prepared and implemented MSCP Subarea Plans, including the County of San Diego and cities of San Diego, Chula Vista, La Mesa, and Poway. The draft Santee Subarea Plan has been prepared pursuant to the requirements of the MSCP Subregional Plan, the State Natural Community Conservation Planning Act, and section 10(a)(1)(B) of the Federal Endangered Species Act.

The MSCP Subregional planning effort was initiated in the early 1990s. The *1997 Final EIR/EIS: Issuance of Take Authorizations for Threatened and Endangered Species due to Urban Growth within the Multiple Species Conservation Program Planning Area* (MSCP Final EIR/EIS), analyzed several alternative MSCP Subregional Plan Preserve designs, all of which included the Preserve design incorporated into the proposed Santee Subarea Plan. The environmental impacts associated with the establishment of the Santee Subarea Plan Preserve were studied within the range of alternatives analyzed in the MSCP Final EIR/EIS.

The Santee Subarea Plan forms the basis for obtaining a Federal section 10(a)(1)(B) permit and State Section 2835 permit. In addition, an Implementing Agreement (IA) will be prepared. The IA is an agreement between the City, United States Fish and Wildlife Service (USFWS), and California Department of Fish and Wildlife (CDFW) that identifies roles and responsibilities and ensures implementation of the Santee Subarea Plan. The Santee Subarea Plan and its associated IA establish the conditions under which the City, for the benefit of itself, public and private landowners, and other land development proponents within the Santee Subarea Plan boundaries, requests take authorization from the USFWS and CDFW. The take authorizations would allow the take of Covered Species resulting from lawful land development and other land uses in the Plan Area. Take authorization will be provided through approval of the Santee Subarea Plan by the Wildlife Agencies, execution of the IA, and issuance of the Federal and State permits.

The Santee Subarea Plan is proposed to implement all relevant sections of the MSCP Subregional Plan, including the habitat and species conservation goals and requirements of the Subregional Plan. The provisions of the Santee Subarea Plan and IA would supersede those of the overall MSCP Subregional Plan in the event of conflicts between the two plans.

### **Proposed Project**

The Santee Subarea Plan is a subregional, comprehensive program that would provide a framework to protect, enhance, and restore the habitat for specifically identified plant and animal species (Covered Species), while also streamlining permitting for Covered Activities. The term *proposed project*, is the adoption and implementation of the Santee Subarea Plan and associated Take Permits for the Permittee (the City). Evaluation of the proposed project in the Program EIR will be focused on the potential direct and indirect impacts that could result from the implementation of conservation actions and the issuance of Take Permits for Covered Activities.

Discretionary actions anticipated for the proposed project include adoption of the Santee Subarea Plan and corresponding amendments to the General Plan, Town Center Specific Plan and Santee Municipal Code.

CEQA requires an EIR to contain a statement of the objectives of the project, including the underlying purpose of the project (State CEQA Guidelines §15124 (b)). The overarching goal of the Subarea Plan is to support the MSCP Subregional ecosystem preserve. To meet this goal, the draft Santee Subarea Plan includes a Conservation Strategy that provides for the conservation and management of Covered Species within the City of Santee. The proposed project would streamline endangered species authorizations for Covered Activities by protecting, enhancing, and restoring the habitat for Covered Species in the Planning Area.

To achieve the following objectives, the draft Santee Subarea Plan calls for a combination of habitat conservation strategies, impact avoidance and minimization measures, and land use restrictions.

- Ensure the City will conserve adequate natural communities and Covered Species and habitat pursuant to the State NCCPA and the Federal ESA.
- Assemble a habitat preserve system that conserves Covered Species and their habitats and results in the conservation of biological core resource areas and habitat linkages/corridors.
- Provide a proactive and adaptive habitat management strategy for the Santee Subarea Plan Preserve System.
- Provide regulatory certainty to landowners within the City regarding land uses that could impact biological resources protected under the Santee Subarea Plan.
- Assist in the region's effort to sustain and enhance habitat for wetland-dependent species.
- Receive take authorizations for Covered Activities under section 10(a) of the Federal ESA from the USFWS for the Covered Species and a NCCP permit under the NCCPA Fish and Game Code Section 2835.
- Maintain functional wildlife corridors and habitat linkages between core biological resource areas within the MSCP Preserve System to aid in conserving the region's biodiversity, thereby enhancing the overall quality of life for the residents of Santee.
- Streamline the endangered species consultation process under Section 7 of the ESA and the lake

and streambed alteration agreements under Section 1602 of the California Fish and Game Code.

- Institute a strategy for future projects that mitigates impacts on the City’s biological resources such that impacts are appropriately mitigated.
- Achieve the goals identified in the City’s amended General Plan, by balancing the conservation of Covered Species and natural vegetation communities with housing, property rights, recreation, transportation, economic development, and other community and regional goals.

The City of Santee will be the sole permittee under the proposed Subarea Plan, which will have a term of up to 50 years.

**Covered Species** are defined as a set of sensitive species selected for coverage and are generally the species currently listed as threatened or endangered, or that may reasonably become listed during the proposed permit term, that may be impacted by Covered Activities and may benefit from Subarea Plan-related conservation and management. The Santee Subarea Plan addresses up to 23 Covered Species.

**Covered Activities** under the Santee Subarea Plan include all habitat or ground-disturbing activities identified in Santee Subarea Plan, which are known and anticipated projects (hardline projects) and future development within Santee, as well as preserve management activities.

The Santee Subarea Plan **conservation strategy** provides for the conservation of Covered Species by protecting, enhancing, restoring, and managing natural communities, Covered Species habitats, and occurrences of Covered Species. The conservation strategy identifies portions of the City where future conservation protections and habitat enhancements will be focused (see Figure 1: Preserve Map). The Preserve Map sets forth the following conservation strategy categories:

- **Hardline Conservation Lands.** These are the portions of the hardline development project areas that will be established as habitat preserves and integrated in with the Santee Subarea Plan open space network.
- **Upland Standards Areas.** The Upland Standards Areas establishes policies that will ensure the overall conservation within this portion of the City will remain at least 70% and habitat connectivity will be protected to the maximum extent possible. Future mitigation and conservation actions to protect upland habitats should be directed toward these areas.
- **San Diego River Conservation Opportunities Areas.** There are portions of the San Diego River where there are opportunities for future mitigation and conservation. The riparian and aquatic habitat along the river is mostly protected as part of the 100-year floodway and other regulatory protections. The Santee Subarea Plan recognizes that there may be some future Covered Activities within the floodway (trails, pedestrian bridges, road crossings) that could be approved and would be mitigated through habitat protection, enhancement, and creation within the San Diego River Conservation Opportunities Areas.
- **City-Owned Preserve Lands –** There are existing lands owned by the City that are part of the open space network. As part of the Santee Subarea Plan, the City will provide biological management and monitoring of City properties to meet the Plan requirements.
- **Existing Protected Open Space –** There are a number of properties within the City that are currently protected as open space and are part of the baseline conditions. While the Santee Subarea Plan does not add additional management and monitoring requirements on these baseline areas, the overall goal of the Santee Subarea Plan is to integrate and connect with the existing protected open space to create a connected open space network across the Plan Area.

- Habitats Subject to Subarea Plan Conditions – For lands outside of the Preserve Map categories described above, the Santee Subarea Plan defines requirements for the avoidance, minimization and mitigation requirements for any project that impacts natural habitats.
- Conservation Areas Outside of Plan Area - Two offsite conservation areas are included in the Subarea Plan Area. These include 127 acres of acquisition and/or restoration of habitat for the Quino checkerspot butterfly in the East Elliott area west of the City of Santee and acquisition of 80 acres of occupied Hermes copper butterfly habitat in east San Diego County (see Figure 1).
- Not a Part – Certain lands owned within the Plan Area that are not under the jurisdiction of the City (e.g. the Padre Dam Municipal Water District) and properties that have selected to be excluded are considered Not a Part (NAP) of the Plan. The take authorization under the Santee Subarea Plan is not available for projects occurring within the NAP areas.

For discretionary projects covered under the Santee Subarea Plan, any project-specific environmental review will be conducted as required under CEQA. Any future CEQA analysis for specific projects will consider consistency with the Santee Subarea Plan as part of the CEQA process.

### **Project Alternatives**

The EIR will evaluate a reasonable range of project alternatives, including the required No Project Alternative.

### **Potential Environmental Effect Areas**

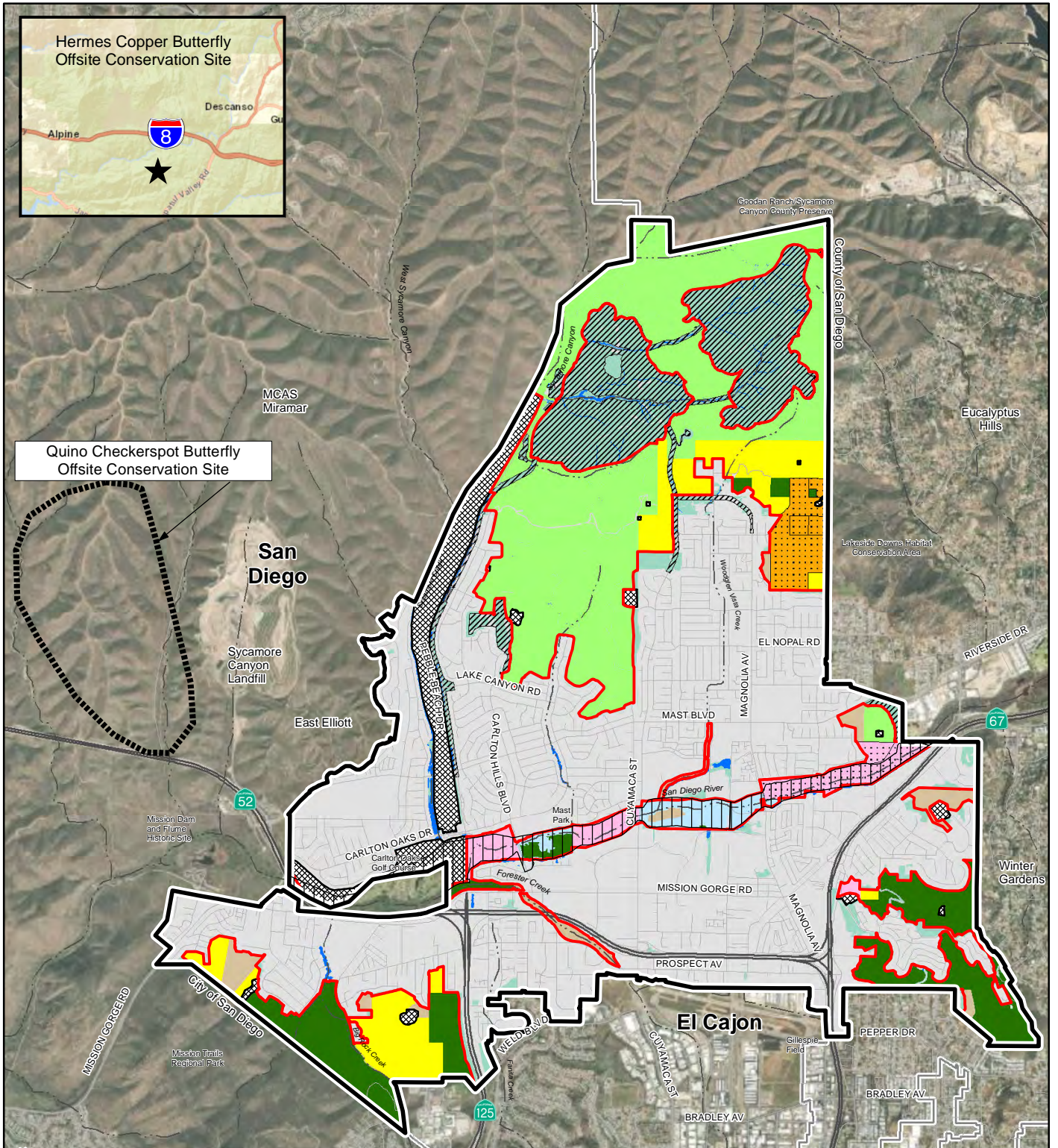
The EIR will describe the reasonably foreseeable and potentially significant impacts of the proposed project (both direct and indirect). The EIR also will evaluate the cumulative impacts of the project when considered in conjunction with other related past, present, and reasonably foreseeable future projects. The EIR will evaluate the following environmental topic areas:

- |                                   |                                  |
|-----------------------------------|----------------------------------|
| ▪ Aesthetics/Visual               | ▪ Noise                          |
| ▪ Air Quality                     | ▪ Population and Housing         |
| ▪ Biological Resources            | ▪ Public Services and Recreation |
| ▪ Cultural Resources              | ▪ Transportation                 |
| ▪ Energy                          | ▪ Tribal Cultural Resources      |
| ▪ Geology and Soils               | ▪ Utilities and Service Systems  |
| ▪ Greenhouse Gas Emissions        | ▪ Wildfire                       |
| ▪ Hazards and Hazardous Materials | ▪ Cumulative Effects             |
| ▪ Hydrology and Water Quality     | ▪ Growth Inducing Effects        |
| ▪ Land Use and Planning           |                                  |

When environmental documentation for this project is completed, it will be available for review at the City’s Department of Development Services located in Building 4 at Santee City Hall, 10601 Magnolia Avenue, Santee, CA 92071, and online at:

**<https://www.cityofsanteeca.gov/services/project-environmental-review>**

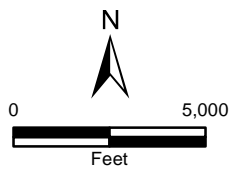




- Subarea Plan Managed Preserve**
- Subarea Plan Mitigation Lands**
- Hardline Conservation Lands
  - Upland Standards Areas
  - San Diego River Conservation Opportunities Areas
- Subarea Plan Protected Open Space**
- City-Owned Preserve Lands

- Existing Protected Open Space**
- Fully Conserved Existing Conservation Lands
  - Partially Conserved Existing Conservation Lands
  - Other Protected Open Space

- City Boundary
- Open Space Network
- Acquired Through State/Federal Funding
- Hardline Development Areas
- Not a Part
- 100-Year Floodway
- Riparian/Aquatic Habitats Subject to Subarea Plan Conditions, including Wetlands Protection
- Upland Habitats Subject to Subarea Plan Conditions
- Developed/Disturbed/Agriculture



**Figure 1**  
**Preserve Map**  
**Santee MSCP Subarea Plan**



**MEETING DATE** March 22, 2023

**ITEM TITLE** COMMUNITY RISK ASSESSMENT AND LONG-RANGE MASTER PLAN PRESENTATION; FINDING THE ACTION IS NOT A PROJECT SUBJECT TO THE CALIFORNIA ENVIRONMENTAL QUALITY ACT (“CEQA”)

**DIRECTOR/DEPARTMENT** Justin Matsushita, Fire Chief 

**SUMMARY**

This is an informational item regarding the completion of the Community Risk Assessment and Long-Range Master Plan prepared by AP Triton, LLC.

At the April 13, 2022 Council meeting, the City Council authorized the execution of a Professional Services Agreement with AP Triton, LLC to prepare a comprehensive analysis, which included a community risk assessment, evaluation of current conditions, future delivery models for current and future fire station locations and development.

Staff, as well as a representative from AP Triton, LLC, will present an overview of the Community Risk Assessment and Long-Range Master Plan findings for Council’s consideration and further direction.

**FINANCIAL STATEMENT** 

The fiscal impact is currently undeterminable and will depend on the direction to be provided by the City Council and the future actions that may be taken as a result of that direction.

**CITY ATTORNEY REVIEW**     N/A    •     Completed

**RECOMMENDATION** 

Receive report and presentation, and provide further direction to staff.

**ATTACHMENT**

Community Risk Assessment and Long-Range Master Plan





**Santee Fire Department**  
Santee, California

# Community Risk Assessment

## Long-Range Master Plan

March 2023



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## Acknowledgments

AP Triton Consulting wishes to extend its sincere appreciation to each of those individuals whose contributions and assistance made this project possible.

*Our sincere appreciation is extended to each of you...*

### Santee Fire Department

**Justin Matsushita**  
Fire Chief

**Jeff Hernandez**  
Battalion Chief

**Kyle Moyneur**  
Battalion Chief

**John Garlow**  
Fire Chief (Retired)

**Aaron Bagley**  
Battalion Chief

**Matt Hermeyer**  
City of Santee GIS

### Heartland Communications Facility Authority

**Justin Nettelton**  
GIS Analyst

**Kristan Johnson**  
Operations Manager

*...and each of the firefighters, officers, and support staff who daily serve the citizens and visitors of Santee and the surrounding communities.*

---

**Section I:**  
**ALL-HAZARDS COMMUNITY**  
**RISK ASSESSMENT**

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## City of Santee & San Diego County

### City of Santee

The City of Santee is named after Milton Santee and is located in San Diego County between the Cleveland National Forest and the Pacific Ocean and is 16.7 square miles. This area is known as East County. The San Diego River passes through the city in an east-west direction. Santee was incorporated in 1980 and is a city manager form of government. The four city council seats are elected by district, and all voters elect the mayor. The city provides various services, including parks and recreation, development services, fire and life safety, and contracts with the San Diego County Sheriff's Department for law enforcement services.

Santee is in the San Diego-Chula Vista-Carlsbad Metropolitan Statistical Area and has a population of 56,800 from the California Department of Finance, which contrasts with the U.S. Census, which places the population at 60,037. The median household income is \$85,826.

### San Diego County

San Diego County is located in the southwestern portion of California and was one of the original counties when California became a state in 1850. The county encompasses 4,208 square miles. The county's west side borders the Pacific Ocean. The eastern side contains the Laguna Mountains and a portion of the Sonoran Desert. The county has five district elected officials. They select a chairperson, vice chairperson, and chairperson pro tem annually for one year. The chief administrative officer manages the overall operations of the county. The county provides many services for the public, including the citizens of Santee, such as the courts and libraries,

3.3 million people live in the county based on the 2021 California Department of Finance estimates. The median household income is \$91,003

## Demographics

### At-Risk Populations

An area's population has different residents at higher risk of fires and other unintentional injuries. When an incident occurs, it affects service delivery for the department. The SFD response area is considered urban but has other suburban areas, ranging from single-family homes to multifamily apartments and commercial areas. NFPA has identified groups with an increased risk of injury or death from a fire, as indicated below.<sup>1</sup>

- Children under five years of age
- Older adults over 65 years of age
- People with disabilities
- Language barrier
- People in low-income communities

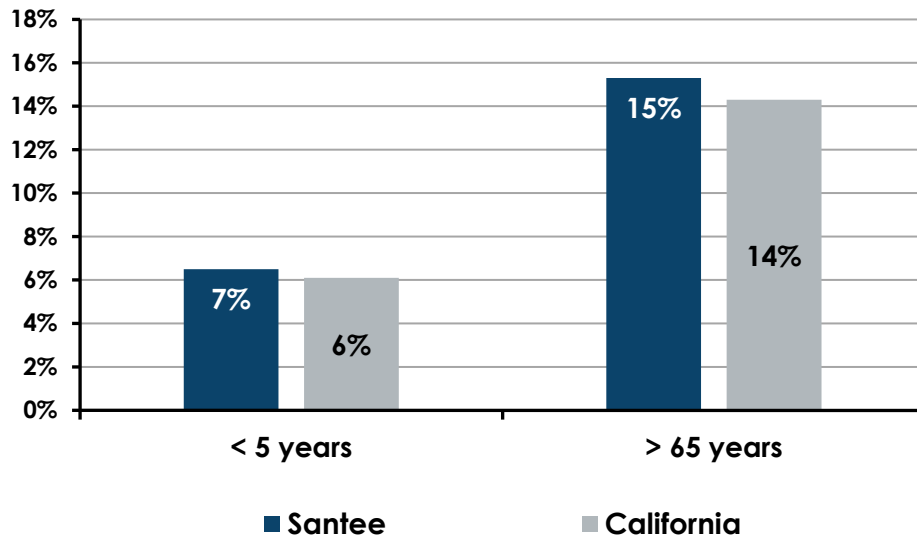
Data from the 2020 U.S. Census American Community Survey's 5-year estimates identified several groups in these categories that are more likely to need emergency services, specifically EMS, than other populations.<sup>2</sup>

### Age

A person's age in a high-risk population directly relates to an increase in unintentional injuries and death or injury from a fire. For example, older adults are 2.6 times more likely to die in a fire than in the United States. These age risks increase service demand, specifically for older adults needing additional medical care.<sup>3</sup>

Children under five are at more risk because they are unable to care for themselves and need additional assistance during an emergency. Recent trend data (2018) from the U.S. Fire Administration indicates that this age group's relative risk of dying in a fire has dropped 30% in the last ten years and is credited to increased fire prevention and education. The percentage of children under five is 6.5%, slightly lower than in California at 6.1%. The population of those over 65 is 15.3% in SFD, higher than the state at 14.3%. The median age is 38.9 compared to the state at 36.7. The following figure shows the percentage of children less than five years of age and those 65 years and older.

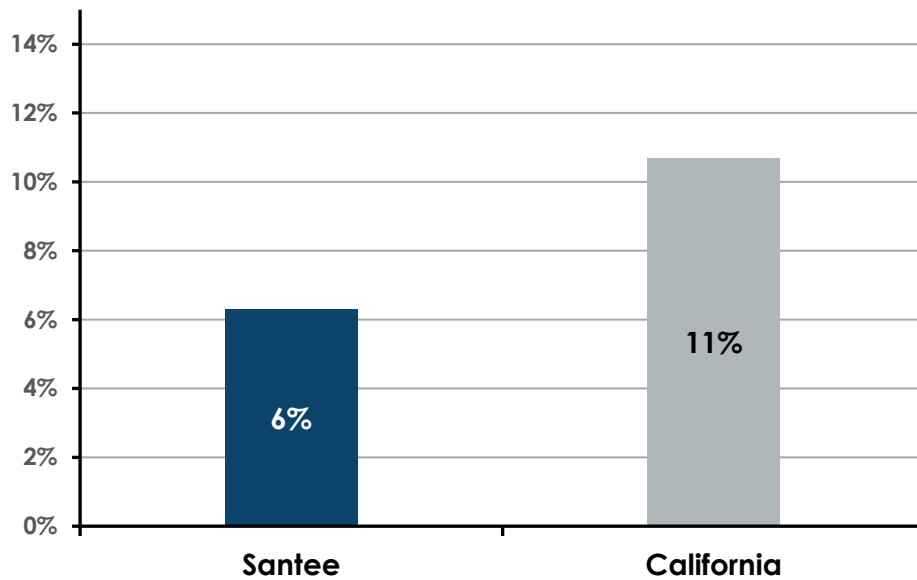
**Figure 1: Age Risks**



**Disabilities**

The residential population with disabilities is 6.3% in Santee compared to the state at 10.7%. This population group may be unable to self-evacuate from a building during an emergency or need additional medical services because of their disability. This may create additional demand for medical services, specifically as they age. The following figure depicts the percentage of households with a disability.

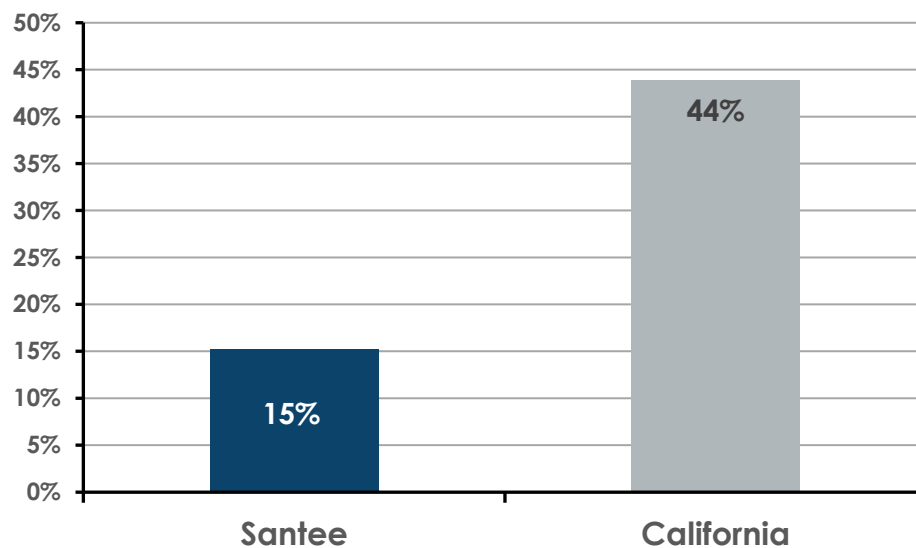
**Figure 2: Population with a Disability**



### Language Barriers

SFD may encounter someone who needs another type of communication. The number of people over five speaking another language than English is approximately 15.2%, which is much lower than the state at 43.9%. Although this percentage is much lower in Santee than in the state, this population may not understand smoke alarm technology designed to provide early warning during a fire, increasing the risk of injuries or death in their home. The following figure shows the percentage of the population with a language barrier.

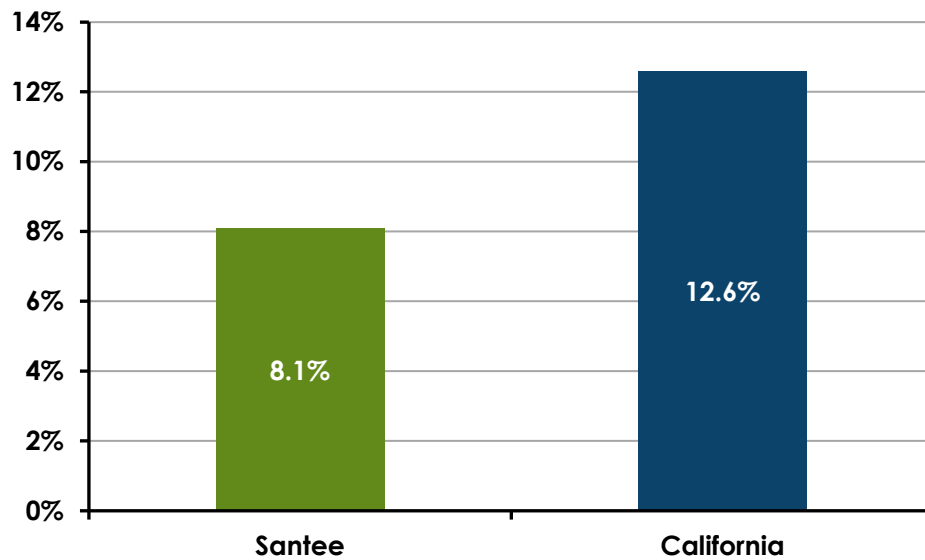
**Figure 3: Language Barriers**



### Poverty & Income

The lack of high incomes has increased the risks of fires and medical illnesses in the population because of their age, inability to receive adequate medical services because of no health insurance, thus an inability to pay, and the condition of their housing. People living below the poverty level are considered at the highest risk when combined with other factors such as education levels, disabled, or unable to work. In addition, low income can lead to higher mental health impacts in the community. A report from the World Economic Forum states that depression and anxiety are nearly three times as likely in people with low incomes.<sup>4</sup>

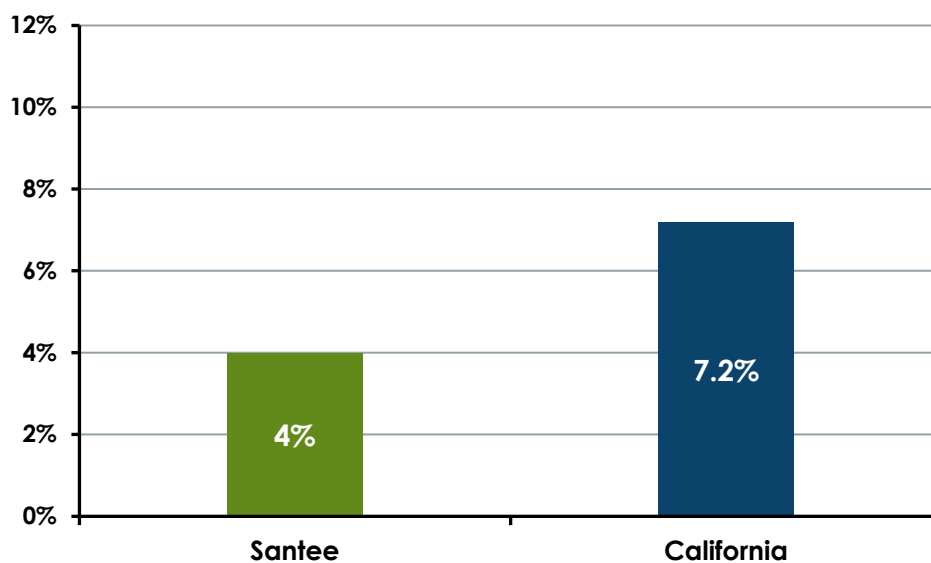
The median household income is \$85,826, which is slightly less than the state's \$84,907. Only 8.1% of the population is considered in poverty, less than the state at 12.6%. The following figure provides the percentage of people in poverty compared to the state.

**Figure 4: Percentage of People in Poverty**

### Additional Demographics

#### Persons without Health Insurance

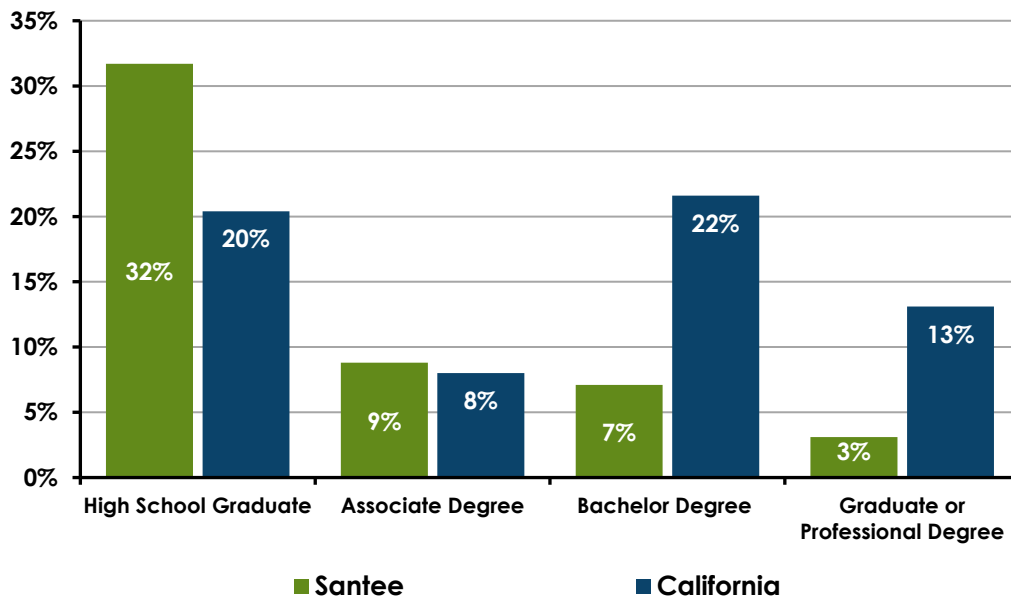
Populations without adequate health care can burden service delivery and increase the rate of medical incidents. In addition, a lack of health insurance may affect lower-income populations at a higher rate since they cannot pay for medical visits. For example, 4% of Santee's population is without health insurance compared to 7.2% in the state. The following figure provides the percentage of people with no health insurance.

**Figure 5: People with No Health Insurance**

### Education Levels

Educational attainment is not considered one of the at-risk populations. Still, it is recognized as another risk group when developing fire and life safety education programs. In Santee, 32% have at least a high school diploma compared to 20.4% of the state, while only 7% have a bachelor's degree or higher compared to the state at 22%. This group may fall into other categories, such as lower incomes and no health insurance. The following figure provides information on the levels of education in the city of Santee.

**Figure 6: Education Levels for People over 25**



### Race & Ethnicity

Race is considered a person's identification with a social group, such as White, Black, African American, or Asian. At the same time, ethnicity identifies someone based on nationality, religion, language, or culture. The below figure shows the race and ethnicity percentage for Santee and the state.



**Figure 7: Race and Ethnicity**

Race and Ethnicity	Santee	California
White alone	78.9%	71.9%
Black or African American alone	2.1%	6.5%
American Indians & Alaskans alone	0.9%	1.6%
Asian alone	4.7%	15.5%
Native Hawaiian & Other Pacific Islanders alone	0.2%	0.5%
Two or more races	9.8%	4.0%
Hispanic or Latino (of any race)	19.7%	39.4
White alone, not Hispanic or Latino <sup>A</sup>	67.4%	36.5%

<sup>A</sup>White alone, not Hispanic or Latino, are individuals who responded "No, not Spanish/Hispanic/Latino" and reported "White" as their only entry in the race question. Data was sourced directly from the U.S. Census QuickFacts page.

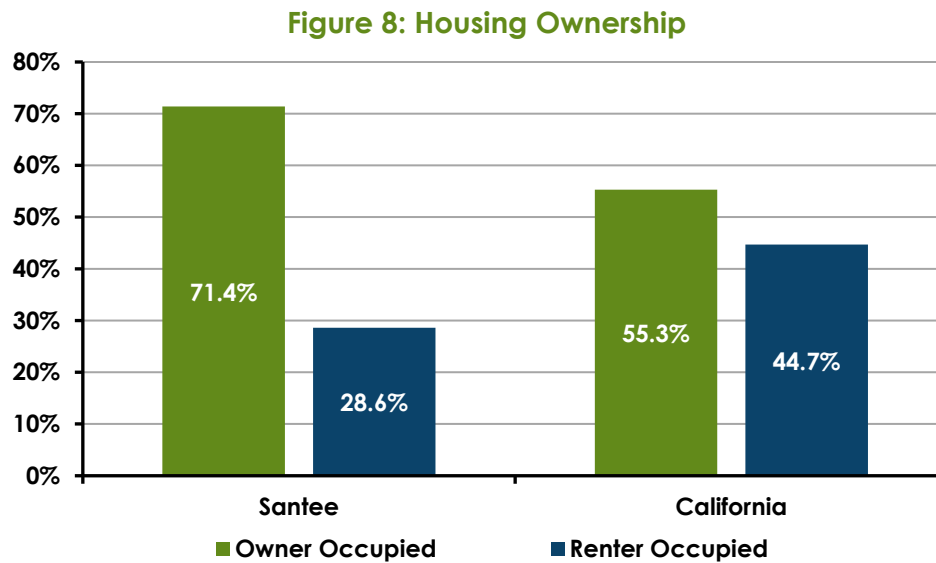
### Housing Characteristics

Housing types can vary in a community and provide insight into ownership, the age of the home, and the number of units in the building. SFD has approximately 21,244 housing units, while 604 are vacant. Vacant structures can pose a risk for the fire department and community if the building is not secured to prevent entry. If the building is not maintained, the structural integrity can degrade and present problems during a fire. Vandalism may create additional problems for the fire department and law enforcement.

Data from the NFPA states that from 2015 to 2019, 75% of fire deaths occurred in homes, and 57% were male.

## Housing Ownership

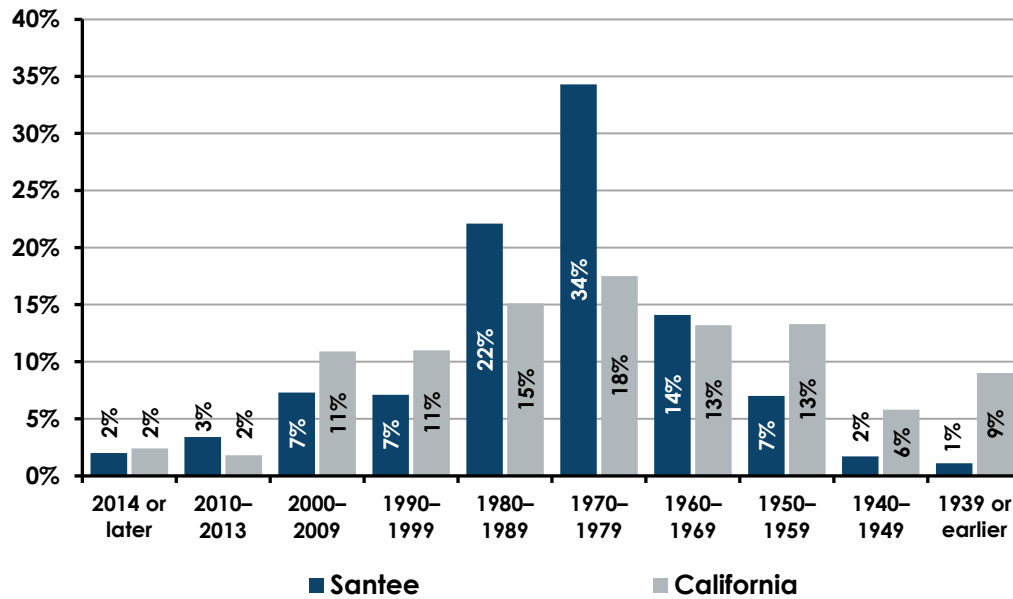
Homeownership in Santee is 71.4% compared to the state at 55.3%. The following figure shows the percentage of the owner and rented occupied housing in Santee and the state.



## Age of Housing

As buildings age, the cost of maintaining the structure increases over time. Homes built before smoke alarm installation requirements create a higher risk if none are present. The homes built before 1980 are 58%, before most building code requirements for smoke alarm installations. Working smoke alarms have reduced fire death and provided an early warning during the event of a fire. New codes now require smoke alarms for new residential properties in each bedroom, hall, and floor. The preceding figure provides the age of housing by decade.

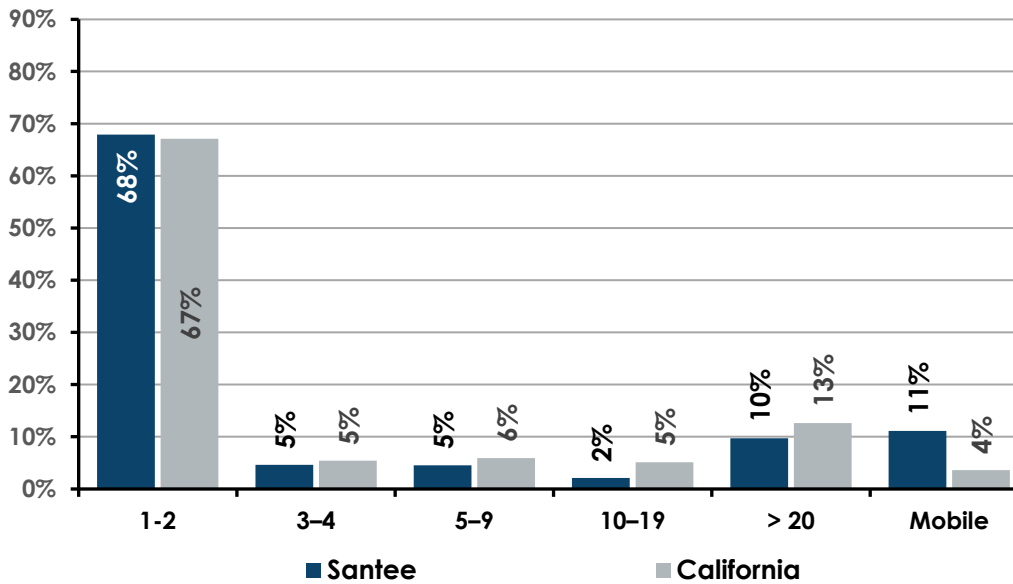
**Figure 9: Age of Housing**



**Housing Units**

The number of people living in one- or two-family dwellings is 68% compared to the state at 67%. This high percentage is reflective of homeownership. Mobile homes at 11% are more than double that of the state. The next figure lists the percentage of housing unit types.

**Figure 10: Housing Units per Building**



## Land Use

The concept of land use regulation is to provide attractive social and environmental outcomes to assist in the management of development efficiently. Land use for a community is designed to assign a classification for properties within a geographical area generally under governmental control. Zoning areas may vary from one portion of the service area with a mixture of low-, moderate-, and high-risk properties.

- **Low Risk:** Areas zoned for agricultural purposes, open spaces, low-density residential, and other low-intensity use.
- **Moderate Risk:** Areas zoned for medium-density single-family properties, small commercial and office uses, low-intensity retail sales, and similarly sized business activities.
- **High Risk:** High-intensity business districts, mixed-use areas, high-density residential, industrial, storage facilities, and large mercantile centers.

Most of Santee has been developed except for the Fanita Ranch Planned Development on the northern side of the city. Fanita Ranch has been submitted for development since the 1980s and was re-entitled on September 14, 2022. Most other development is in-fill projects on vacant lots or the redevelopment of existing buildings.

The city council adopted the current General Plan in 2003. An updated housing element was completed and approved by the city council on October 12, 2022, to remain in compliance with state law. The housing element mentions the increase in accessory dwelling units (ADU) to increase the number of affordable housing units. They do not have any development impact fees until September 2024. The Regional Housing Needs Allocation from the San Diego Association of Governments assigned 1,219 housing units for Santee between 2021 and 2029 and nearly 900 additional units because of upsizing of existing zoning to increase density. These additional housing units do not include the Fanita Ranch Planned Development.

The following figure shows the percentage of land use types in the city.

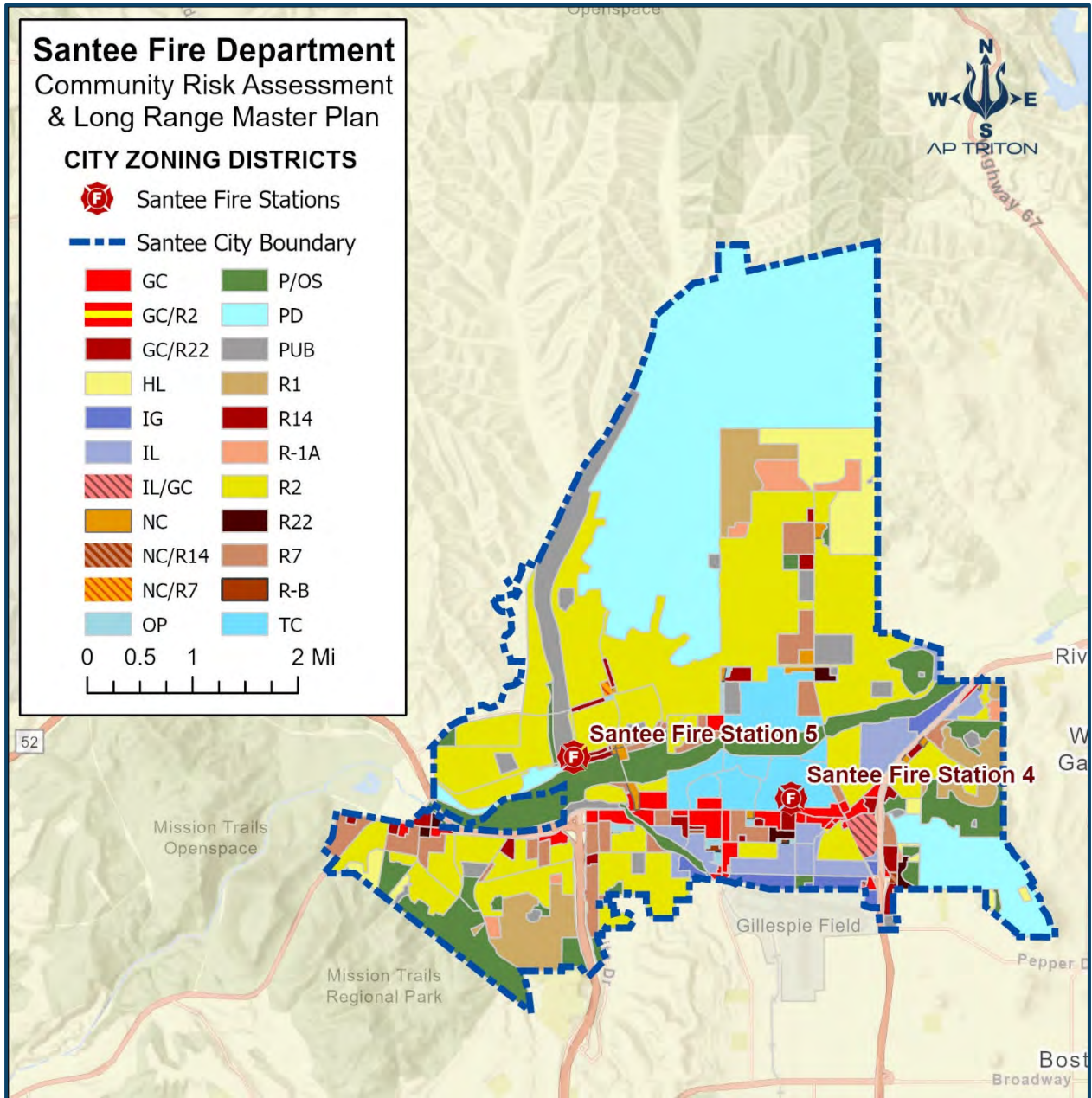
**Figure 11: Land Use Types**

Land Use	Percent
<b>Residential</b>	<b>43.2%</b>
Single-family	35.2%
Multifamily	7.6%
Health care / Assisted living	0.4%
<b>Commercial</b>	<b>8.3%</b>
Retail/Office	4.1%
Industrial/Technology / Logistics	4.2%
<b>Mixed-use</b>	<b>0%</b>
<b>Public Use</b>	<b>39.4%</b>
Gov't Infrastructure, public ways	4.6%
Public use, Schools/Libraries/Centers	2.1%
Parks and open spaces	32.7%
<b>Agricultural/Undeveloped</b>	<b>N/A</b>
<b>Other (specify)<sup>A</sup></b>	<b>9.1%</b>

<sup>A</sup>Fanita Ranch Planned Development

The following figure shows the zoning districts in Santee as of August 2022.

**Figure 12: Santee Zoning Districts**



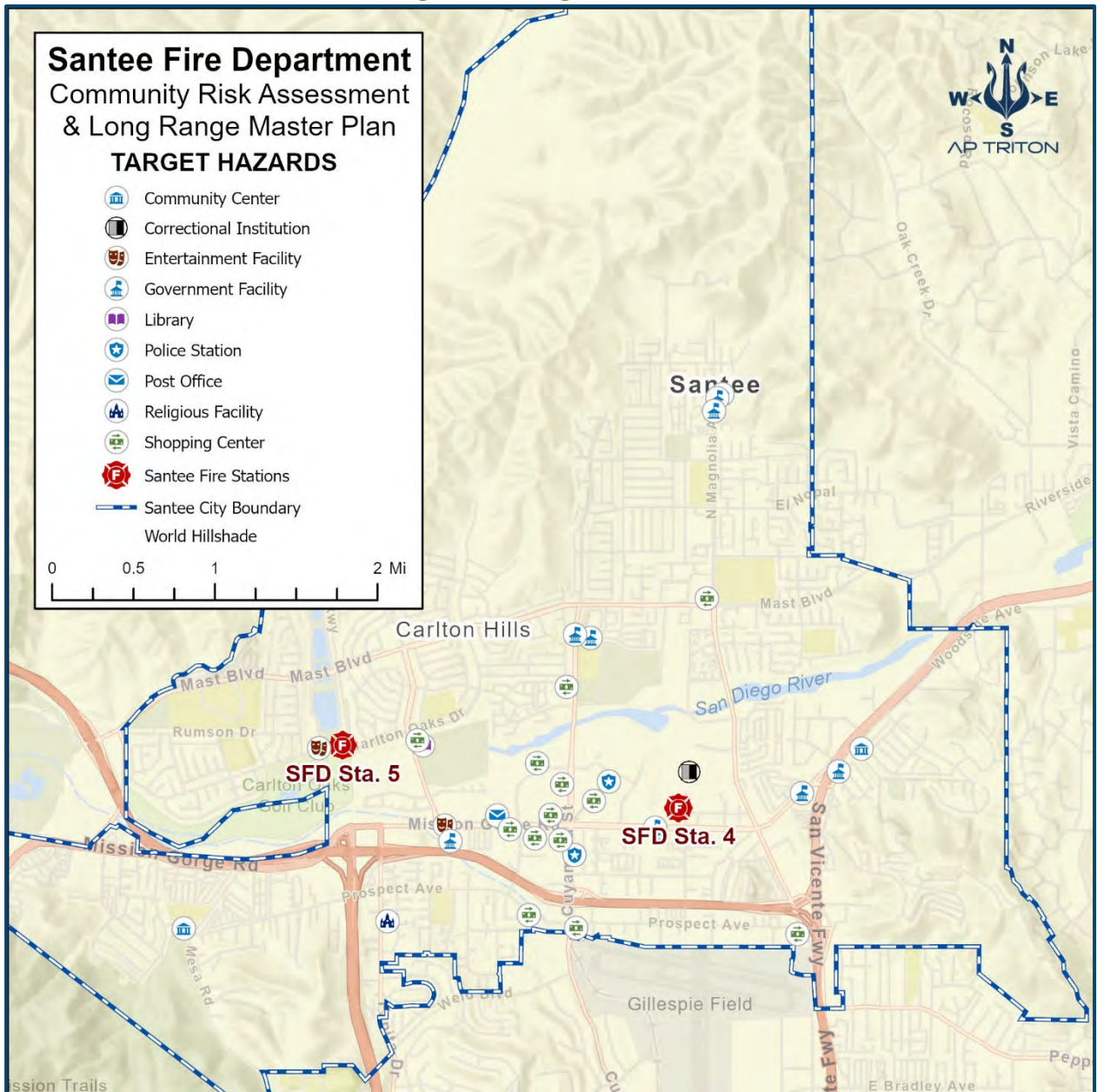


### **Physical Assets Protected**

Commercial occupancies or properties are considered target hazards in every community because of the special or unique risks to emergency responders and the occupants during an incident or event. Therefore, each of these occupancies should have up-to-date pre-incident surveys completed annually. The surveys allow responders to become familiar with the building, property, and special hazards.

All new construction projects must submit building and site plans to update or create new pre-incident plans. However, there is currently no formalized process or procedure for pre-incident planning. Still, SFD does attach copies of plans available to responding crews during an incident on a mobile computer. Properties with pre-incident plans include multifamily apartments and high-hazard businesses. The following figure shows the locations of target hazards in Santee.

Figure 13: Target Hazards



**Structural Risks**

The risks created by residential or commercial occupancies for those in a building and emergency responders increase based on the facility type. A new fire inspector position is now working on completing all state-mandated inspections. Still, no fire code operational permits have been issued. All adopted fees are not being charged, but this additional revenue could offset costs for a new community risk reduction coordinator.

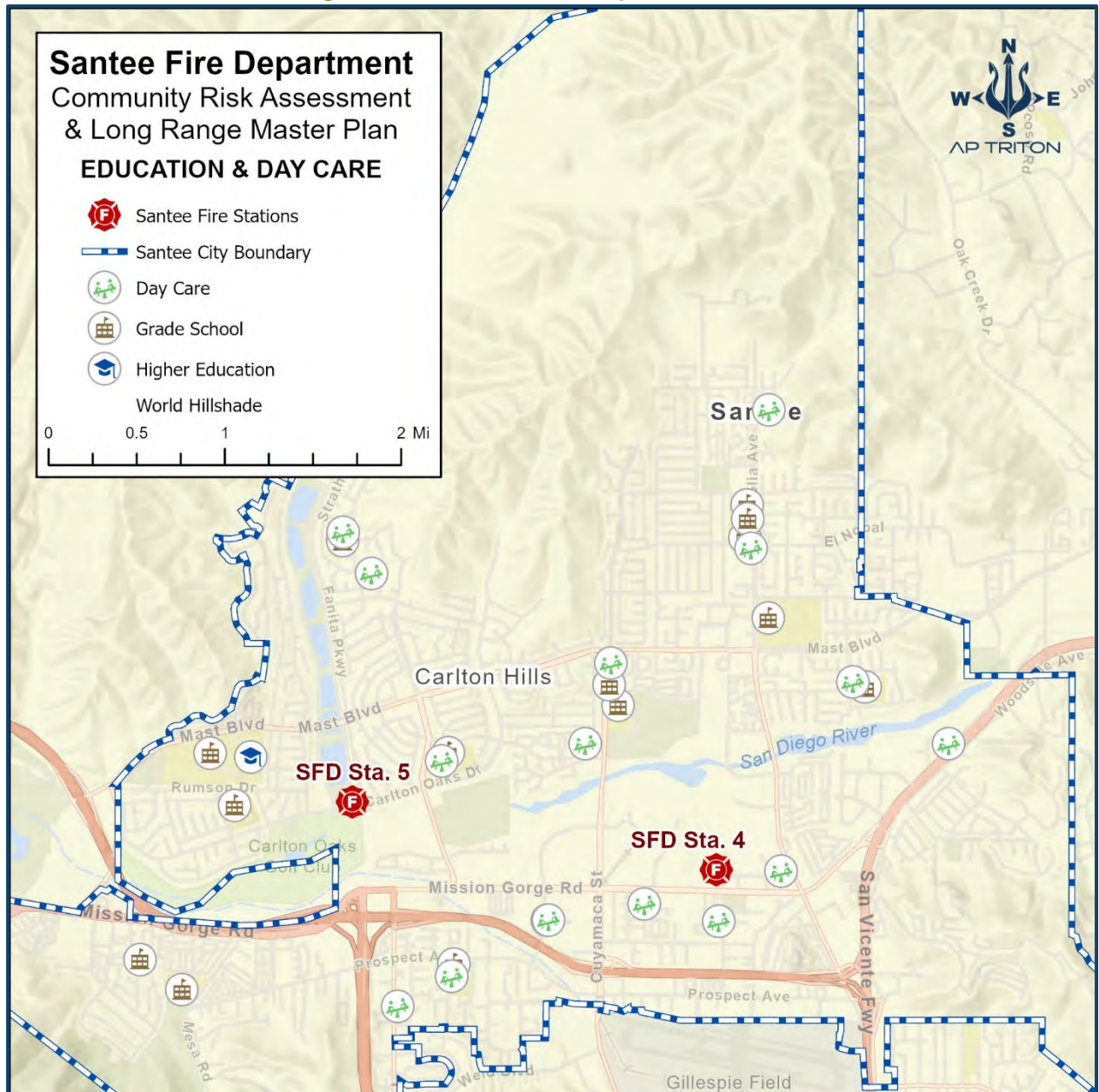
SFD currently uses Streamline as its records management system to track inspections and occupancy information. However, the data needed to create maps for several occupancy types was unavailable. The following section discusses the different occupancy types in Santee.

### **Educational & Childcare Facilities**

Childcare facilities and public and private schools increase community risks and require substantial assistance during an incident. Because of their higher risk, these occupancies receive annual fire and life safety inspections to comply with the existing fire codes. In addition, these buildings or facilities should complete monthly fire drills and provide a designated outdoor assembly location to meet during an incident. There are 10 elementary and middle schools in Santee and two high schools.

Childcare facilities for infants, preschool, or afterschool care for children create specific concerns because of their age. For example, very young children need additional assistance from childcare workers to evacuate a building during an emergency, and an evacuation may require the employees to carry the infants. The following figure shows the locations of educational and daycare facilities.

**Figure 14: Education & Daycare Facilities**



**Assembly**

Gathering large groups of people in a single location or building increases risks in locations such as a place of worship, entertainment venue, or eating establishment. In addition, a public safety plan may be required at special outdoor events such as street fairs or mass gatherings. This plan should include emergency vehicle access and egress, fire protection, emergency medical services, and public assembly areas.



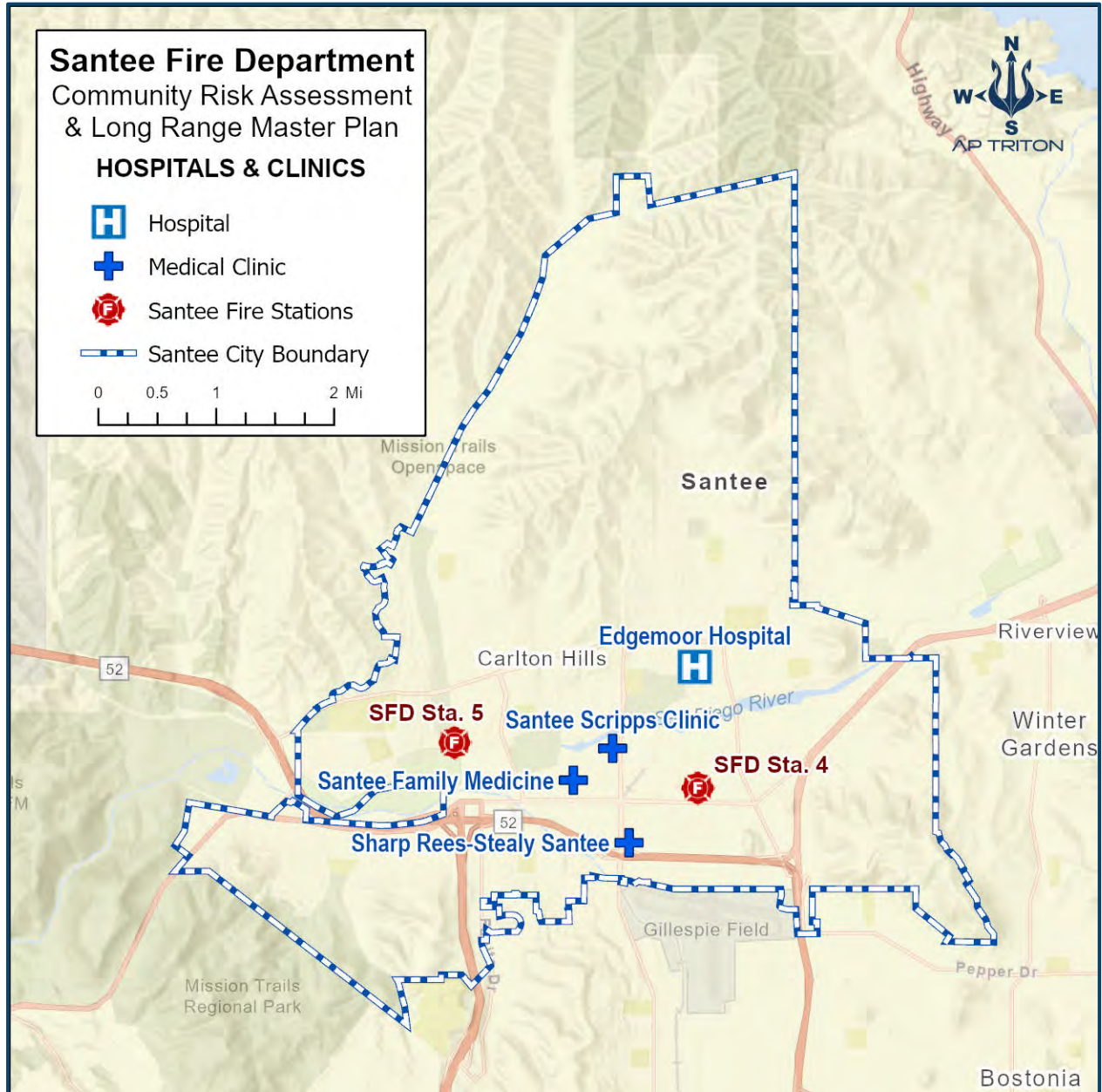
It should also indicate directing of vehicular traffic and attendees, vendor, and food concessions, the need for law enforcement, fire or EMS personnel, and weather monitoring. Several mass gathering events are held annually in Santee, with attendance ranging from 2,000 to 10,000. These events include food and drink festivals, July 4<sup>th</sup> fireworks, holiday events, Fido Fest, and a street fair.

### **Hospital & Medical Facilities**

These facilities provide medical care in the community to assist the sick or people seeking medical attention. Hospitals are at a higher risk because of the inability of some patients to self-evacuate from the facility. These locations require more fire and life safety requirements than medical clinics to enhance the occupants' protection. Other protection includes a fire alarm to notify the occupants of an emergency or a fire sprinkler system to control or extinguish a fire.

Edgemoor Hospital provides 24-hour skilled nursing services through San Diego County for disadvantaged people. The next figure shows hospital and medical clinics locations.

Figure 15: Hospitals & Clinics





**Congregate Care Occupancies**

As people age, declining health or cognition may require them to seek a living facility to assist with daily activities. Depending on their mobility or cognitive conditions, they may need more assistance evacuating the building. Special locking arrangements for areas where patients with dementia or Alzheimer's are living are allowed to prevent them from leaving the facility. These locations require additional fire protection systems to protect the occupants, similar to a hospital's. Staff should have developed plans for removing the occupants or patients during an emergency to meet fire code requirements and should be confirmed on the annual inspection.

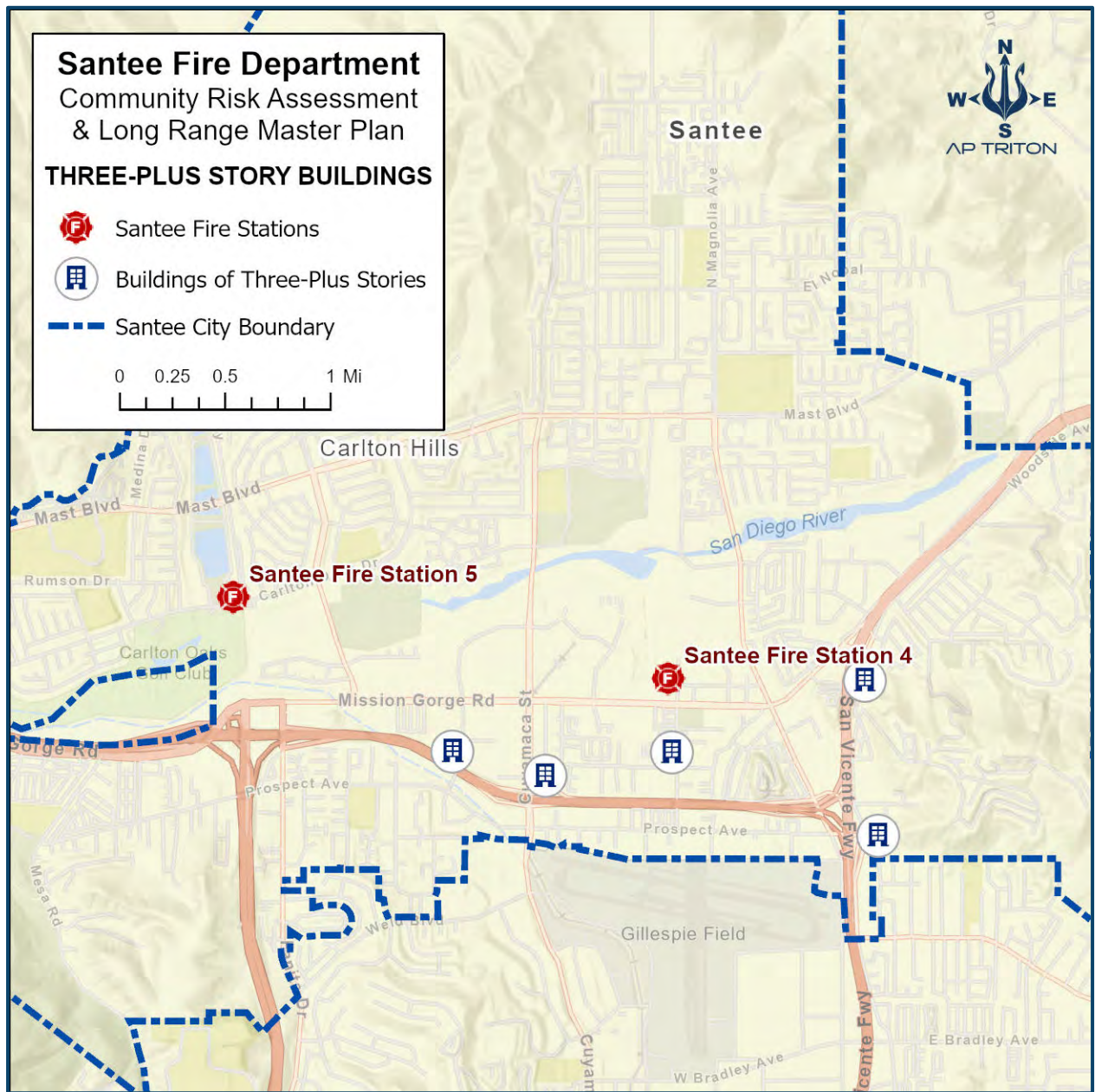
**Multifamily Occupancies**

Although multifamily housing has fewer fires caused by electrical or heating malfunctions, the risk of cooking fires is twice the rate of other building fires.<sup>5</sup> Updated building and fire codes now require these buildings to have a residential fire sprinkler system installed and interconnected smoke alarms in all bedrooms, hallways, and floors. These fire protection systems are designed to provide enough time for the occupants to evacuate the building. In addition, the common areas should receive annual fire and life safety inspections.

**Buildings Three or More Stories in Height**

Structures three or more stories in height typically require an aerial apparatus with an elevated master stream. A ladder truck may be necessary to access these higher buildings' upper floors or roofs since most ground ladders cannot reach these heights. The Insurance Services Office reviews the coverage area for a ladder truck for all buildings within 2.5 miles.

**Figure 16: Buildings Three or More Stories in Height**

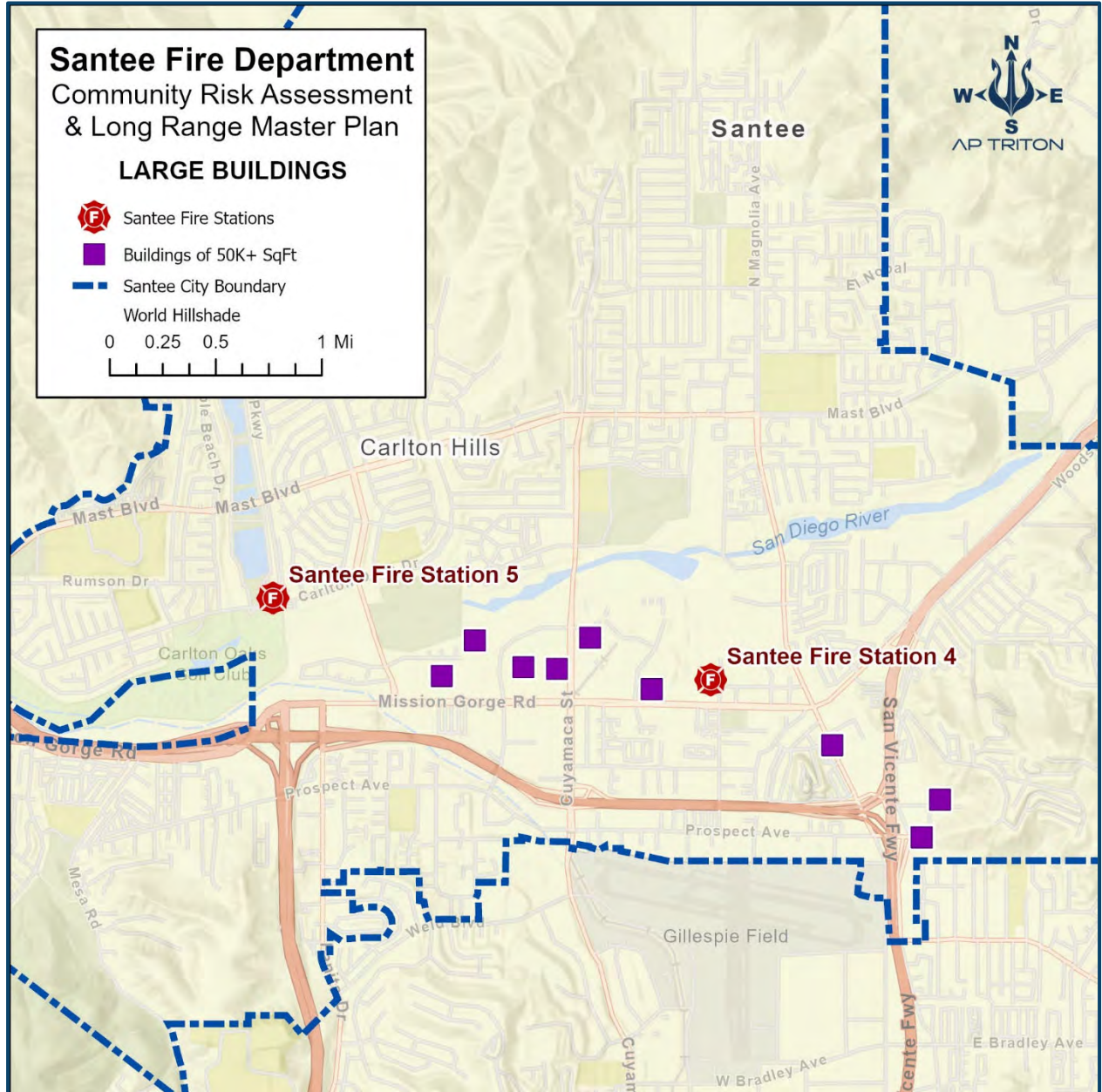


### Large Square Footage Buildings

SFD has a limited number of large square-foot buildings. However, the fire flow may be more significant for some smaller buildings because of construction type, distance to exposures, and lack of built-in fire protection systems such as fire sprinklers. Large buildings, such as warehouses, strip malls, and large "box" stores, require significant volumes of water for firefighting and more firefighters to advance hose lines long distances into the building.

An incident at these locations may overwhelm SFD and require outside assistance. The following figure provides the location of buildings greater than 50,000 square feet.

**Figure 17: Buildings Greater Than 50,000 Square Feet**

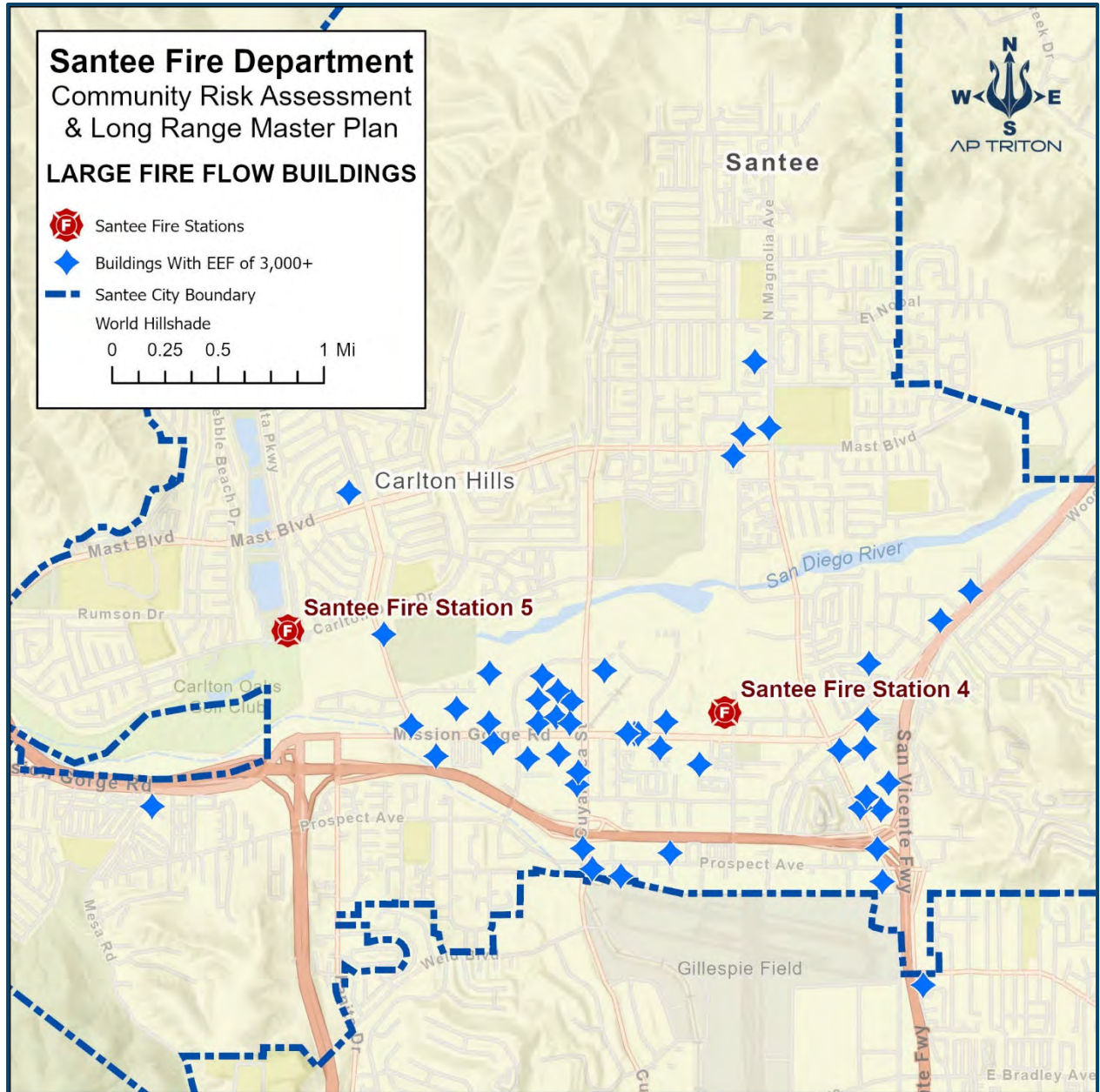




### Large Fire Flow Occupancies

Other buildings may require a higher amount of water to extinguish a fire. These occupancies can present a problem if the needed water is less than what is available from the water supply from hydrants or other water sources. The following figure shows the occupancies with a needed fire flow greater than 3,000 gallons per minute.

**Figure 18: Large Fire Flow Building**



## Critical Infrastructure

Critical infrastructure and key resources (CIKR) explain what is crucial for a community to function in a modern economy. Critical infrastructure is defined as a sector "whose assets, systems, and networks, whether physical or virtual, are considered so vital to the United States that their incapacitation or destruction would have a debilitating effect on security, national economic security, national public health or safety, or any combination thereof." There are sixteen defined Critical Infrastructure Sectors (CIS):<sup>6</sup>

- Chemical Sector
- Commercial Facilities Sector
- Communications Sector
- Critical Manufacturing Sector
- Dams Sector
- Defense Industrial Base Sector
- Emergency Services Sector
- Energy Sector
- Financial Services Sector
- Food & Agriculture Sector
- Government Facilities Sector
- Information Technology Sector
- Nuclear Reactors, Materials, & Waste Sector
- Transportation Systems Sector
- Water & Wastewater Systems Sector
- Healthcare and Public Health Sector

All these sectors may not be in the SFD service area—each community must determine critical infrastructure locations and develop pre-incident plans for responding personnel.

Other buildings to consider as target hazards could include occupancies with a potential for a significant loss of life, such as places of public assembly, schools and childcare centers, medical and residential care facilities, and multifamily dwellings. Other considerations include buildings with substantial value to the community—economic loss, replacement cost, or historical significance—that, if damaged or destroyed, would have a significant negative impact. Responses to target hazards may require many SFD resources and automatic aid during an incident.

## Hazardous Materials

Events that occur without warning or that are unknown and suddenly appear are considered technological hazards. Examples include industrial accidents or hazardous chemical releases. Each community should create contingency plans for the specific risks in their jurisdiction. This may include permitting, fire and life safety inspections on a periodic basis, and pre-incident planning. These activities are designed to reduce risks and provide on-site visits for fire department personnel.

A building or facility that stores or produces hazardous materials may require special personal protective clothing and equipment to control or mitigate the event. Locations with hazardous materials on-site for any time during the year exceeding the limits established by the Environmental Protection Agency are required to file Tier II reports.

These reports are provided to local jurisdictions, local emergency planning committees, and the State's Emergency Response Commission as required by the Emergency Planning and Community Right-to-Know Act of 1986, also known as SARA Title III. These thresholds require submission:

- Ten thousand pounds for hazardous chemicals
- Lesser of 500 pounds or the threshold planning quantity for extremely hazardous chemicals
- California requires additional reporting quantities through a five-tier system that authorizes the treatment and storage of hazardous waste.

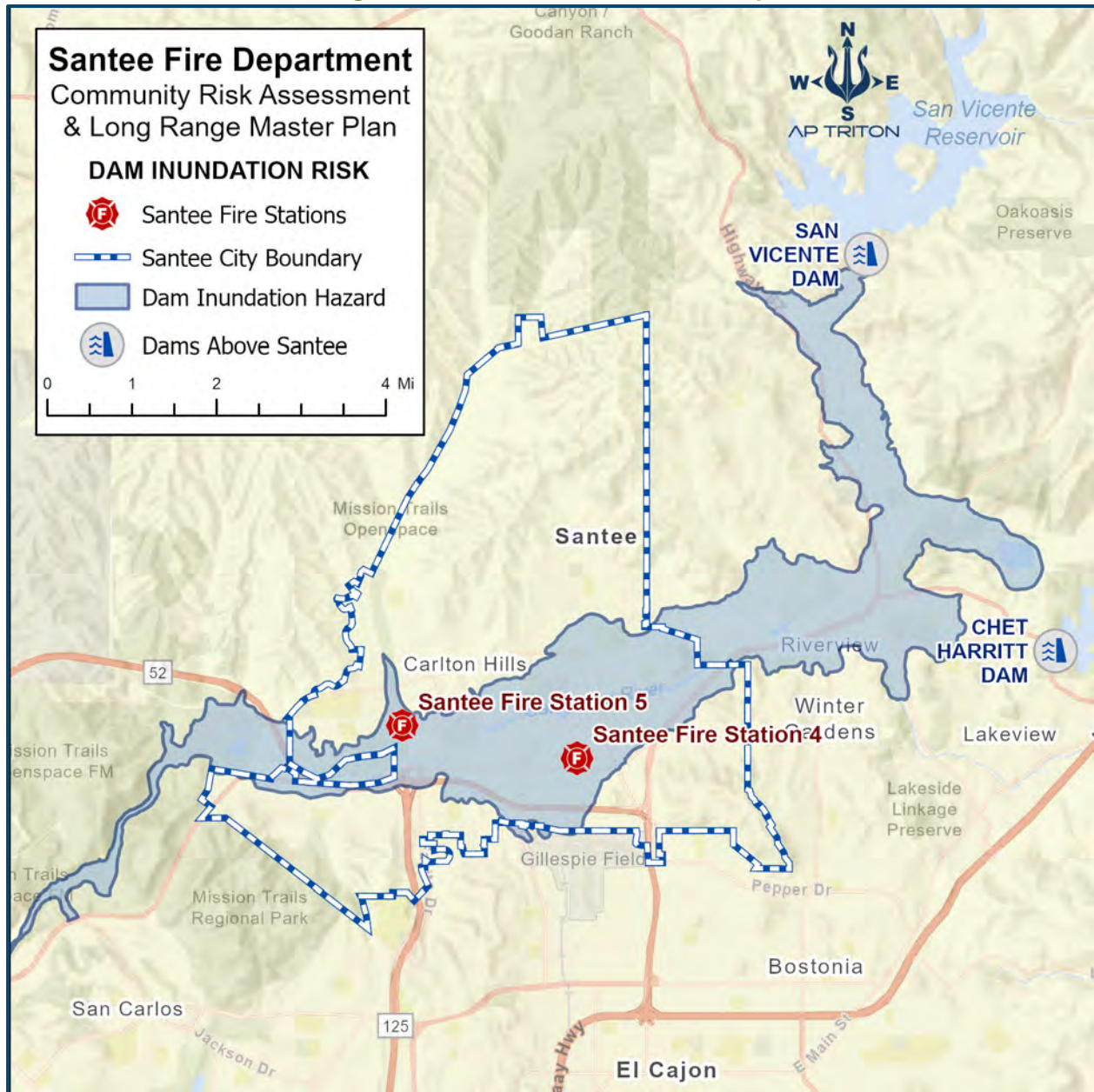
SFD is trained to hazardous materials operations level and can mitigate low-risk incidents. If an incident requires a higher level of response, the San Diego County and San Diego City Hazardous Incident Response Teams (HIRT) are requested. This response protocol is available through a joint venture with the county.

### **Dam Failure**

The threat of a dam failure is high for the San Vicente Dam located northeast of Santee. This dam has a height of 337 feet after it was raised 117 feet in 2017. The reservoir can hold up to 242,000 acre-ft of water. The California Division of Safety of Dams places this dam at an *Extremely High* risk.<sup>7</sup> Other dams include El Capitan and Chet Harritt dams. The San Diego County Hazard Mitigation Plan (HMP) identified an exposed population of 20,815, 6,968 residential, and 267 commercial buildings exposed during a dam failure. The total exposure is more than \$3 billion. The following figure shows the dam inundation risk in Santee.



**Figure 19: Dam Inundation Risk Map**



**Energy**

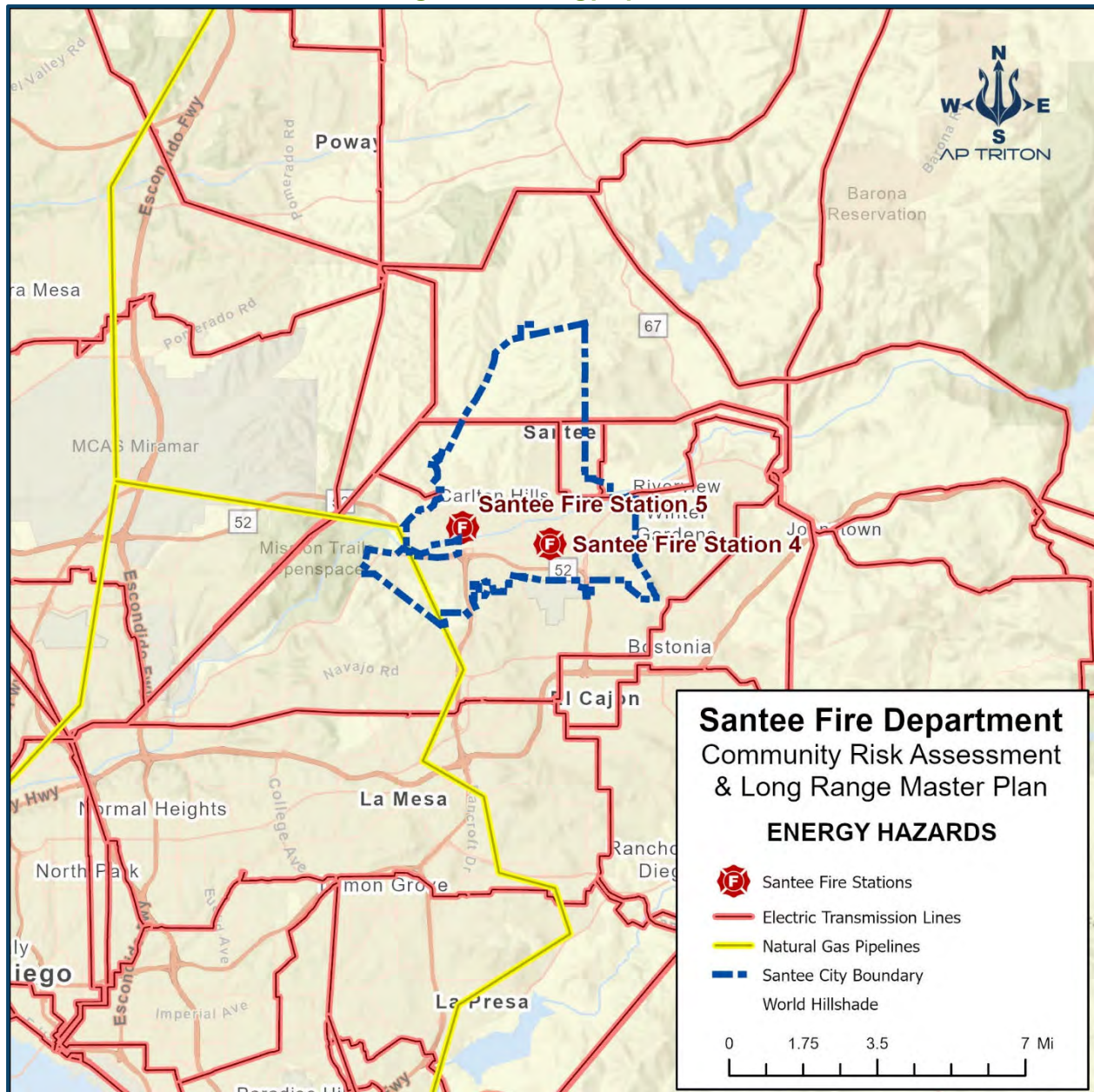
The ability to provide energy is a necessary component of a thriving community. The community depends on energy sources, whether it is electricity generation and transmission systems, fuel distribution and storage tanks, or natural gas pipelines and regulator stations. The need for power includes communications, traffic signals, and daily activities requiring energy use.

## Electricity

San Diego Gas and Electric (SDG&E) provides electrical service for Santee. 123-kilovolt and 230-kilovolt electrical transmission lines travel through the city for distribution and to other parts of the region. Electrical sub-station steps down the voltage in the distribution system for residential and commercial users and are located on Mast Blvd west of Eucalyptus Drive and just outside the city limits near Weston Rd and Hightail Dr. Emergency responders require extreme caution if an incident occurs at one of these locations. Entry by SFD personnel to a sub-station should not happen until representatives of SDG&E arrive on the scene and give clearance. Recent terrorist attacks on electrical substations have affected communities with a loss of power for several days.

SDG&E may implement Public Safety Power Shutoffs (PSPS) after utilizing a system to determine if conditions are forecasted to deteriorate. SDG&E looks at a five-day weather forecast if high winds, dry vegetative materials, on-the-ground observations, or low humidity are expected to occur. They continue to monitor weather forecasts and notify customers at critical care facilities and those with medical conditions of potential shutoffs. More than 1,000 weather stations are used to assist in its decision-making process. There have not been any PSPS recently in Santee; most have occurred east of the city. The following figure shows the locations of electrical transmission lines.

Figure 20: Energy Systems



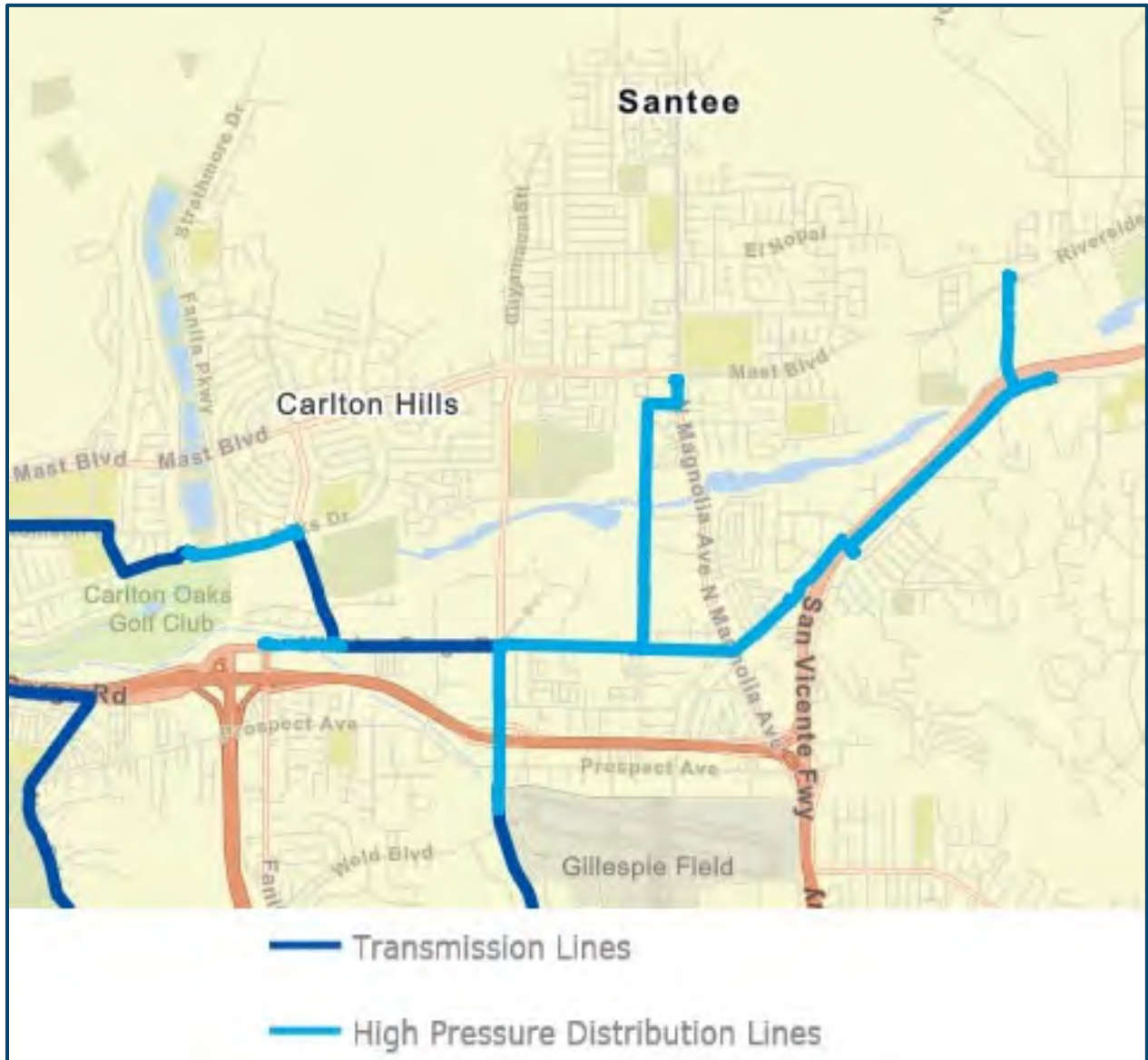
**Natural Gas**

SDGE provides natural gas in the city through transmission and high-pressure distribution lines that supply service lines for commercial and residential use. SDGE's natural gas transmission pipeline travels along right-of-ways, including Woodside Ave, Mission Gorge Rd, Carlton Hills Blvd, and Carlton Oaks Dr.



Incidents involving natural gas are often caused by contractors who cut or damage lines when excavating during construction. Detailed information about gas pipelines is limited by the Pipeline and Hazardous Materials Safety Administration (PHMSA). The following figure from SDGE shows the detail of natural gas transmission and high-pressure pipeline locations in Santee as allowed by PHMSA.

**Figure 21: Natural Gas Transmission & High-Pressure Lines**



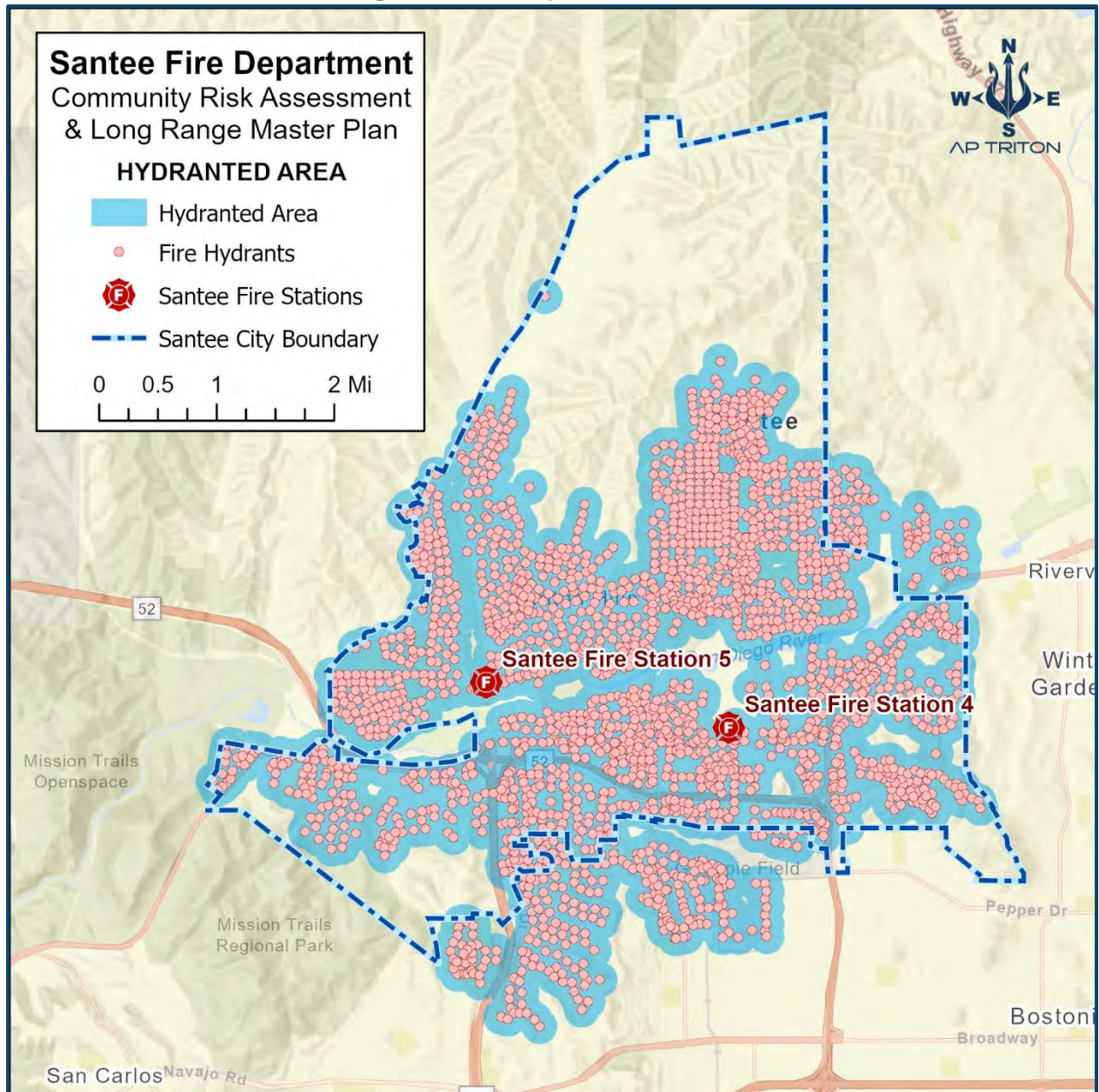
## Water Supply

Controlling a fire becomes challenging without an adequate water supply and distribution system consisting of water storage, mains, and a fire hydrant system. A system of well-distributed hydrants and appropriately sized water mains are necessary to provide the required water for fire ground use.

Padre Dam Municipal Water District (PDMWD) provides water for the city and is imported from the Metropolitan Water District of Southern California (Metropolitan) and the San Diego County Water Authority (SDCWA). PDMWD is currently working on a major, multi-year water reclamation project that is not expected to interfere with water delivery but may impact traffic patterns. The water is treated at Metropolitan's Skinner Treatment Plant near Temecula, the SDCWA's Twin Oaks Valley Treatment Plant in San Marcos, Claude "Bud" Lewis Carlsbad Desalination Plant and Helix Water District's Levy Treatment Plant in Lakeside. The system has more than 23,000 water connections, 29 reservoirs, 395 miles of water mains, and more than 108 million gallons of water storage.<sup>8</sup>

PDMWD conducts all the hydrant inspections every three years. The inspection consists of clearing around the hydrants, closing, and opening the lateral valve, opening and closing the hydrant, checking the caps, and greasing the stem if necessary. The following figure shows the locations of fire hydrants in Santee.

Figure 22: Fire Hydrant Locations



### Transportation Networks

#### Highways

Emergency personnel needs a transportation network to respond efficiently to an incident. A delayed response can occur without a system of interconnected roads and streets. Interconnectivity provides multiple access points to a location if another approach is unavailable. Many of the streets in Santee are on a grid system, while others are winding and interspersed with cul-de-sacs with only one access point.

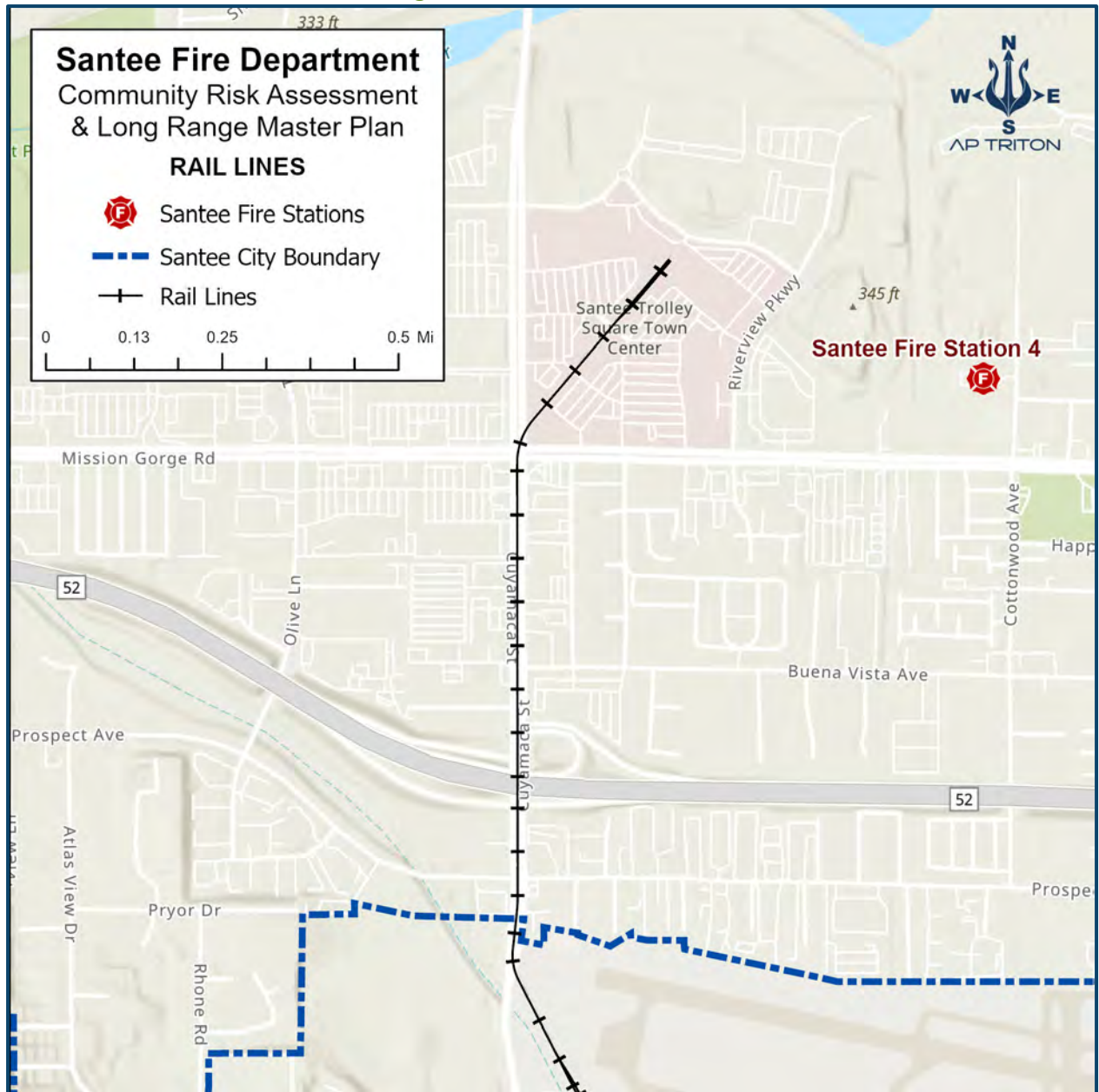


Controlled access highways include the San Vicente Fwy, San Clemente Canyon Fwy, and California Highway 125. These highways can create response issues for SFD to connect to water supplies and the ability of apparatus to access the incident. During an incident on the controlled access highways, a water supply is available from water tenders from other local departments.

**Railroad**

The San Diego Metropolitan Transit system (MTS) provides daily commuter train service to Santee. The rail line travels down the center of Cuyamaca St before turning northeast at Mission Gorge Rd, terminating at Santee Town Center Station. The light rail departs Santee at 15-minute intervals Monday through Friday and every 30 minutes on weekends. Traffic signals control all the intersections with roads, and there are no crossing arms to block traffic. The following figure shows the commuter rail line in Santee.

Figure 23: Santee Rail Line



**Physical Hazards**

A physical hazard is a natural disaster or weather event affecting the community. The event may last a few hours or extend for a lengthy period, such as a heatwave or drought. The National Weather Service (NWS) issues watches, warnings, or advisories for these hazards when conditions exist or are in the immediate forecast.

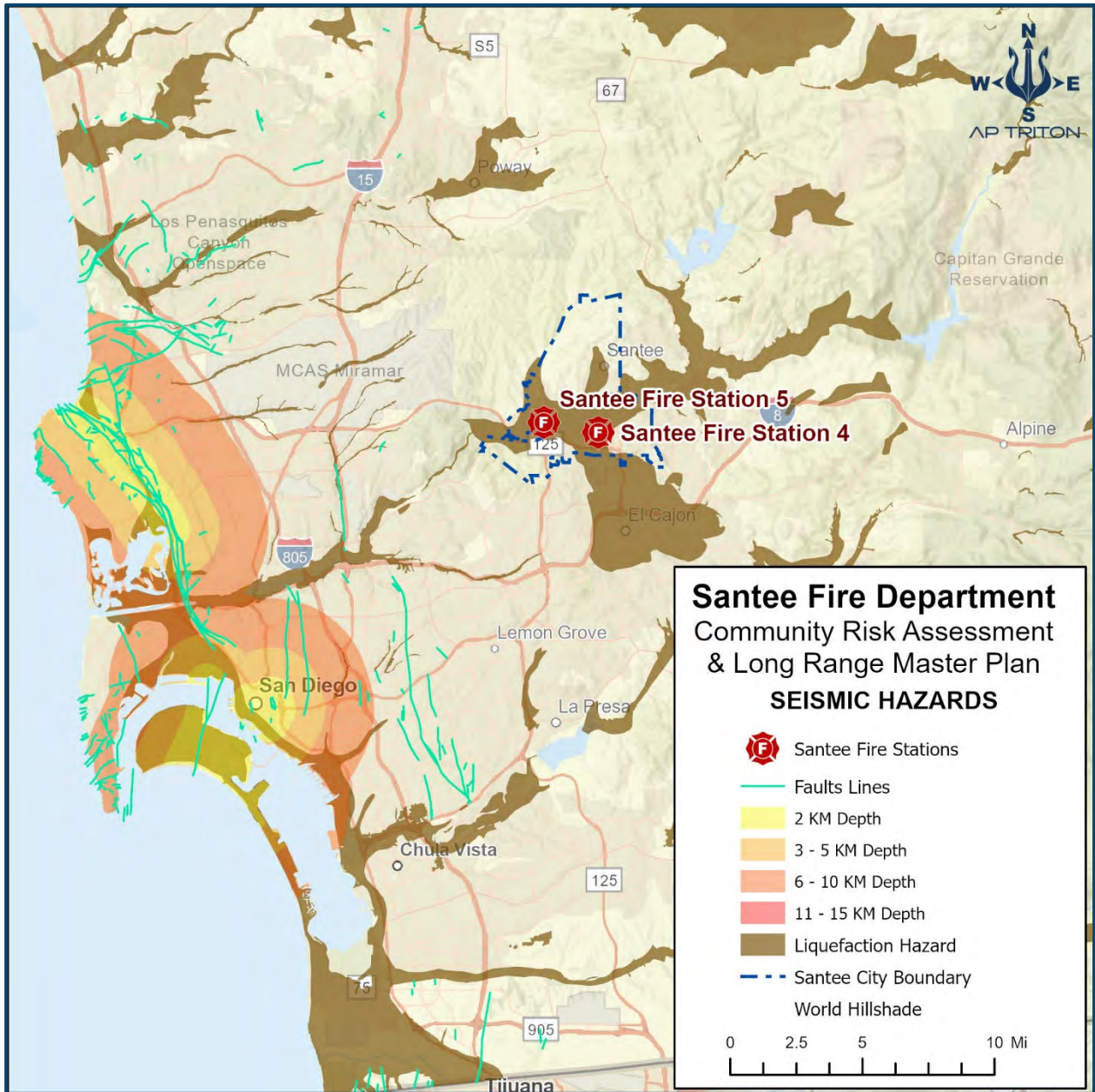
**Earthquakes**

Although the United States Geological Survey map does not show any faults in Santee, there are faults (Mission Gorge and La Nacion Fault Zone) within 10 miles of the city. The provided final draft City of Santee Hazard Mitigation Plan 2022 (HMP) discusses numerous ancient landslides in the city that have reactivated and resulted in the partial or complete loss of homes.<sup>9</sup>

The chance of soil liquefaction can occur near the San Diego River and create problems with a building's foundation and structural integrity when shaking occurs during an earthquake. The shaking potential in Santee is considered low compared to other areas of California with extreme conditions. There are risks from shaking and landslides, and the total exposed population is 56,848. 1,076 residential and 252 commercial buildings are exposed to shaking, while 279 residential and 108 commercial properties are at risk for a landslide, according to the HMP. The HMP did not identify any buildings at risk of liquefaction.

The following figure shows seismic hazards in the Santee area.

**Figure 24: Seismic Hazards**



## Wildland Fires

The likelihood of wildland fires in Santee is a high risk in the northern section of the city that has been undeveloped, according to the HMP. This is the location of the proposed Fanita Ranch. Because of this risk, it will be important to identify this during approval to ensure appropriate precautions for fire mitigation and incident stabilization are incorporated into the design. The adopted building codes have a wide range of requirements for a wildland interface location including building design, construction materials, infrastructure, and other safety requirements. It will be important to apply these codes to ensure safety is built into the project. The city's southwestern, northern, and eastern areas pose the greatest risk from a wildfire.

Prevention and mitigation provide the best method to reduce risks in an urban interface to reduce the chance of a wildland fire. This defensible space surrounding the property focuses on vegetated or landscaped areas and how to harden the home or building from fire. Removing fuels such as dead trees, plants, grasses, or weeds is a first step for the property owner. The National Fire Protection Association (NFPA) provides information on developing defensible spaces by breaking the property into three zones.<sup>10</sup>

**Immediate Zone**—This area is between 0–5 feet from the furthest extent of the building, which is considered non-combustible.

- Clean the roofs and gutters of leaves and pine needles.
- Replace missing or loose shingles to prevent ember penetration.
- Install metal mesh screens around any exterior vents to reduce embers passing through the opening.
- Remove combustible materials away from the exterior walls or items stored under decks or porches.

**Intermediate Zone**—This area is from 5–30 feet away from the furthest exterior building.

- Clear vegetation around propane tanks and create fuel breaks using driveways, paths, etc.
- Keep grasses cut to no more than 4" in height.
- Prune trees within 6–10 feet from the ground.
- Space trees, so the crowns are separated to prevent a spreading fire.
- Keep trees at least 10 feet away from a building.
- Maintain shrubs and trees in small clusters on the property.



**Extended Zone**—The area is between 30–100 feet from the building.

- Remove dense accumulations of dead vegetative material.
- Cut back any small trees growing in developed areas to reduce fuel.
- Remove vegetative material away from storage sheds or other small buildings.

This guidance reduces the impact on a property during a wildfire. Programs have been developed from grant funding to assist homeowners in removing vegetative materials and establishing chipping programs. These programs also reduce risks to firefighters when they respond to a wildfire. Overgrown vegetation can prevent emergency responders from gaining access to the property, thus increasing their risks during the incident.

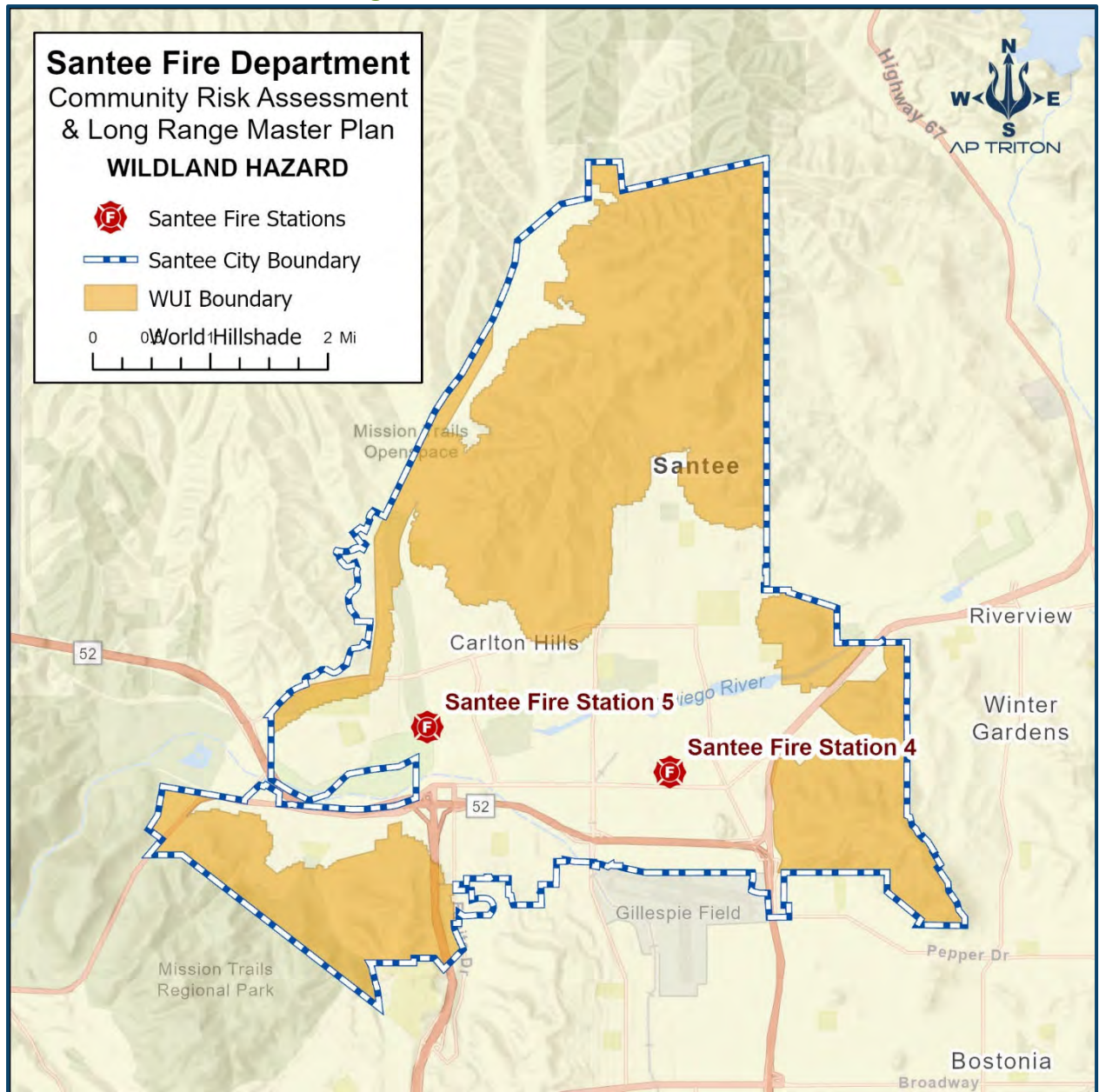
No active wildland-urban interface (WUI) projects exist in higher-risk areas, and there are no Fire Safe Councils in Santee. SFD does participate with San Diego County Fire Department when they have an outreach program in the Santee area. Santee has a weed abatement program that code enforcement officers administer. The HMP states there is an increase in vegetation fires along the San Diego River and Forrester Creek. The HMP recommends the following objectives.

- Mitigate the risk to assets existing within or adjacent to identified areas of Santee's wildland-urban interface (WUI) areas.
- Promote future development projects that limit hazardous wildfire conditions
- Provide services to reduce hazardous fuels/debris from identified WUI areas
- Educate the public about wildfire mitigation to increase community awareness as well as opportunities for local support/action

Each of these objectives has several action items classified as ongoing by either the fire department, development services, or the city manager.

Limited staffing prevents SFD from playing a more active role in the city's WUI mitigation and prevention efforts.

Figure 25: Wildland Hazard Areas



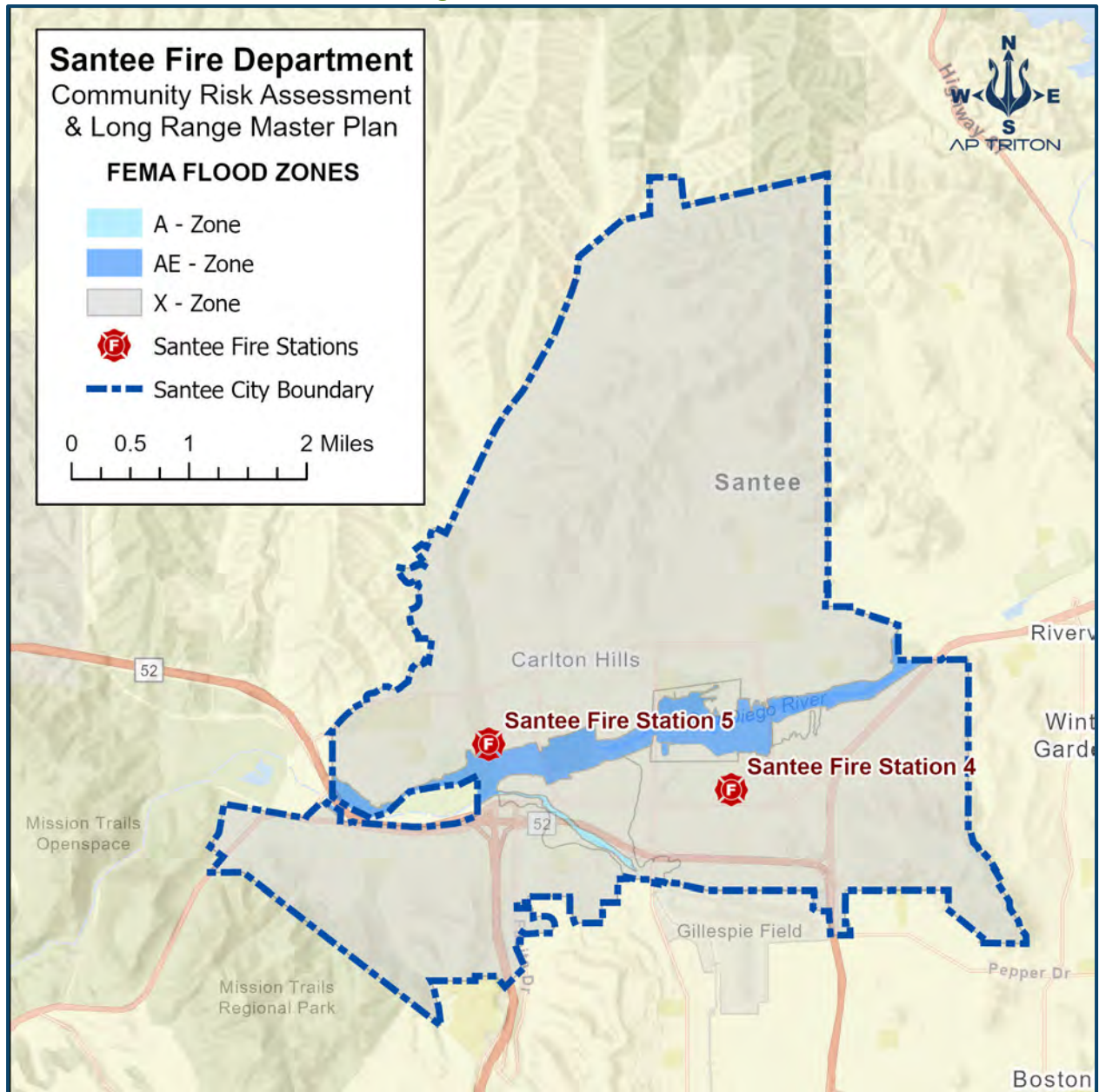
## Flooding

According to the Federal Emergency Management Agency's (FEMA) website, there are "AE" regulatory floodways and other flood-prone areas in SFD.<sup>11</sup>

- An area classified as an "A" zone is exposed to a 1-percent chance of a flood event but does not have a "...detailed hydraulic analysis."
- The AE designation is considered "Areas subject to inundation by the 1-percent-annual-chance flood event determined by detailed methods." and is further defined as a 26% chance of a flood occurring in 30 years.
- Zone "X" is a "moderate risk area within the 0.2-percent annual chance floodplain.

Zone "A" consists of the areas along Forester Creek before it joins the San Diego River. Zone "AE" lies within the areas beside the San Diego River and are FEMA-regulated waterways. Other "AE" areas are not regulated along the San Diego River. The zone "X" area is where Forester Creeks enter the San Diego River west of Cuyamaca St and south to the San Clemente Canyon Fwy. Some areas with poor drainage, such as Buena Vista Ave and Prospect Ave, may have localized flooding during heavy rain events. The following figure shows the flood zones in Santee.

Figure 26: Flood Zones





## Risk Classification

### Risk Assessment Methodology

Developing a risk score to determine risks in a community is necessary to provide an organization with a method for creating response protocols for an incident. The Three-Axis Heron model establishes a score by reviewing probability, consequence, and impact factors and assigning a score between 2-10 in each category.<sup>12</sup> A description of the incident types for each risk is located in Appendix B.

Use of the Three-Axis Heron Formula includes the following equation.

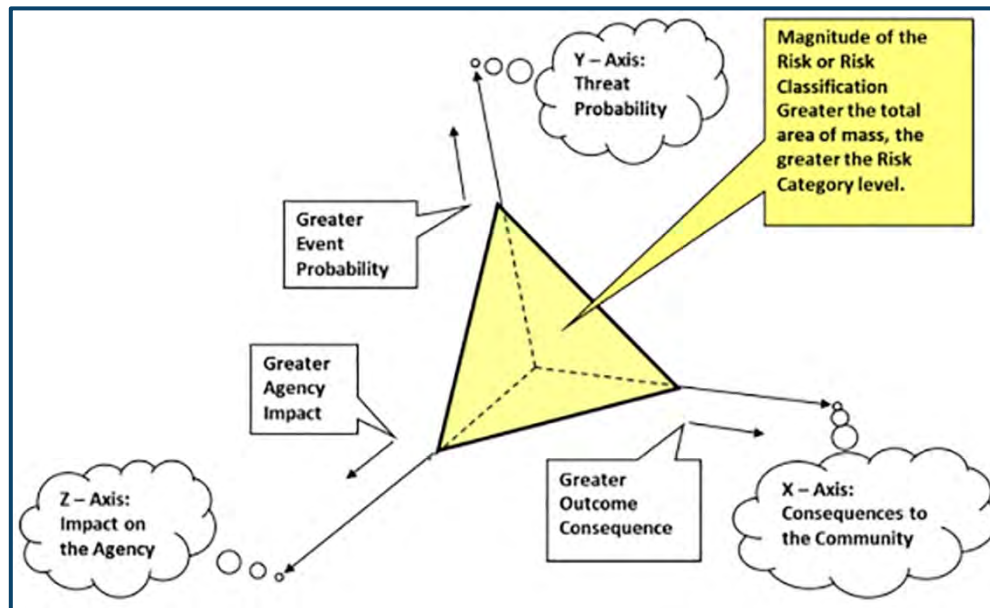
$$\text{Risk} = \sqrt{\frac{(\text{PC})^2}{2} + \frac{(\text{CI})^2}{2} + \frac{(\text{IP})^2}{2}}$$

The risk is graphically illustrated through a three-axis model as follows:

- **P** = Probability (Y-Axis)
- **C** = Consequences (X-Axis)
- **I** = Impact (Z-Axis)

The following figure summarizes the three-axis risk classification process and how a score is developed.

**Figure 27: three-Axis Risk Classification Process**





When developing the score, each of the three scoring components is based on SFD incident data. An example of a low-risk fire response scoring is based on the probability of that incident occurring. Most low-risk incident types are frequent (multiple times a day), but the consequence to the community and impact on SFD is low. The probability of a low-risk incident in SFD is 10 (high), while the consequence is 2 (low), and the impact is 4 (low/moderate). These numbers are placed into the above formula to create a score of 20.2. The score increases dramatically for a maximum risk. However, the probability is low/moderate (4), the consequence to the community is 8, and the impact on SFD is the highest at 10, which gives a score of 67.2.

These scores are designed to provide information to SFD to determine the level of service required for the community. The probability of an incident may affect response times if multiple events occur at the same time. Even if the risk is low, it places a unit out of service for the response. The higher the score, the greater the risk in the community. Although the highest risk score available is 122.5, the probability of this type of event occurring is extremely low. The following information provides additional information on probability, consequence, and impact.

### Probability

Probability is the likelihood of an incident occurring in the community over time. This axis reflects the probability of a particular incident occurring (contributing to the risk level). It can range from a rare event to one that occurs often. Many factors include the time of day, location, hazard present, the season of the year, building construction and maintenance, demographic factors, and more.

**Figure 28: Probability or Likelihood of Occurrence**

Score	Category	Probability or Likelihood
2	Minor	Unlikely - < .02% of total call volume. Expected to occur very rarely
4	Low	Possible - .02%-.07% of total call volume. Expected to occur rarely
6	Moderate	Probable - .07%-.3% of total call volume. Expected to occur monthly
8	High	Likely - .3%-2% of total call volume. Expected to occur multiple times per week
10	Extreme	Frequent - > 2% of total call volume. Expected to occur one or more times per day

## Consequence

The consequence of an incident can vary from minor casualties to severe impacts that may destroy historical or significant facilities in the community and create a large loss of employment or life.

**Figure 29: Consequence to the Community**

Score	Category	Consequence to the Community
2	Minor	1–2 people affected (injuries/deaths) < \$10,000 loss.
4	Low	< 5 people affected (injuries/deaths) < \$500,000 loss
6	Moderate	5–50 people affected (injuries/deaths) \$500,000–\$1,000,000 loss
8	High	50–100 people affected (injuries/deaths) \$1,000,000–\$5,000,000 loss
10	Extreme	> 100 people affected (injuries/deaths). >\$5,000,000 loss

## Impact

The third factor in determining the risk is the fire department's impact and the critical tasking needed to control or mitigate an incident. This includes the number of emergency responders and apparatus available, whether available internally or from external agencies. It measures the department's ability to respond to a given risk or incident while providing service to the remaining parts of the city.

**Figure 30: Impact on Operational Forces**

Score	Category	Impact on Operational Forces
2	Minor	≥ 90% Remaining Apparatus/Crews
4	Low	≥ 75% Remaining Apparatus/Crews
6	Moderate	≥ 50% Remaining Apparatus/Crews
8	High	≥ 25% Remaining Apparatus/Crews
10	Extreme	< 25% Remaining Apparatus/Crews

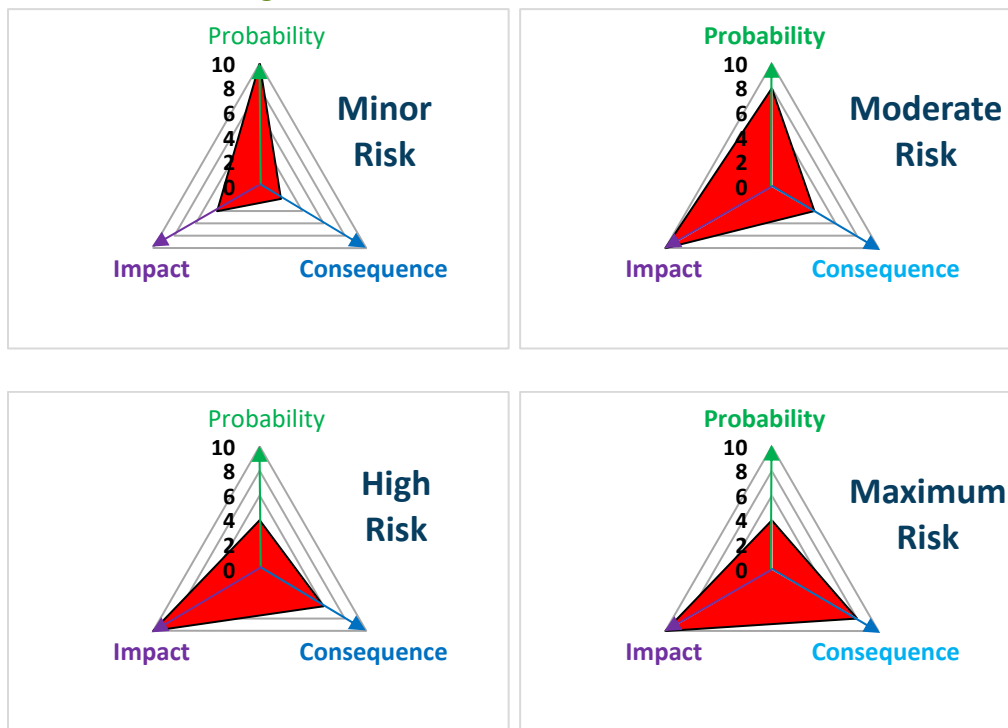
### Fire Response

SFD is the primary provider of mitigation of fire-related incidents. These range from low-risk incidents such as a vehicle fire to a maximum risk for a fire involving a school. Fire risks for a vehicle fire are considered low compared to a maximum risk for a school that houses students. This scoring is applied to four categories of fire incidents in SFD's response area to provide staffing needs to meet critical tasks on the fire ground. The following figures provide the fire response risk assessment scoring and the 3-axis risk classifications.

**Figure 31: Fire Response Risk Assessment**

Description	Low			Moderate			High			Maximum		
	P	C	I	P	C	I	P	C	I	P	C	I
Risk Score	10	2	4	8	4	10	4	6	10	4	8	10
Score Assigned	20.2			67.2			53.74			67.2		

**Figure 32: Fire 3-Axis Risk Classifications**



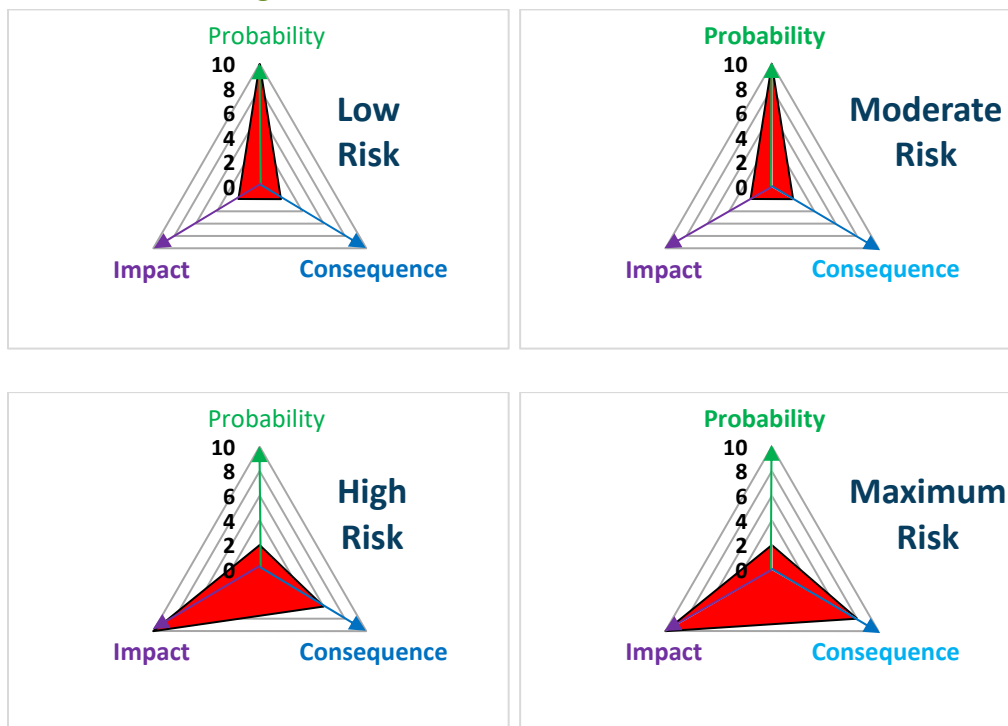
### Emergency Medical Services Response

SFD provides advanced life support emergency medical care in the city, and AMR provides advanced life support and transport services. Low-risk incidents range from a medical assist to a maximum for an active shooter. The following figures provide the risk score and classifications assigned to each type of EMS risk in SFD. The following figures provide the EMS response risk assessment scoring and the 3-axis risk classifications.

**Figure 33: EMS Response Risk Assessment**

Description	Low			Moderate			High			Maximum		
	P	C	I	P	C	I	P	C	I	P	C	I
Risk Score	10	2	2	10	2	4	2	6	10	2	8	10
Score Assigned	20.2			20.2			45.5			59.4		

**Figure 34: EMS 3-Axis Risk Classifications**



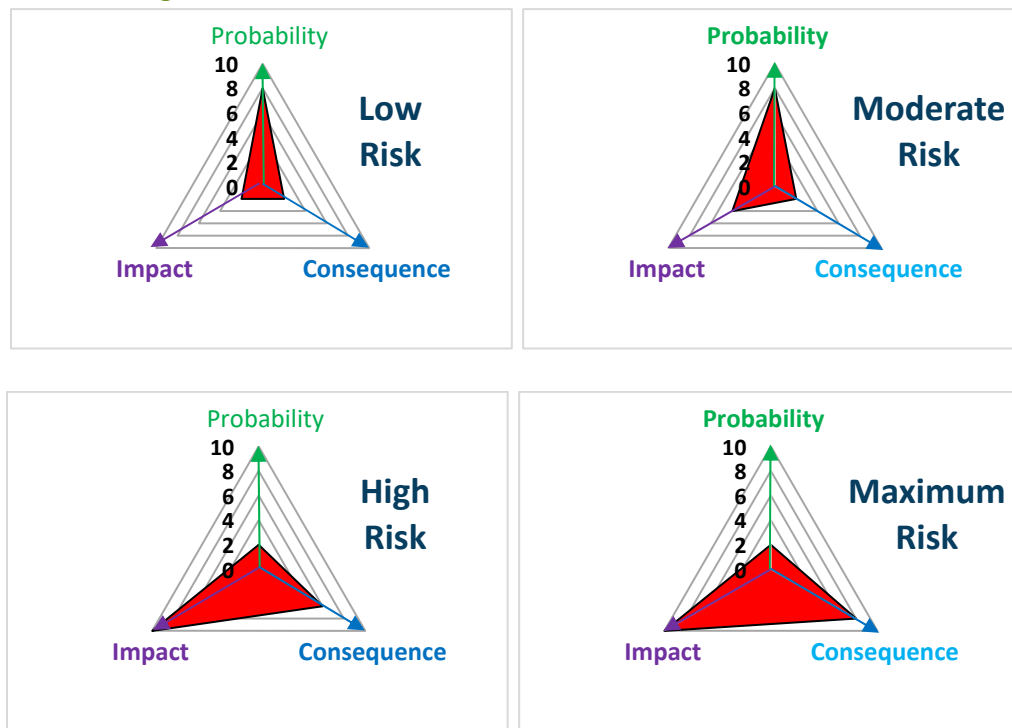
### Technical Rescue Response

Rescue services can vary from a low-risk incident, such as accessing a locked vehicle with a child inside, to a confined space incident (maximum) that potentially requires many personnel to mitigate the incident. The following figures provide the risk score and classifications assigned to each type of technical rescue risk in SFD's response area. The following figures provide the technical rescue response risk assessment scoring and the 3-axis risk classifications.

**Figure 35: Technical Rescue Response Risk Assessment**

Description	Low			Moderate			High			Maximum		
	P	C	I	P	C	I	P	C	I	P	C	I
Risk Score	8	2	2	8	2	4	2	6	10	2	8	10
Score Assigned	16.3			25.9			45.5			59.4		

**Figure 36: Technical Rescue 3-Axis Risk Classifications**





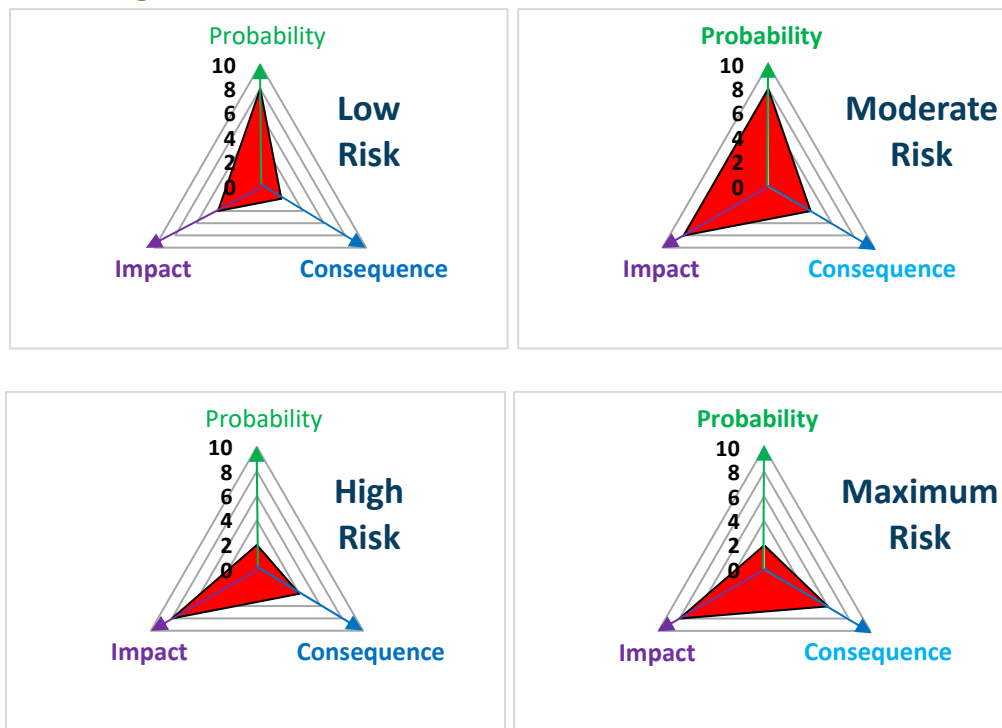
### Hazardous Materials Response

Hazardous material responses can vary from low-risk odor investigations to the maximum risk for a fuel tanker fire in higher populations areas. Most of these incidents can be managed by SFD, but higher risks may need assistance from outside resources. The following figures provide the risk score and classifications assigned to each type of hazardous materials risk in SFD. The following figures provide the scoring of the hazardous materials response risk assessment and the 3-axis risk classifications.

**Figure 37: Hazardous Materials Response Risk Assessment**

Description	Low			Moderate			High			Maximum		
	P	C	I	P	C	I	P	C	I	P	C	I
Risk Score	8	2	4	8	4	8	2	4	10	2	6	10
Score Assigned	25.9			55.4			32.1			45.5		

**Figure 38: Hazardous Materials 3-Axis Risk Classifications**



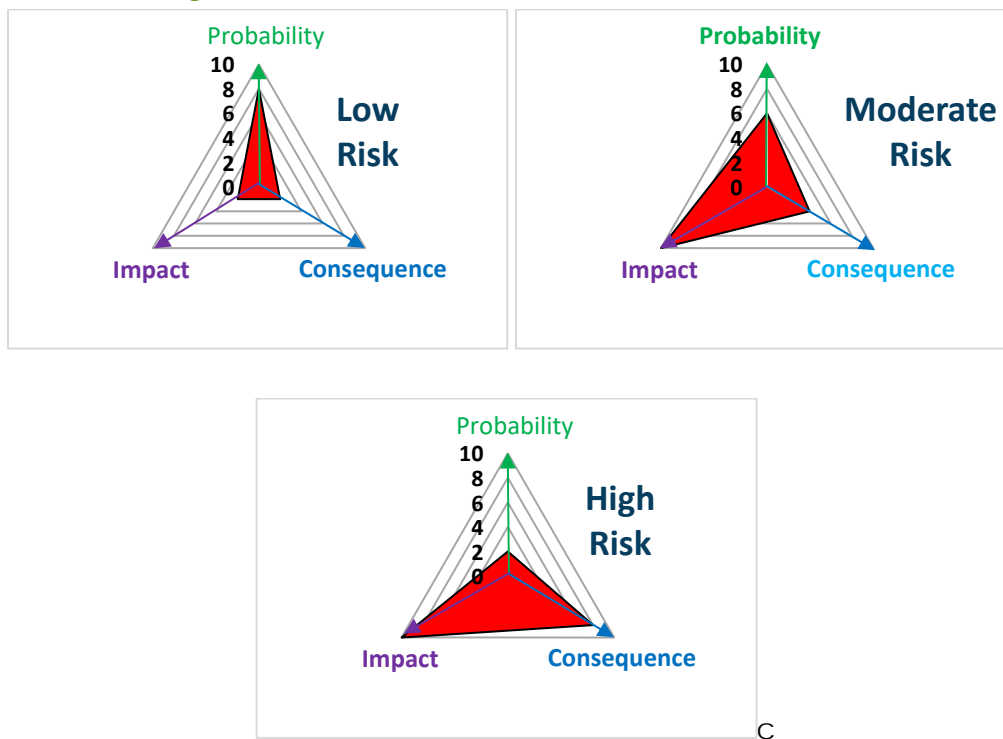
### Wildland Fires Response

The types of wildland fire risk vary from small grass fires to large forest fires requiring many internal and external resources. The following figures provide the risk score and classifications assigned to each type of wildland fire risk in SFD's response area. The following figures provide the wildland fire response risk assessment and the 3-axis risk classification scoring.

**Figure 39: Wildland Fires Response Risk Assessment**

Description	Low			Moderate			High		
	P	C	I	P	C	I	P	C	I
Risk Score	8	2	2	6	4	10	2	8	10
Score Assigned	16.3			53.7			59.4		

**Figure 40: Wildland Fires 3-Axis Risk Classifications**



### Insurance Service Office

The Insurance Services Office, Inc (ISO) is an independent organization that collects and analyzes data from fire departments in communities throughout the United States to determine rates for fire insurance. According to their report, the ISO's Public Protection Classification program, or PPC, "is a proven and reliable predictor of future fire losses." Commercial property insurance rates are expected to be lower in areas with lower (better) ISO PPC Class ratings.

The ISO Fire Suppression Rating Schedule (FSRS) measures four primary elements of a community's fire protection system: *Emergency Communications* (max 10 points); *Fire Department* (max 50 points); *Water Supply* (max 40 points), and *Community Risk Reduction* (max 5.5 points) for a maximum possible total of 105.5 points. ISO then assigns a grade using a scale of 1 to 10. Class 1 represents the highest degree of fire protection, and Class 10 designates a fire suppression program that does not meet ISO's minimum criteria.

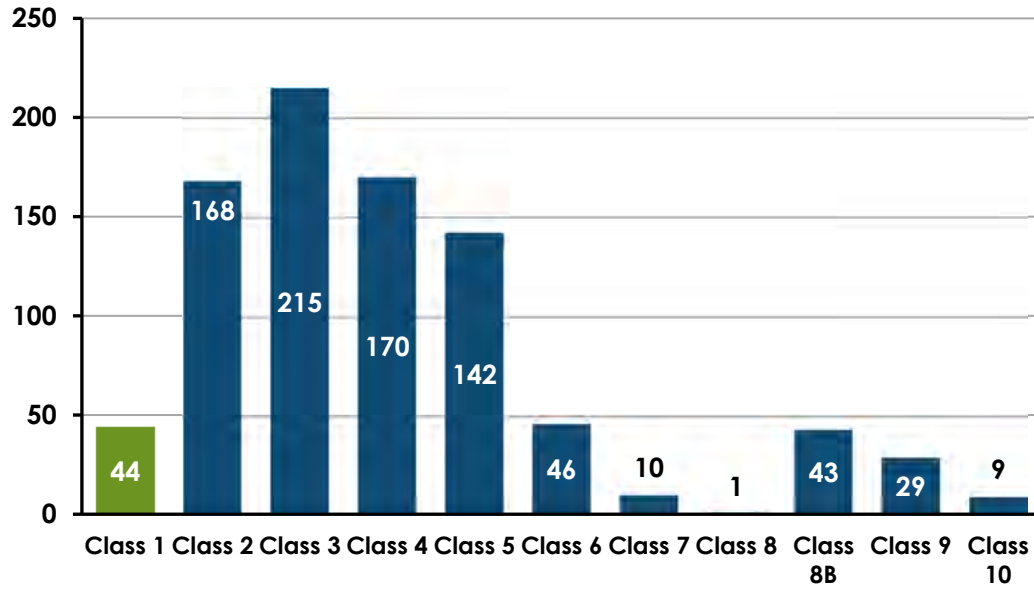
In April 2021, the SFD received ISO's class 01/1x, the highest rating available. The first rating number applies to any property within five miles of a fire station and a fire hydrant within 1,000 feet. The second number is for any property within a five-mile distance from a fire station but further than 1,000' from a fire hydrant. As noted in the current Public Protection Classification Summary Report, there are several areas for improvement. For the Fire Department, 5.74 for deployment analysis out of 10 and 4.4 for inspection and flow testing of fire hydrants. Although SFD has the highest rating, each area should continue to receive attention to improve the current classification. The following figure shows the credits earned and available for SFD in the most recent inspection.

**Figure 41: ISO Earned & Available Credits**

ISO Feature	Earned Credit	Available Credit
Emergency Communications	9.52	10
Fire Department	43.32	50
Water Supply	36.6	40
Divergence	<b>-.97</b>	0
Community Risk Reduction	3.97	5.5
<b>Total:</b>	<b>92.44</b>	<b>105.5</b>

The following figure shows all the fire departments in California and the number of ratings for each classification. There are 168 departments with a Class 1 rating in the state, including SFD.

**Figure 42: California ISO Classifications**



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## **Section II-A: EVALUATION OF CURRENT CONDITIONS**

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## Overview of the Santee Fire Department

The Santee Fire Department (SFD) was established as a county fire protection district. When it was established in 1956, the area was predominantly rural, with a population of approximately 10,000. SFD became a regional leader and formed a paramedic program as early as 1975. After the City of Santee was incorporated in 1980, the fire protection district became a municipal fire department under the city government.

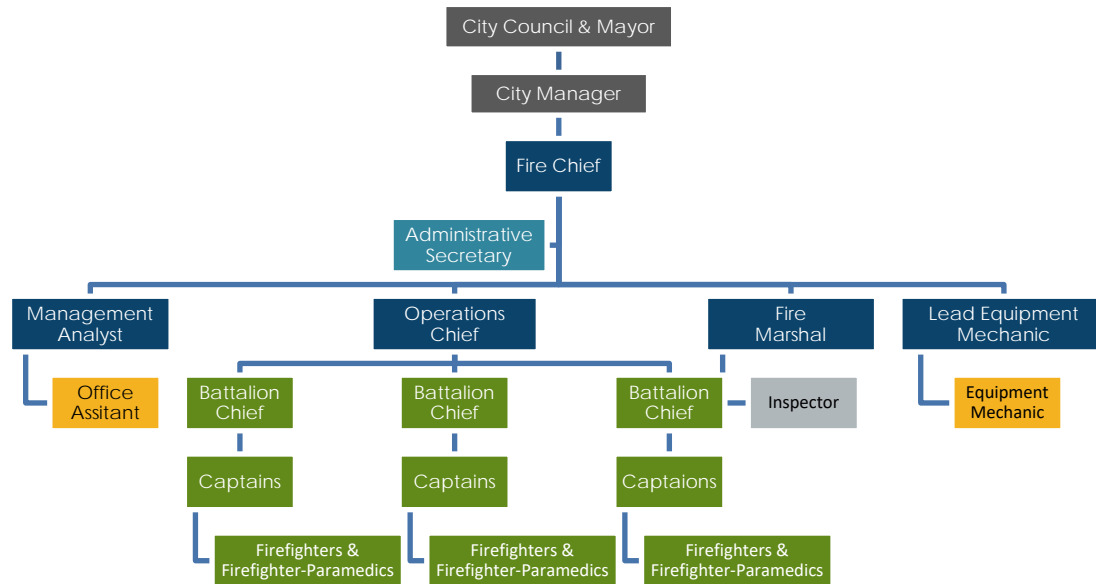
In 1974 a county service area (CSA) was established. CSA 69 responds within the City of Santee, the Lakeside Fire Protection District (LFPD), and portions of the San Miguel Consolidated Fire Protection District. CSA 69 was established to create a funding mechanism to provide for medical response and transport in the area. Services were initially provided by a third party. However, it is now exclusively completed by SFD and LFPD. Further changes are in store as the CSA is being replaced by a Joint Exercise of Powers Agreement between SFD and LFPD. The new authority is called the Santee-Lakeside Emergency Medical Services Authority (SLEMSA).

### Organizational Structure

The City of Santee, California, is governed by an elected city council and administered by the city manager. The 5-member city council is elected to represent specific districts within the city, and the mayor is the city council's leader. The city council hires the city manager to manage the business and different departments, including the fire department.

SFD is organized into a typical administrative structure. The fire chief reports to the city manager. In contrast, the operations chief, administrative staff, and fire marshal report to the fire chief. The following figure is the organizational structure for SFD.

Figure 43: SFD Organizational Chart



SFD also receives support from other city services when needed. For example, city departments such as finance, human resources, and information technology assist with SFD administrative functionality.

### Services Provided by SFD

The SFD is an all-hazards fire department delivering traditional structure fire, wildland fire, medical, technical rescue, and hazardous materials responses. In addition, the organization provides medical services for their community and SLEMSA with advanced life support (ALS) services on its apparatus and ambulance units. Medical transport is completed by SLEMSA units, including SFD and LFPD ambulances. It is augmented by surrounding mutual aid private providers.

In addition, the fire prevention division provides community risk reduction. The prevention staff delivers code enforcement, safety education, occupancy permits, and plan reviews.

### Operational Deployment

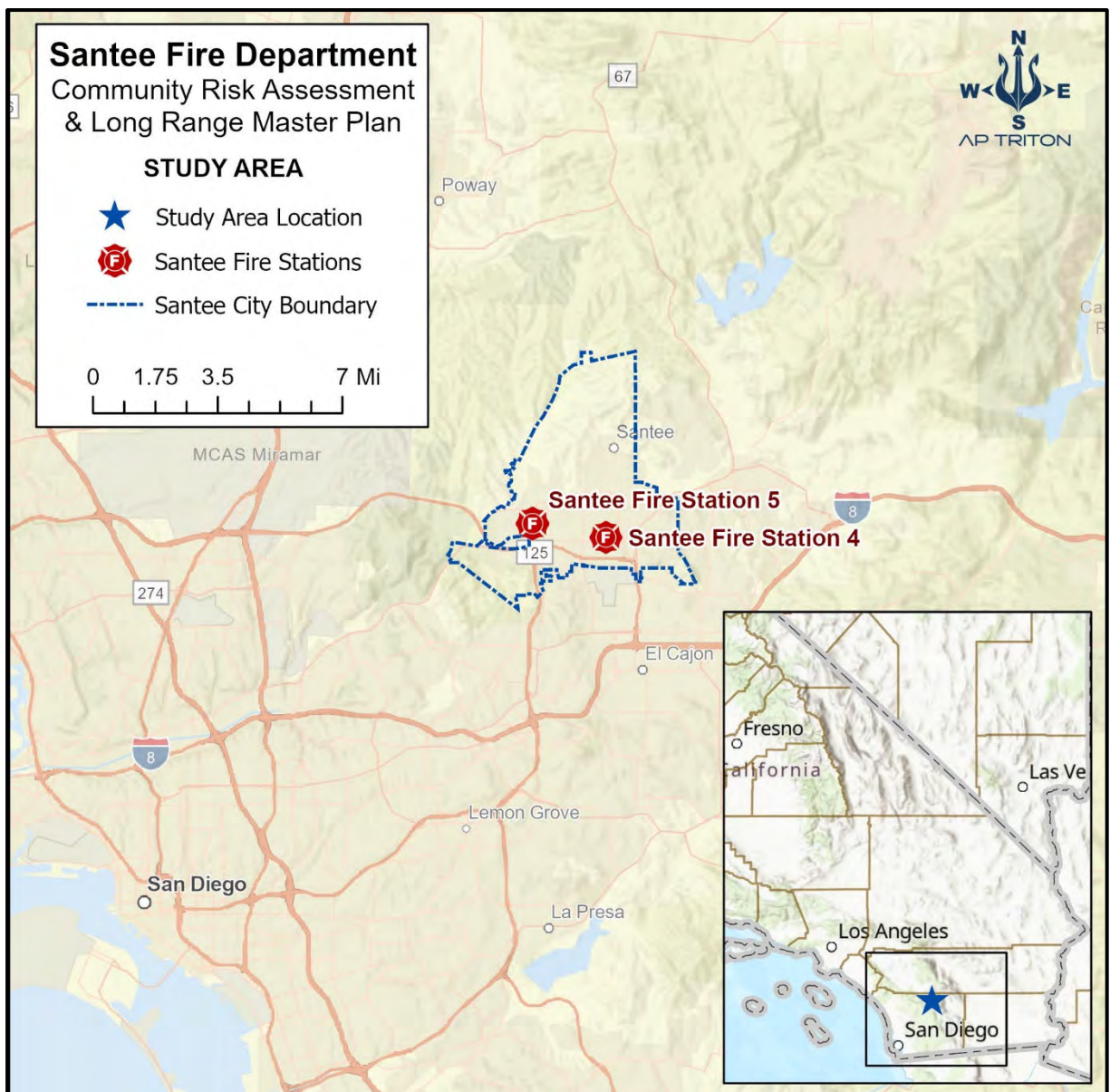
SFD operates out of two stations with eight vehicles staffed with fire captains, firefighters, and firefighter-paramedics. The daily minimum full-time career staffing of 17 firefighters and officers work on a 24-hour shift system. Apparatus types include Type 1 structural firefighting engines, a ladder, ambulances, Type 3 engines, and various staff and support vehicles.

On April 1, 2021, the SFD was assigned a Public Protection Classification (PPC®) of 01/1X by the Insurance Services Office (ISO).<sup>13</sup> The 1X rating is for all occupancies further than 5 miles from a fire station and 1,000 feet from a credible water source.

**Service Area**

The SFD is located northeast of San Diego, California, in San Diego County. The department's primary response area is approximately 16.72 square miles and encompasses the City of Santee. The entire area is considered suburban by the department, with a 2021 population estimated at 59,679 by the U.S. Census 5-year estimate.

**Figure 44: Study Area**



### Mutual Aid & Other Regional Resources

SFD has a relatively small staff and a busy response system. Therefore, having access to regional mutual aid, automatic aid, and other resources is essential for continued service to its community. Mutual aid resources are available upon request, whereas automatic aid resources are assigned by the dispatch center without command officers asking for them. For example, those agencies sharing services from the Heartland Communication Facility Authority with SFD can be dispatched automatically rather than on request.

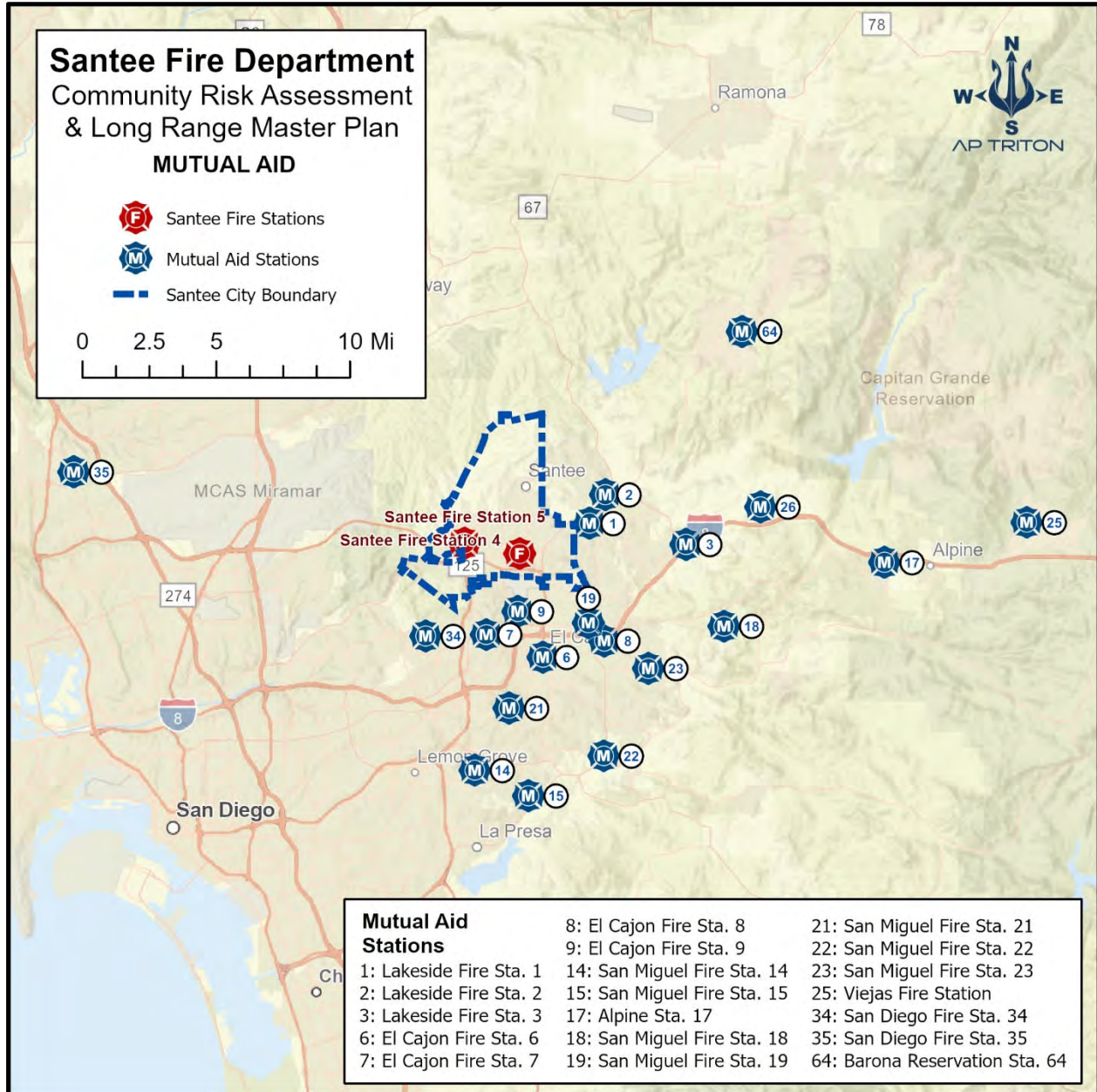
**Figure 45: Mutual Aid Agency List**

Agency	St.	Engines	Aerials	Other Units	Staff
Lakeside FPD	1	1	0	Brush	3
Lakeside FPD	2	1	0	Medic, BC, Tender, Patrol	6
Lakeside FPD	3	1	0	Medic, Rescue	5
El Cajon FD	6	1	1	Squad, Medic (2)	8
El Cajon FD	7	1	0		3
El Cajon FD	8	1	0	Medic (2)	3
El Cajon FD	9	1	0	OES Engine, Medic	3
Heartland–Lemon Grove	10	2	0	Medic	6
Heartland–La Mesa	11	1	1	BC, Medic	8
Heartland–La Mesa	12	1	0	Medic	3
Heartland–La Mesa	13	1	0	OES Engine	3
San Miguel F&R	14	1	0	Brush, Medic	3
San Miguel F&R	15	0	1	BC, Medic, Light/Air	5
San Miguel F&R	16	1	0	OES Engine, Medic	3
Alpine FPD	17	1	0	Squad, Brush, Medic	4
San Miguel F&R	18	1	0	Brush	3
San Miguel F&R	19	1	0		3
San Miguel F&R	21	1	0		3
San Miguel F&R	22	1	0	OES Engine, Medic	3
San Miguel F&R	23	1	0	Brush	3
Viejas FD	25	1	0	Brush, Patrol, Medic	3
Lakeside FPD	26	1	0	OES Engine	3
Barona FD	27	1	0	Tender, Medic, Brush	7
San Diego FD	34	1	0	Brush	4
San Diego FD	45	1	1	BC, HM (2), OES Engine	9



This substantial regional support provides a healthy pool to draw from in the event of a significant event. However, these units may or may not be available to assist in a wide area, large-scale event. The next figure shows locations of the closest mutual aid stations.

**Figure 46: Mutual Aid Station Locations**





## Financial Overview

### Historic Financial Information

#### City of Santee

The City of Santee (the City) utilizes an accounting system typical of many municipal, county, state, and special districts. This system, known as "fund accounting," allows government agencies to manage their financial transactions according to the type of service being provided or expenditure being made, as well as comply with legal mandates for the financial reporting of governmental agencies.

It also allows similar services to be combined into one "fund" but accounted for separately through individual departments. An example is the City's "General Fund," which collects revenues from sources not designated to a specific program and disburses these funds to departments. For example, departments that provide most governmental services such as fire, police, human resources, community development, etc. This study will focus on receipts and disbursements from the City of Santee's General Fund. It will also consider the impact of revenues from other funds pertinent to fire and EMS services.

The City prepares a one-year operating budget and other capital improvement plans based on a July through June fiscal year. Budget preparations for the subsequent year typically begin in January with a review of their current budget objectives and the impact of any modifications in Council priorities. The City Manager reviews budget requests in March and April. The Finance Department compiles the requests and financial data into the preliminary presentation document. The City Manager then presents the proposed budget to Council in late May. The proposed budget may be modified by Council during their review process or after obtaining public comment. The Council votes to adopt the budget on or before June 30 of each year. Adopting the budget provides the legal authorization for the City departments to expend the revenues received by the City.

A comprehensive plan for capital improvements and a vehicle and equipment replacement program is important to a city's long-range financial and operational stability, including provisions for fire service physical resources. Programs such as these must coordinate with the financial planning process to anticipate capital expenditures in a manner that does not adversely influence the operations of the City or the affected department. Citywide expenditures include streets, utility projects, vehicles, buildings, land, other facilities, and other major equipment.

### General Fund Recurring Revenues

For analytical purposes, AP Triton divides revenues into recurring and non-recurring. Recurring revenues are typically set by legislation or resolution and are easily quantified. Non-recurring revenues are those sources such as grant income, sales of surplus assets, insurance recoveries, loan or lease proceeds, and other sources for which an amount is not readily estimated.

A significant amount of information was provided by the City staff. It was reviewed to develop a financial trend analysis for the five years from FY 2018 through the estimates for FY 2022. This review of the historical information of General Fund revenues revealed recurring revenues increased from \$42,775,163 in FY 2018 to an estimated \$52,958,690 in FY 2022, an 23.8% overall increase or an annualized increase of approximately 6%.<sup>14</sup>

Property tax revenues are based on the valuations of the various types of properties within the jurisdictional boundaries of the City. These values have seen consistent growth between FY 2018 and FY 2022, with values increasing from \$5,324,570,000 to \$7,113,486,000, respectively, an average annual increase of 8.4%. As a result, property tax revenues have increased from \$17,151,586 in FY 2018 to an estimated \$21,977,400 in FY 2022 or 28.1% overall. Property taxes provide approximately 43% of the General Fund revenues.

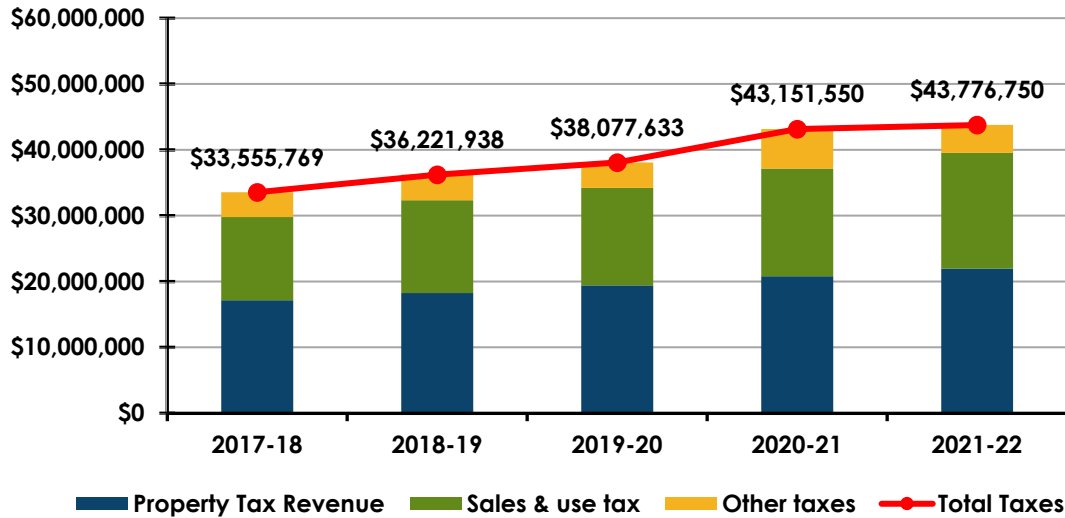
Sales tax revenue, the second largest contributor to General Fund Revenues, has experienced an increase from \$12,645,534 in FY 2018 to an estimated \$15,765,500 in FY 2022, or a 24.7% increase. Sales tax revenue growth slowed during the COVID pandemic in FY2020 but experienced a significant increase in FY 2021. Sales Tax was conservatively budgeted to indicate an approximate \$600,000 decline for FY 2022.

Other tax revenue is budgeted to decline by approximately \$1,700,000 in FY 2022 after showing a large increase in FY 2021 resulting from receiving a one-time contract signing fee with Waste Management. The FY 2022 budgeted amount is in line with the prior year's (FY 2018-FY 2020) historical growth trends,

Charges for services include the current agreement for providing EMS services to County Service Area 69 (CSA 69). This agreement provides approximately \$4,000,000 in annual revenue to the General Fund and an additional \$200,000 annually to the Vehicle Replacement Fund.

The next figure provides historical information on tax revenue for the City's General Fund.

**Figure 47: General Fund Tax Revenues (FY 2018–Budgeted FY 2022)**



Due to the City's location, diversified economy, and budgeting policies, the financial impacts of the COVID-19 pandemic were not as onerous as those felt by other California communities. The following figure indicates the City of Santee General Fund revenues from its various sources from FY 2018 through the budgeted FY 2022 periods.

**Figure 48: City of Santee GF Revenues (FY 2018 Actuals–FY 2022 Budgeted)**

Revenue	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Budgeted
Property	17,151,586	18,255,129	19,414,752	20,790,640	21,977,400
Sales & use tax	12,645,534	14,089,139	14,794,271	16,363,699	17,560,300
Other taxes	3,758,649	3,877,670	3,868,610	5,997,211	4,239,050
<b>Subtotal Taxes:</b>	<b>33,555,769</b>	<b>36,221,938</b>	<b>38,077,633</b>	<b>43,151,550</b>	<b>43,776,750</b>
Special Assessments	1,083,520	1,092,326	1,098,146	1,111,800	1,110,650
Intergovernmental	389,868	841,070	1,082,048	2,256,314	975,630
Licenses and Permits	157,522	141,647	162,205	171,734	1,643,070
Fines and Forfeitures	210,855	233,544	223,296	167,634	168,200
Charges for Services	6,723,181	7,610,710	7,349,108	6,730,207	6,324,340
Investment Earnings	166,497	585,001	561,333	16,896	678,890
Other Revenue	487,951	87,644	135,468	614,400	509,850
<b>Total Recurring Revenue:</b>	<b>42,775,163</b>	<b>46,813,880</b>	<b>48,689,237</b>	<b>54,220,535</b>	<b>55,187,300</b>
Non-Recurring Revenue	—	—	—	—	—
<b>TOTAL REVENUE:</b>	<b>42,775,163</b>	<b>46,813,880</b>	<b>48,689,237</b>	<b>54,220,535</b>	<b>55,187,300</b>

### General Fund Recurring Expenditures

The City's General Fund provides the finances for most city services, including general government administrative operations, finance, human resources, fire, police, development, and community services. Public safety (fire and police) consumes in total for all years 64% of the General Fund annual appropriations. Positions funded by the General Fund have grown from 127.1 in FY 2018 to 138 in the FY 22/23 budget.

Recurring General Fund expenditures have increased from \$41,149,159 in FY 2018 to an estimated \$54,214,281 in FY 2022, a 31.7% increase during the five years. Annual increases in compensation rates have been a major factor in the growth of expenses. In addition, pension costs, current, and retirement of unfunded liability, amount to approximately \$6,000,000 in FY 2022, with almost \$4,000,000 going towards the unfunded actuarial liability. The annual pension costs, including the UAL payment, are approximately 11% of the entire General Fund's recurring expenses.

The following figure indicates recurring General Fund expenditures by department and non-recurring expenditures by type from FY 2018 through FY 2022.

**Figure 49: General Fund Expenditures (FY 2018–FY 2022)**

<b>Expenditures By Department</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Actual</b>	<b>FY 2022 Budgeted</b>
City Council	418,216	428,919	433,910	407,107	476,270
City Manager	761,863	898,146	1,040,962	1,034,051	1,223,870
City Attorney	536,532	636,587	626,201	534,044	747,920
City Clerk	340,131	397,947	394,088	551,123	545,450
Information Technology	252,546	374,601	426,794	465,886	544,920
Finance	1,006,529	1,140,958	1,256,835	1,235,920	1,422,660
HR & Risk Management	997,201	1,031,209	972,547	950,692	1,503,680
Law Enforcement	14,081,370	14,565,700	15,388,733	15,946,163	16,812,110
Fire	12,952,267	14,458,275	14,776,606	15,553,184	16,568,201
Animal Control	391,114	424,804	424,804	435,000	441,530
Development Services	3,886,730	3,850,596	4,052,640	4,253,500	5,796,275
Community Services	4,212,373	4,245,239	4,097,553	4,312,783	6,047,585
Non-Departmental	1,312,287	1,501,498	1,575,358	1,653,744	2,294,800
Emergency Declaration	—	—	129,546	772,939	—
<b>Total Recurring Expenses:</b>	<b>41,149,159</b>	<b>43,954,479</b>	<b>45,596,577</b>	<b>48,106,136</b>	<b>54,425,271</b>
Debt Service:					
Principal	528,888	502,828	312,528	267,778	—
Interest	77,931	61,171	44,410	35,091	—
Transfers In	(23,852)	—	—	(11,097)	(781,591)
Transfers Out	1,578,860	608,610	844,169	293,925	7,475,505
<b>Non-Recurring Expend.:</b>	<b>2,161,827</b>	<b>1,172,609</b>	<b>1,201,107</b>	<b>585,697</b>	<b>6,693,914</b>
<b>TOTAL EXPENDITURES:</b>	<b>43,310,986</b>	<b>45,127,088</b>	<b>46,797,684</b>	<b>48,691,833</b>	<b>61,116,185</b>

Maintaining adequate reserves provides a degree of financial security for the City as it is difficult to increase revenues to compensate for unexpected expenses or an economic downturn resulting in decreased revenues. City Council adopted Resolution No. 087-2022, affirming the Reserve Policy of the City's General Fund is a minimum of 20%.

Maintaining a reserve balance provides several benefits, including providing for unexpected expenses and assisting in short- and long-term financial planning. In addition, it increases the creditworthiness of the City, resulting in lower future borrowing costs.



The following figure summarizes the General Fund's historical revenues and expenditures and the resulting impacts on the Reserve Balance.

**Figure 50: GF Summarized Revenues & Expenses & Fund Balance (FY 2018–FY 2022)**

Summary	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Budgeted
Total Revenues	42,775,163	46,813,880	48,689,237	54,220,535	55,187,380
Total Expenditures	43,310,986	45,127,088	46,797,684	48,691,833	61,377,675
<b>Surplus (Deficit)</b>	<b>(535,823)</b>	<b>1,686,792</b>	<b>1,891,553</b>	<b>5,528,702</b>	<b>(6,190,295)</b>
Beginning Reserve Balance	14,748,809	14,212,986	15,899,778	17,791,331	23,320,033
<b>Ending Reserve Balance:</b>	<b>14,212,986</b>	<b>15,899,778</b>	<b>17,791,331</b>	<b>23,320,033</b>	<b>17,129,738</b>

Other funds impact the financial goals and objectives of the City and Fire Department. The City self-insures its liability and Worker's Compensation claims to certain retention amounts, \$150,000 and \$350,000 per claim, respectively. Funds to achieve actuarially calculated reserves are transferred to the fund each year to satisfy claims and build the balances to the required levels. The Vehicle Acquisition & Replacement Fund accounts for the funds necessary to replace the City's fleet of vehicles. Fire apparatus, ambulances, and other heavy long-lived vehicles will continue to be purchased. However, the City has begun participation in the Enterprise Fleet Management vehicle leasing program for its light-duty fleet of vehicles.

## Santee Fire Department

### Revenues

Several sources of revenue are attributable to the Santee Fire Department (SFD) annually. A Special Assessment, the Fire Benefit Fee, was established in 1983. In 2015, this fee was increased to \$492 per commercial/industrial building per year while the residential assessment remained at \$41 per unit, with revenues increasing from \$1,083,520 in FY 2018 to \$1,110,650 in FY 2022. The Santee Fire Department participates in California's Master Mutual Aid System, wherein the department provides personnel and equipment for various large-scale incidents throughout the state. It receives reimbursement for large-scale incident costs from federal, state, and other local governments. A contract to provide services to CSA 69 has been in place for decades.

This funding has experienced an increase from \$3,255,588 in FY 2018 to \$3,990,342 in FY 2022, a 23% increase. CSA 69 is being dissolved, and the funding and administrative oversight of the EMS transport responsibilities is being transferred to a joint powers authority (JPA) to be formed between the City and the Lakeside Fire Protection District.

The new agreement will increase revenues to the General Fund and the Vehicle Replacement fund in years beyond FY 2022. These funds are the same funds received by SFD while participating in the CSA 69 agreements. These funds are designed to continue to finance the pre-hospital care provided by the SFD. These additional revenue sources reduce the Fire Department funding required from other General Fund revenue streams such as property and sales taxes.

### **Expenditures**

The SFD provides services to the community through five divisions within the agency: Administration, Emergency Operations, Emergency Medical Services, Emergency Preparedness, and Fleet Operations and Maintenance. Department operating costs have increased from \$12,952,000 in FY 2018 to \$ \$16,568,210 in FY 2022. In addition, emergency Operations increased by approximately \$2,254,000, and Administration increased by \$322,000 as employees were added to both divisions.

The following figure provides historical costs, by Division, of the Santee Fire Department and identifies revenues attributable to the department during the same time period.

**Figure 51: SFD Historic Expenditures & Revenues (FY 2018–Budgeted FY 2022)**

<b>Expenditures/Revenues</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Actual</b>	<b>FY 2022 Budgeted</b>
Administration	790,449	808,527	846,386	918,489	1,147,187
Emergency Operations	8,660,327	9,394,229	9,667,790	10,475,817	10,912,840
EMS	3,118,710	3,200,116	3,286,959	3,570,583	4,000,790
Emergency Preparedness	23,938	21,180	19,668	9,114	29,900
Fleet Ops. & Maintenance	313,684	316,452	328,528	332,490	465,390
Fire Grants	44,901	—	—	—	—
<b>Total Expenditures:</b>	<b>12,952,009</b>	<b>13,740,504</b>	<b>14,149,331</b>	<b>15,306,493</b>	<b>16,556,107</b>
Fire Benefit Fee	1,083,520	1,091,800	1,103,100	1,108,600	1,108,600
Federal Fire Reimburse.	16,713	220,600	80,800	368,140	600,240
State Fire Reimbursement	249,748	179,700	60,000	484,870	252,770
Local Fire Reimbursement	9,746	6,200	11,300	6,140	6,140
Fire Dept Permits/Services	36,614	32,500	36,700	42,570	42,570
FD Cost Recovery	5,771	4,000	1,500	1,390	1,390
CSA 69 Charges	3,255,588	3,486,289	3,671,420	3,866,001	3,999,342
<b>Total Revenues:</b>	<b>4,657,700</b>	<b>5,021,089</b>	<b>4,964,820</b>	<b>5,877,711</b>	<b>6,011,052</b>
<b>General Fund Support:</b>	<b>8,294,565</b>	<b>9,420,447</b>	<b>9,771,707</b>	<b>9,583,495</b>	<b>10,557,149</b>

As expected in a service-based environment, salaries and benefits are approximately 88% of the operating costs of the SFD. Increases in salaries and benefits were responsible for \$2,967,896 of the \$3,615,937 increase. Of this \$2,967,896 increase, approximately \$1,400,000 is increased payments against the CalPERS pension unfunded actuarial liability (UAL). Total annual payments to reduce the UAL are currently approximately \$2,501,210. Authorized personnel has increased from 57.6 (FTE) employees in FY 2018 to 62 (FTE) employees in FY 2022. The city has consistently provided salary increases between 1.5% and 3.5% annually during this same period.<sup>15</sup>

SFD has experienced a significant use of overtime due to the limited staffing on each shift, typically resulting in an average of 20% of additional hours worked annually. This amount of overtime may result in early career burnout, increased absences, injuries, and possible additional workers' compensation claims.

The following figure combines the divisions' operations into the major expense categories.

**Figure 52: SFD Expenditures by Category, FY 2018 – Budgeted FY 2022**

<b>Expenditures</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Actual</b>	<b>FY 2022 Budgeted</b>
Salaries & benefits	11,400,921	12,281,779	12,507,945	13,701,196	14,375,540
Ops & maintenance	1,356,421	1,333,900	1,477,418	1,516,910	1,834,670
Capital outlay	149,768	124,828	163,970	88,385	357,991
Fire grants	44,901	—	—	—	—
<b>FD Expenditures:</b>	<b>12,952,011</b>	<b>13,740,507</b>	<b>14,149,333</b>	<b>15,306,491</b>	<b>16,568,201</b>

## Financial Projections

### City of Santee

#### Revenues

The City of Santee has experienced property tax revenue growth as the assessed valuation has increased due to strong housing demand and rising home prices. The FY 2022-2023 budget forecasts an approximate 6.7% valuation increase, equating to an approximate 5.5% property tax revenue increase. Historically, property tax revenue has increased an average of 6.6% annually between FY 2018 and FY 2022. Using the FY 2023 adopted budget as a base year, property tax revenues are projected to increase at a 5% annual rate through FY 2028. With the FED raising interest rates to "cool down" the economy, property tax revenue is projected to grow at 5% annually.

Sales tax has grown at an annual rate of a little over 8% annually between FY 2018 and FY 2022. Again, referencing the Fed's inflation-fighting policy, sales tax revenue is projected to grow at a 2% annual rate.

Other revenues from franchise fees are projected to increase at a 1% annual rate. All other revenue sources, other than Charges for Services, are projected to grow at a yearly rate of 0.5%. Charges for Services, including the new JPA with Lakeside Fire Protection District, are projected to grow at 2% annually.

## Expenses

The adopted FY 22/23 General Fund budget contains several items that appear to be one-time expenditures that total approximately \$500,000 or approximately 1% of the annual expenses. Using the adopted FY 2023 Budget as a base year, operating expenditures are forecast to increase at an annual rate of 3% through FY 2028.

The following figure indicates the projected revenues and expenditures for the City of Santee from the adopted FY 2023 budget through FY 2028.

**Figure 53: City of Santee Revenue & Expense Projections (Adopted FY 2023–FY 2028)**

Expenditures/ Revenues	FY 22/23 Budget	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28
Total Revenues	54,289,040	55,958,019	57,694,372	59,501,177	61,381,664	53,497,770
Total Expenditures	53,497,770	54,647,927	56,287,365	57,975,986	59,715,266	61,506,724
Net Transfers Out	2,006,590	—	—	—	—	—
<b>Surplus (Deficit)</b>	<b>(1,215,320)</b>	<b>1,310,092</b>	<b>1,407,007</b>	<b>1,525,191</b>	<b>1,666,398</b>	<b>1,832,492</b>
Beginning Reserve (estimated)	16,908,308	16,134,518	17,444,610	18,851,617	20,376,808	22,043,206
<b>Ending Reserve:</b>	<b>16,134,518</b>	<b>17,444,610</b>	<b>18,851,617</b>	<b>20,376,808</b>	<b>22,043,206</b>	<b>23,875,698</b>

## Santee Fire Department

The revenues and expenses attributable to the SFD are projected using the same criteria as that of the City of Santee. The following figure provides the revenue and expenditure projections for Santee Fire Department from the adopted FY 2023 budget to FY 2028.



**Figure 54: Santee Fire Department Projected Expenditures & Revenues**

<b>Expenses/Revenues</b>	<b>FY 22/23 Budget</b>	<b>FY 23/24</b>	<b>FY 24/25</b>	<b>FY 25/26</b>	<b>FY 26/27</b>	<b>FY 27/28</b>
Administration	1,242,930	1,280,218	1,318,624	1,358,183	1,398,929	1,440,897
Emergency Operations	11,307,570	11,646,797	11,996,201	12,356,087	12,726,770	13,108,573
EMS	4,044,990	4,166,340	4,291,330	4,420,070	4,552,672	4,689,252
Emergency Prepare	30,170	31,075	32,007	32,968	33,957	34,975
Fleet Ops & Maint.	511,200	526,536	542,332	558,602	575,360	592,621
Fire Grants	—	—	—	—	—	—
<b>Total Expenditures:</b>	<b>17,136,860</b>	<b>17,650,966</b>	<b>18,180,494</b>	<b>18,725,910</b>	<b>19,287,688</b>	<b>19,866,318</b>
Special Assessments–Fire Benefit Fee	1,114,600	1,120,173	1,125,774	1,131,403	1,137,060	1,142,745
Federal Fire Reimbursement	150,000	150,750	151,504	152,261	153,023	153,788
State Fire Reimbursement	300,000	301,500	303,008	304,523	306,045	307,575
Local Fire Reimbursement	5,800	5,829	5,858	5,887	5,917	5,946
FD Permits/Services	102,100	102,611	103,124	103,639	104,157	104,678
FD Cost Recovery	1,000	1,005	1,010	1,015	1,020	1,025
CSA 69 Charges	4,044,990	4,166,340	4,291,330	4,420,070	4,552,672	4,689,252
<b>Total Revenues:</b>	<b>5,718,490</b>	<b>5,848,208</b>	<b>5,981,608</b>	<b>6,118,798</b>	<b>6,259,894</b>	<b>6,405,009</b>
<b>General Fund Support:</b>	<b>11,418,370</b>	<b>11,802,758</b>	<b>12,198,886</b>	<b>12,607,112</b>	<b>13,027,794</b>	<b>13,461,309</b>

## Management Components

Creating appropriate management systems, policies, and philosophies is critical for modern fire service leaders. In addition, members, managers, and leaders need simple, consistent tools. Fire agencies that wish to improve and incorporate strategic thinking must have these systems thoroughly entrenched in their culture. When these principles and tools are present, agencies can more readily address management complexities such as organizational structure, staffing, and operational excellence.

### Foundational Management Principles

Most successful organizations know why they exist and how they will improve. They understand what they feel their organization should be and what common values hold them together and accountable. Organizations collect these basic philosophies in their adopted mission, vision, and values statements. SFD has created and adopted mission, strategy, vision, and values statements to guide followers, leaders, and directors.

### Mission Statement

Effective mission statements are concise statements that capture the reason an agency exists. It should be a brief statement that efficiently and effectively states why the agency exists and for whom they provide its services.<sup>15</sup> Answering these two questions can clarify why communities and members commit their time and other resources. SFD adopted and published the following mission statement.<sup>16</sup>

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*"The mission of the Santee Fire Department is to protect life and property in our community through aggressive fire suppression, public education, and emergency medical services, with leadership and professionalism."*

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This mission has the necessary elements of what they want to do, protect life and property, and for whom, their community. However, the mission limits its responsibilities and is general enough to include both response and prevention.

### Vision

Vision statements provide a direction for the entire organization and a common goal to work towards. The vision statement should succinctly articulate what the agency or its leaders see as the ultimate success in providing service. It should reflect where the organization is heading and provide an end state for decision-makers to use as a guide.<sup>17</sup>

SFD adopted the following vision statement.<sup>18</sup>

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

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For SFD to have a vision is a positive asset, and this vision statement is aggressive and specific enough to provide some direction. However, this vision statement appears to have last been published in the 2008 strategic plan. An organization's vision and leadership can change over time, and the mission, vision, and values should be updated occasionally.

### **Values**

For members of an organization to work together smoothly and to the same ends, they must share common values. Excellent agencies clearly state their organizational values and either create rules to defend them, a culture of value-driven decisions, or in most cases, both.<sup>19</sup> SFD adopted 5 core values, each with a clarifying statement. These values appear effective. The following is the list of SFD's values published in its strategic plan.<sup>20</sup>

- 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.
- Excellences: Possessing good qualities to a high degree; superiority.

### **Leadership Principles**

SFD chose to adopt 5 leadership principles in addition to the traditional mission, vision, and values statement. These principles are directed toward fire officers within the organization. The preamble to the principles state, "Fire Officers shall elevate the vision of their personnel, raise the performance standards of their team, and help those around them achieve their goals."

The following 5 principles are identified as how officers can exert positive organizational influence.<sup>21</sup>

- Be a professional: Understand why we are here, uphold the mission of the Fire Department, and embrace your position as a public servant.
- Be the example: Be consistent, demonstrate integrity, and uphold the standards of the organization through the modeling of your actions.
- Express empathy: Attend to the needs of your personnel, maintain engagement in the moment, and strive for genuine understanding.
- Exercise humility: Identify your areas for growth, take ownership of mistakes, and continuously work towards personal improvement.
- Establish trust: Be truthful, maintain transparency, and communicate respectfully.

### **Applied Management Principles**

Understanding fundamental management principles, especially the mission, vision, and values, is critical for managers and leaders to create direction. A clear sense of who and what the agency is will help progressive leaders define their purpose, unify the members, and find opportunities to grow and improve. Applying these principles may come in day-to-day interaction with the members, deciding whom to hire, what to purchase, or other instances.

These foundational principles should also be applied when developing plans and goals and identifying gaps in performance and critical issues. In addition, reviewing strategic, operational, and other planning documents assists members and outside interested parties understand management's focus on the organizational mission, vision, and values.

### **Management Planning**

SFD is currently in the process of changing the emergency medical transport system from a county service area (CSA) to a joint powers authority (JPA) with the Lakeside Fire Department (LFD). Leading up to this switch, SFD did receive some formal planning documents. However, SFD has done little traditional planning outside of this. The most recent vintage of the strategic plan is dated 2008.

### **Management Goals & Objectives**

Management does not explicitly define goals and objectives, especially organizational improvement. A review of the budgets, recent annual reports, and other planning documents did not uncover any official goals and objectives. However, management is aware of this and is attempting to rectify this shortcoming with this long-range plan and community risk assessment. They did indicate they established goals in January 2022. However, these were not apparent from a formal review of their documentation.

### **Internal Assessment of Critical Issues**

AP Triton asked for a list of the critical issues from the Fire Chief's perspective. The identified concerns are consistent with any agency experiencing growth in incident volume, budget constraints, and recruitment in the current atmosphere. The Fire Chief identified the following list of critical issues.

- Personnel retention.
- Ambulance transport capacity.
- Fire station replacement and location improvement.
- Staffing levels.
- Alternative sources of revenue for the fire department.

### **Communication Process**

Communications are the manager's primary tool to effect change and help members perform their best service for the community. There are several dimensions when working with communications. The sender/receiver dynamic, the context, the content, and the method are all required to ensure messages are delivered accurately and effectively. In addition, form and content typically change when communicating with internal and external customers. This change is especially true in the fire service industry since it relies heavily on industrial jargon and technical concepts.

#### **Internal**

Accomplishing internal communications is more straightforward due to the shared context of the sender and receiver. However, this familiarity can also cause a significant communication barrier as the internal sender has shared experience, historical, and emotional ties to the sender, the organization, or both. For this reason, managers must carefully choose their method when communicating with the members. They must also ensure the information is accurate, especially free from vague language that may allow for inference. The information must be consistent with previous statements and positions.

SFD utilizes several internal communications techniques. The staff attends regular meetings, and there are all-hands meetings. The organization has a published chain of command, and officers adhere to an open-door policy. Additionally, members have access to communications through e-mail and an agency intranet. Written communications are accomplished through agency e-mail, policies, standard operating guidelines, and memorandum. Policies and procedures are communicated through policy documents, with personnel training required on new or revised policies. However, SFD does not publish a member newsletter.

### **External**

Communicating with external customers carries challenges but can significantly reward the organization. A well-informed public can be an agency champion, its harshest critic, or in many cases, both. External customers have no inherent context with the terminology or historical perspective, unlike internal customers. Therefore, managers must approach each communicate with external customers without assuming they know or understand fire service operations. For optimal communication with the public, management must use multiple methodologies.

In addition, external customers must get information with a consistent message that agrees with those the internal customers receive. However, organizations cannot share some information with external customers. In these cases, staff must know what information should be kept private and why privacy is necessary.

SFD utilizes several external communication techniques. They use social media accounts such as Facebook and Instagram, with approximately 4 and 2 thousand followers, respectively. In addition, SFD has a section on the city website that is managed by the city and provides basic information to the public and access to essential documents. However, after reviewing the city website, recent communications were limited and not easily accessible.

### **Documentation**

Fire service agencies produce a variety of information and documents in the ordinary course of daily business. These documents are maintained for regulatory and organizational needs and can significantly impact the agency's health. Therefore, agencies must produce policies and procedures to safeguard these documents and ensure that they make adequate and valuable information.



Regulatory documents such as policy manuals, employee handbooks, standard operating guidelines, and incident reporting must be maintained, kept current, and protected from unauthorized use. In addition, informational documents such as official memorandums, agency performance reporting, and general agency information should comply with organizational, local, state, and federal policies and regulations.

Agencies should also understand their members, the public, and other stakeholders' informational needs. The agency must balance consumer needs, transparency, and organizational confidentiality. The agency must produce policies and procedures to direct information flow to internal and external consumers.

SFD maintains processes and policies to assist with document management. In addition, they occasionally report to their governing body specific information.

### **Reporting**

The Fire Chief reports to the City Manager, who in turn reports to the mayor and city council. While the periodic management and performance issues are discussed with the city manager, there is a limited exchange of information directly to the elected leaders. The annual budget approval process identifies the previous fiscal year's accomplishments and current budget goals with little explanation in bullet points. SFD does not produce a yearly report for management or public consumption.

### **Recordkeeping**

SFD maintains records as required by federal, state, and local statutes and regulations. They document their incident responses in a computer-based records management system. Electronic patient records are kept on a separate system.

The equipment records are maintained in multiple sites, depending on the equipment. Self-contained breathing apparatus and air meter testing records are maintained internally by specially trained firefighters. Vendors accomplish hose, breathing air, and ladder testing. Pump testing and vehicle repair records are managed by the city fleet services with agency oversight provided by the battalion chief assigned to fleet management.

The City of Santee's human resources director is responsible for maintaining employee records electronically and with hard copies. Electronic file access is secured by the system and user passwords. In contrast, paper records, including injury, health, and exposure records, are protected in locked offices and file cabinets.

## Information Technology Systems

Information technology management and systems are a requirement of the modern fire service. Agencies need access to computers and data to record activities, provide modern communications, and maintain management awareness. Access should be available to those who create the information and those who need to use this data to complete evaluations or reports. Modern information technology systems must have a solid infrastructure, including data retention, back-ups, and hardware and software maintenance.

## Infrastructure

SFD has computers, software, and network access available at all facilities. The city's information technology group (IT) is responsible for all electronic and telecommunications systems and infrastructure. They report directly to the assistant city manager.

## Management, Control, & Security

SFD's technology is managed and secured within policies and practices defined by IT. Computers and software are password protected, and access is granted and maintained at the user level. In addition, electronic records are backed up remotely.

## RMS/PCR Systems

SFD utilizes technology to document incident responses. They use the software provided by ESO to record incidents in an NFIRS-based system. In addition, SFD captures patient records in Image Trend®, a cloud-based documentation software

## Planning for Fire Protection & EMS

Emergency service environments and communities change rapidly, so planning efforts are critical to organizational health. Whether committed to continuous improvement or just survival, agencies must look to the future and develop plans to be successful. At a minimum, an agency must keep up with its changing environment. However, improvement requires agencies to evolve much faster than their environment changes.

Survival and improvement do not happen by chance. Benjamin Franklin, credited with saying, "if you fail to plan, you are planning to fail," understood this. However, changing an organization's structure or direction to meet the future is difficult. It requires incremental steps, effective communications, vision, and purpose. In short, organizations must proactively manage their future or react, or dissolve, when the inevitable changes occur.

## Fire Service Planning Process Overview

Education is abundant for strategic, master, and operational planning. Unfortunately for the fire service, most publications and courses focus on private, for-profit industries. As a result, non-profit and public organizations receive little guidance. However, there are a few resources. This section relies heavily on the highly regarded works of Mark Wallace<sup>22</sup>, John M. Bryson<sup>23</sup>, and the Commission on Fire Accreditation International (CFAI) for direction.

Historically, agencies attempting to use for-profit planning methodologies often struggle with effectiveness. This is because for-profit strategies focus on profitability and market share. At the same time, public agencies prioritize fiscal responsibility, and profitability is rarely a consideration.

The first step in any planning process is to understand the current situation. Agencies must understand their risks, define metrics to measure performance, and evaluate existing performance and service levels. In addition, they must understand community expectations, mandates, the agency mission, values, culture, and responsibilities. Effective agencies can state these clearly and share them throughout the organization. Effective agencies also have a clear vision of anticipated future performance.

Once the current situation is thoroughly understood and the vision defined, agencies should document steps to meet the future. These steps are rarely published in a single plan. Typically, multiple planning documents are needed to deal with strategic and operational concepts.

Strategic planning provides clear direction and understanding of future needs.

Operational plans identify specific steps and resources needed to accomplish the strategies. These can range from very short-term dealing with the here and now to long-term plans dealing with projections many years in the future. The following figure lists the levels and different plan types typically employed by fire and other public agencies.

Figure 55: Planning for the Future

Planning Level	Description	Time Frame	Examples
<b>Operational</b>	These plans deal with specific resource needs, time frames, directions, or processes to meet strategic or mission requirements.	Immediate	<ul style="list-style-type: none"> <li>• Standard operating procedures and policies.</li> <li>• Incident tactical plans.</li> <li>• Incident preplanning.</li> </ul>
		Short-Term	<ul style="list-style-type: none"> <li>• Annual budgets.</li> <li>• Annual project plans.</li> </ul>
		Mid-Term	<ul style="list-style-type: none"> <li>• Apparatus Replacement.</li> <li>• SCBA/Radio replacement schedules.</li> <li>• Emergency Management plans.</li> </ul>
		Long-Term	<ul style="list-style-type: none"> <li>• Facilities replacement.</li> </ul>
<b>Strategic</b>	This document category utilizes information about the future and the organization's mission, vision, and values. The plan creates a pathway to change and gives the agency its heading and general directions.	Mid-Term	<ul style="list-style-type: none"> <li>• 3–5 Year Strategic Plan.</li> </ul>
<b>Master</b>	This type is part operational and part strategic plan. It combines current and forecasted positions with potential and probable changes in the agency's environment to produce direction on maintaining operations.	Mid- & Long-Term Plans	<ul style="list-style-type: none"> <li>• 5–20 Year Master Plan</li> </ul>

In the preceding chart, the immediate plans define ongoing activities. Accomplishing short-term objectives require only current resources. These plans get completed during the current budget cycle. Mid-term strategies will spill over budget cycles but typically be complete with the sitting elected government officials and current leadership. Long-term plans will likely outlast the sitting government and potentially the current administration.

Agencies may produce or combine any number of plans to help them address their challenges. They may have the resources to follow an internally developed or predefined process. On the other hand, they may need outside professional assistance to help them develop their plans and planning process. The key to success is not necessarily to follow one approach over another or create a standardized document. Instead, success comes through creating clear, concise, relevant information publicized and used by members and leaders in their everyday decisions.

Exceptionally effective plans face frequent reviews. They are closely followed or changed as the situation warrants. They are updated periodically, reported to the governing body, and used as a leadership and decision tool. Plans written to fulfill an obligation and spend their entire lifespan on a shelf gathering dust are little more than an entertaining exercise in creative writing. Effective agencies choose living plan documents that add value.

### **Effectiveness of SFD's Planning Efforts**

SFD is taking steps to create a more proactive change environment. It has completed many foundational planning steps. This community risk assessment and long-range plan will help fill in some gaps.

SFD's planning efforts are primarily operational and center on the immediate and short-term plans that assist daily operations. They do not have an established planning group, and the strategic planning efforts are somewhat remiss. This document may help fulfill some strategic requirements for effective management. Still, the agency will benefit from expanded strategic planning efforts.

### **Plan Coordination**

SFD is a department within the City of Santee, the controlling governmental body. As such, it is essential for any planning efforts the department undertakes to be coordinated between the city's goals and strategic initiatives. It is also helpful to work within other government frameworks like county and state government planning efforts, if applicable. In SFD's case, the city does not appear to have a community master or strategic plan. However, it does have specific land use and development plans, a transportation plan, and one for reducing carbon emissions within the city/<sup>24</sup>. In addition, in 2017, San Diego County produced a hazard mitigation plan.<sup>25</sup> While these documents provide a resource for future decisions, they do not offer SFD any specific strategic visions. However, the city is finalizing and preparing to adopt its 2022 Hazard Mitigation Plan to provide departmental direction within the mitigation framework. SFD appeared to be heavily involved in producing this document's specific goals and objectives.

The City of Santee does solicit feedback through community forums and council meetings. This feedback is utilized in the city's general plan. In addition, the city has adopted the City of Santee Emergency Operations Plan. This document codifies responsibilities and city operations during a disaster or significant incident event.

### **SFD's Planning Preparation**

SFD maintains control and planning documents to assist management and the members with daily and near-term decisions. They have documented mission, vision, value, and additional guidance statements. They did complete a strategic plan in August of 2008. However, the strategic plan has expired, and its effectiveness and completion are not readily apparent.

SFD has not completed an environmental scan to determine strengths, weaknesses, opportunities, or threats. However, as a part of this study, stakeholders were interviewed, which may give some foundational information to focus on to complete a SWOT analysis. In addition, the recent study entitled *Assessing the Effectiveness of the CSA Structure for Ambulance Services in San Diego County Services Area 69 (CSA 69)* will provide some structure. This will assist when evaluating the new JPA.

SFD has implemented response planning by fire management zones, primarily identified by station response area. The general plan created by the City of Santee is a statement of the community's vision for ultimate growth.<sup>26</sup> However, this plan appears to have been developed in 2003 and expired in 2020.

### **SFD's Immediate Planning**

SFD maintains a series of immediate operational planning documents. They have documented their standard operating guidelines, a current labor contract, and dispatch utilizes incident response run cards. In addition, they provide operational, administrative, and board policies. The city maintains an EOP and general land use plans. Finally, the city and department work within an annual budget, and specific expenditures are identified there. These plans, policies, guidelines, and contracts comprise the agency's immediate planning processes.

SFD has developed a pre-fire planning process or pre-incident aids for responders. These plans are valuable and effective for all-size buildings and occupancies. At a minimum, they exist for target hazard facilities.



### **SFD's Short-Term Planning**

SFD creates and operates under an annual budget. However, they do not appear to have a yearly project list or other short-term planning methods. Producing this type of information complements the operational, strategic, and master planning elements. At a minimum, these plans should include the following:

- Project description and a specific person or position that is responsible for its completion,
- The budget for the project,
- Project timeline,
- Prior and post-dependent project identification,
- Definition of the successful completion of the project,
- The project's relationship to operational requirements or strategic and master plan objectives.

### **SFD's Mid-Term Planning**

SFD created a five-year strategic plan in 2008 but has not followed up with this plan or had it updated. SFD operates under the city fiscal guidelines, but it did not appear the city maintains equipment or apparatus replacement schedules. Overall, mid-term planning is lacking. This long-range plan may improve the mid-term planning position.

### **SFD's Long-Term Planning**

This long-range plan, developed by AP Triton, and the hazard mitigation plans appear to be the only long-term planning documents on record. Except for a capital improvement plan, there was no evidence of other long-term planning efforts. The current capital improvement plan (CIP) only listed the replacement of station 4 as an objective.<sup>27</sup> The lack of long-term planning is a shortcoming. A complete CIP will, at a minimum:

- Identify all capital assets of the agency, including buildings, vehicles, and long service equipment such as vehicles, radios, computers, SCBA, and turn-out gear,
- Identify the service life of these assets,
- Identify the service life of portions of facility systems such as heating, air conditioning, and concrete,
- The potential replacement costs when the asset expires,
- Operational and maintenance cost estimates for each resource by year.

The mid-term actionable planning portion of the CIP will either be a parallel or part of the strategic plan. The master CIP and the facility assessment are very long-term. They will forecast far enough into the future to address the service cycle of the longest-lived asset, typically a fixed facility. Therefore, the mid-term action plan portion of the CIP and station assessment that either parallels or is part of the strategic plan should include the minimum information for each project:

- The overall cost of the project,
- Cost of the project segment for the current fiscal year,
- Timeline for project completion,
- Priority,
- Funding sources available.

Planning, funding, and completing a master mitigation plan for significant hazards are also valuable for managing risks. NFPA standards and the FEMA website provide mitigation plan references and examples.

## Staffing & Personnel

Public safety is, at its heart, a service industry. An organization's ability to meet its obligations and mission requires active recruiting, managing, and maintaining sufficient staffing. Appropriate operational, administrative, managerial, and supervisory staffing levels and effective allocation of resources are imperative to agency success.

Fire service staff functions fall into two distinct groups, administrative and operational. Both groups must have appropriate resources to complete their tasks for an agency to operate effectively. Allocating organizational resources to balance the two can be difficult, but adequate staffing is crucial.

An organization also needs to have proper rules for effective personnel management. Well-defined, consistent, and documented policies and practices help employees understand their responsibilities and benefits. It also helps them chart their road to success and professional advancement.

The number of positions and personnel deployment depends on the organization's needs, mission, and resources. Similarly, the organization's structure, size, and legal requirements drive the administrative and managerial policies and practices. This section overviews SFD's staffing structure and human resources practices.

### Administrative & Support Staffing

The administrative and support functions are diverse, and the list of tasks can be extensive. Organizational planning and coordination, asset management, program evaluation, and overall direction are typical administrative and support staff functions. Some agencies are departments within a larger organization and share some support functions with a municipality or other larger government agencies. Other fire agencies are local governments and must provide all administrative and support functions internally. Since SFD is part of a city, it has some administrative support available outside its listed employees.

Support and administrative services is provided by 6.5 full-time equivalent (FTE) staff. The Fire Chief is the most senior executive administrator of SFD and reports directly to the City Manager. The Operations Chief, Management Analyst, Administrative Secretary, Fire Marshal, and the head of the city fleet department report directly to the Fire Chief.

The span of control of five subordinates for the Fire Chief is within established best practices. Most administrative staff operate during regular Santee City Hall business hours, 8:00 AM until 5:00 PM, Monday through Friday. The following figure lists each full-time equivalent (FTE) position and the staffing count for the administrative functions of the fire department only. City fleet services are not within the scope of this report.

**Figure 56: Administrative Staff Full-Time Equivalent Count**

Position	FTE Count
Fire Chief	1
Deputy Fire Chief	1
Fire Marshal	1
Fire Inspector	1
Management Analyst	1
Office Assistant	0.5
Administrative Secretary	1
<b>Total FTEs:</b>	<b>6.5</b>

### Administrative Support

SFD operates with civilian administrative support positions and support from the City of Santee. The department civilians assist in developing and managing the budget and other district assets, general office and clerical support, records management, scheduling, and finance. Payroll, benefits, recruitment, and employee recordkeeping are completed by the city human resources staff with assistance from the fire department staff. The City of Santee also provides other financial, technical, and legal functions with fire department staff input.

### Fire Prevention Division

SFD's Fire Prevention Division is responsible for preventing loss and injury through code enforcement, investigation, and education. A fire marshal and an inspector complete most state-mandated inspections for new business licenses and educational and residential (R-1 and R-2) structures. Operations personnel assist with presenting and managing the public education programs.

### City Fleet Services

The Fire Chief acts as the department head for City Fleet Services. However, this operates as a separate city support function with its budget line items. Therefore, except for the financial section, SFD chooses not to include an analysis of City Fleet Services as a part of this report.

### Operations Staffing

Operations personnel are assigned various duties consistent with fulfilling emergency response objectives. They are also responsible for additional collateral duties to support the response mission. The Deputy Chief is considered administrative staff but supervises 3 shift battalion chiefs. The following figure lists full-time equivalent position counts for the operations division.

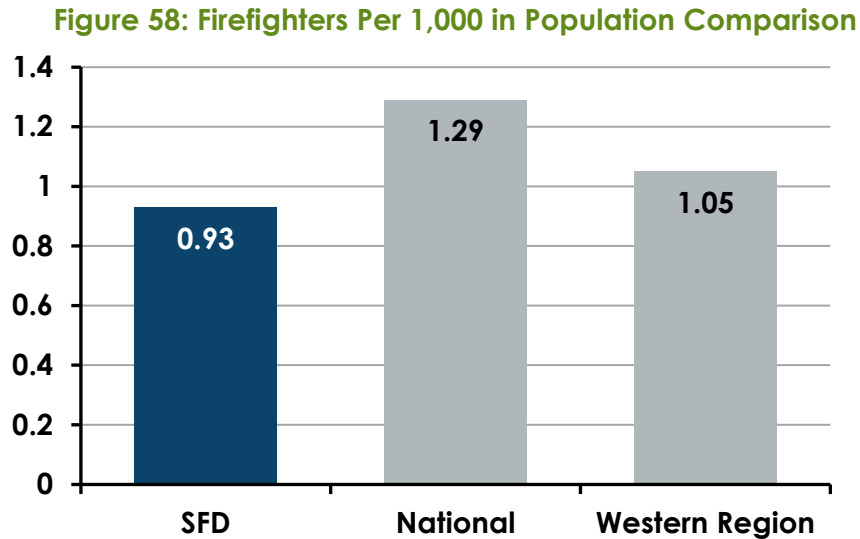
**Figure 57: Emergency Operations Staff Full-Time Equivalent Count**

Position	FTE Count
Battalion Chief	3
Fire Captain	12
Firefighter Engineer	12
Firefighter Paramedic <sup>1</sup>	27
<b>Total FTEs:</b>	<b>54</b>

<sup>1</sup>Three FF/PMs are roving positions designed to cover vacancies, not additional minimum staff.

### Staff Allocation

SFD has an operational staffing level of 0.94 firefighters per 1,000 population served. Comparing SFD's staffing levels against regions and the nation shows the staff levels are less than the western region and national levels.<sup>28</sup> The following figure compares firefighters per 1,000 in the population protected.



### Firefighter Staff Distribution

The operations staff is allocated evenly throughout the three shifts. Six primary apparatuses are staffed, equip the two fire stations, and two additional units can be cross-staffed. The three-engine and one-truck company minimum daily staffing levels are a captain, an engineer, and a firefighter-paramedic. Two firefighter-paramedics staff each of the two ambulance units. Three firefighter paramedics, one per shift, float to fill vacant positions as needed. Although rare, if there are no vacant positions, the floating firefighter is assigned to Truck 4.

At least one Battalion Chief is on duty, operating a command SUV from Station 4. In addition, the Deputy Chief and Fire Chief are also fully qualified to respond for additional incident support if needed. The following figure lists the primary and cross-staffed apparatus by the station.



**Figure 59: Unit Staffing Model by Station**

Unit	Type	Minimum Daily Staffing
<b>Fire Station 4</b>		
Engine 4	Type 1 Engine	1 Captain, 1 Engineer & 1 Firefighter-Paramedic
Truck 4	Ladder	1 Captain, 1 Engineer & 1 Firefighter-Paramedic
Medic 4	Ambulance	2 Firefighter-Paramedics
Battalion 2	Command	1 Battalion Chief
Brush 4	Type 3 Engine	Cross Staffed
<b>Fire Station 5</b>		
Engine 5	Type 1 Engine	1 Captain, 1 Engineer & 1 Firefighter-Paramedic
Engine 205	Type 1 Engine	1 Captain, 1 Engineer & 1 Firefighter-Paramedic
Medic 5	Ambulance	2 Firefighter-Paramedics

Determining apparatus staffing levels is a challenging task. Leaders must decide what risks their crews are likely to face and what level of risk the community is willing to accept. Several noteworthy publications help agencies determine adequate staffing, including *NFPA 1710 Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*.

This NFPA standard recommends staffing and deployment of career organizations. The National Institute of Standards and Technology field studies on fire-ground and EMS incidents may also provide direction. Occupational health standards typically consider crew entry into a hazardous environment unsafe without an equal number of equipped and capable personnel outside the hazard zone. No one person goes in alone. However, this rule may be suspended if an emergency rescue is required.

### **Staff Scheduling Methodology**

SFD staffs 2 stations 24 hours per day, every day of the year, with a minimum of 1 battalion chief, 4 captains, 4 engineers, and 8 firefighter-paramedics. Each apparatus is equipped and staffed to provide advanced life support medical care. In addition, SFD has access to several surrounding agencies for additional incident staffing. SFD utilizes a three-shift system, A-Shift, B-Shift, and C-Shift, on a Kelly 4/6 schedule on a 14-day FLSA cycle. The work shifts begin at 8:00 AM and end at 8:00 AM the following day.

## **Personnel Management Systems**

The fire service relies heavily on its people to accomplish its mission. Therefore, effectively managing, supporting, and organizing human assets must be adequate for successful service delivery. It also depends heavily on an organization's commitment to the human resources function and documented policies and programs.

## **Policies, Rules, Regulations & Guidelines**

Complex organizations, like fire agencies, work under several rules. These rules can be the result of both internal and external forces. Federal, state, and local laws are external factors. Internal factors include operations and resource management. If broken, documented internal requirements, such as written policies, contracts, orders, memos, and guidelines, might have minor or severe legally defensible consequences. Likewise, undocumented rules, practices, and behavior patterns that evolve in an agency or workforce have various outcomes if broken. Agencies must approach official enforcement of these unwritten rules with caution, as labor laws favor employees rather than the organization. Analyzing these unwritten rules is outside the scope of this section.

Emergency services organizations must comply with government-mandated regulations. In addition, the City of Santee, state, county, and federal laws apply to the organization and its employees with specific firefighters and medical personnel functions. An analysis of these laws is outside the scope of this report, and SFD and the city should rely on periodic legal reviews to ensure compliance.

Some agencies are subject to civil service rules. Civil service rules are local, state, or federal laws that govern the employer and employee relationship. SFD is not subject to civil service commissions or rules. However, municipal code sections define the employee relationship with the city.

## **Labor Contracts**

SFD does not work under a labor contract. Instead, there is a memorandum of understanding (MOU) between the City of Santee and the Santee Firefighters Association, IAFF Local 4373. The current MOU expires on June 30<sup>th</sup>, 2023, and applies to Fire Captain and below positions. The MOU is authorized under a California state law known as the Meyers-Millias-Brown Act.

**Policies**

Another formal type of rule is a policy. Policies are written for specific situations and include words like "shall" and "will" to indicate the required actions of the members. Most rules and policies that apply to SFD are adopted in the City of Santee Municipal Code. All the policies are documented in the city Personnel Rules document. In addition, some policy language can be found in the MOU.

**Guidelines & Operational Plans**

SFD maintains standard operating guidelines primarily applicable to specific operational processes. The procedures are utilized during training and are regularly updated. In addition, training is provided on policies and operational guidelines when they are revised or adopted.

**Human Resources**

The administrative and support function designed to balance the needs and requirements of the employer and the employee is considered human resources. This function requires agencies to maintain specific compliance documentation and meet their compensation, tax, and benefits obligations. In addition, successful agencies actively manage the employment lifecycle and provide and oversee employee health and safety programs. The City of Santee and SFD maintain staff, systems, and procedures specifically designed to accomplish and enhance the human resource function.

**Personnel Reports & Recordkeeping**

The City of Santee and SFD maintain hard copy documents of the employee's files and information in its records management systems. Electronic records can be found in various computer systems such as ESO and Image Trend® systems. Hard copy files are kept physically secured and have limited unsupervised access. In addition, different electronic records management systems keep other data such as attendance, payroll, training, and miscellaneous daily information. These systems are secured utilizing standard information technology processes managed and directed by the city Information Technology group.

**Compensation Systems**

SFD's compensation system is based primarily on position, certificated level, and seniority. In addition, compensation includes hourly and annual salaries, various paid and unpaid leave programs, health and life insurance, retirement benefits, longevity pay, and recognized holidays. The MOUs define this compensation for members of the IAFF Local 4373 and the city.

**Testing, Measuring, & Promotional Processes**

SFD utilizes an annual skills evaluation process and performance evaluation for operational personnel. New hires are considered probationary members until they complete a two-step process within 12 months. Performance evaluations are conducted annually for each fire department employee. They are outlined in chapter III of the department's SOPs and referenced in the MOU. Promotional testing for engineers and captains are also in place utilizing an assessment center.

**Disciplinary Process**

SFD has a disciplinary process defined in chapter 10 of the MOU between the city and Local 4373. The described process requires participation between management, human resources, and the employee. The rules outlined in the MOU are designed to comply with the Firefighters Procedural Bill of Rights Act (CA Government Code, Section 3250-3262).

**Counseling Services**

SFD provides mental health counseling to its employees through multiple local third-party mental health providers. The employee assistance program and critical incident stress responses are included in these provider services. In addition, substance abuse, drug, and alcohol testing policies are in place.

Additional support is provided by the Santee Fire Department's Peer Support team. This team is organized at the local level and is guided by San Diego County policies 18A-Peer Support and 18-B Chaplain Program.

**Application & Recruitment Processes**

Open job positions are posted on a NEOGOV site. Applicants must pass a written test, qualification and background check, an interview, and a background check before being considered for hire. In addition, new hires complete an exam after the conditional job offer before starting work. In addition, applicants must complete a physical agility test.

**Health & Wellness Programs**

SFD has a health and wellness program for its operational personnel and an established safety committee. In addition, operations personnel complete a medical examination as defined by the organization annually.

## Introduction to the Stakeholder Interviews

On October 26 and 27, 2022, AP Triton associates interviewed a wide variety of the Santee Fire Department internal and external stakeholders. Approximately 45 stakeholders were interviewed during the two-day sessions. These interviews were designed to better understand issues, concerns, and options regarding the emergency service delivery system, opportunities for shared services, and expectations from community members.

It is important to note that the information solicited and provided during this process was in the form of "people inputs." Stakeholders individually responded to each question, some of which were perceptions reported by stakeholders. All information was accepted at face value without an in-depth investigation of its origination or reliability. The project team reviewed the answers for consistency and frequency of comment to identify specific patterns and/or trends. Multiple sources confirmed the observations, and the information provided was significant enough to be included in this report. Based on the information reviewed, the team identified a series of observations and recommendations and felt they were significant enough to be included in this report.

Stakeholders were identified and grouped based on their relationship type with SFD. Then, individual interviews were conducted based on one of three groups. Elected officials, city management, and department heads were one group. Additionally, SFD members were grouped together, including chief officers, labor leaders, administrative staff, and the rank and file. The final group comprised businesses, community, and volunteer leaders and members. The complete results of the stakeholder interviews can be found in Appendix A of this report.

## Capital Facilities & Equipment

Apparatus and other vehicles, trained personnel, firefighting and emergency medical equipment, and fire stations are the essential capital resources for a fire department to carry out its mission. No matter how competent or numerous the firefighters are, if appropriate capital equipment is not available for operations personnel, it would be impossible for the Santee City Fire Department (SFD) to perform its responsibilities effectively. The essential capital assets for emergency operations are facilities, apparatus, other emergency response vehicles, and equipment. This report section assesses SFD fire stations and frontline medic units and apparatus.

### Fire Stations & Facilities

Fire stations play an integral role in delivering emergency services for several reasons. A station's location will dictate response times to emergencies to a large degree. A poorly located station can mean the difference between confining a fire to a single room and losing the structure or survival from sudden cardiac arrest. Fire stations must also be designed to adequately house equipment and apparatus and meet the organization's and its personnel's needs.

Fire station activities should be closely examined to ensure that the structure is adequate in size and function. Examples of these functions can include the following:

- Kitchen facilities, appliances, and storage
- Residential living space and sleeping quarters for on-duty personnel (all genders)
- Bathrooms and showers (all genders)
- Training, classroom, and library areas
- Firefighter fitness area
- The housing and cleaning of apparatus and equipment, including decontamination and disposal of biohazards
- Administrative and management offices, computer stations, and office facilities
- Public meeting space



In gathering information from SFD, AP Triton asked the fire department to rate its fire stations' condition using the following criteria. The results of the ratings will be seen in the figures that will follow.

**Figure 60: Criteria Utilized to Determine Fire Station Condition**

<b>Excellent</b>	Like new condition. No visible structural defects. The facility is clean and well-maintained. The Interior layout is conducive to function with no unnecessary impediments to the apparatus bays or offices. No significant defect history. Building design and construction match the building's purposes. Age is typically less than ten years.
<b>Good</b>	The exterior has a good appearance with minor or no defects. Clean lines, good workflow design, and only minor wear on the building interior. The roof and apparatus apron are in good working order, absent any significant full-thickness cracks in or crumbling of the apron surface or visible roof patches or leaks. Building design and construction match the building's purposes. Age is typically less than 20 years.
<b>Fair</b>	The building appears structurally sound with a weathered appearance and minor to moderate non-structural defects. The interior condition shows normal wear and tear but flows effectively to the apparatus bay or offices. Mechanical systems are in working order. Building design and construction may not match the building's purposes well. Showing increasing age-related maintenance but with no critical defects. Age is typically 30 years or more.
<b>Poor</b>	The building appears to be cosmetically weathered and worn with potential structural defects, although not imminently dangerous or unsafe. Large, multiple full-thickness cracks and concrete crumbling on the apron may exist. The roof has evidence of leaking and multiple repairs. The interior is poorly maintained or shows signs of advanced deterioration with moderate to significant non-structural defects. Problematic age-related maintenance and major defects are evident. It may not be well-suited to its intended purpose. Age is typically greater than 40 years.

### SFD Fire Stations

The following figures outline the basic features of each SFD fire station.

**Figure 61: SFD Fire Station 4**



<b>Address/Physical Location:</b>		8950 Cottonwood Ave, Santee CA 92071			
		<b>General Description:</b> Station 4 is 50 years old and is operating well beyond its capacity. The station design does not meet modern needs or requirements. The number of personnel operating in the station leaves little space. Multiple bunk-style rooms with curtains separating the beds are outdated and offer little support for all firefighters			
<b>Structure</b>					
Date of Original Construction	1972				
Seismic Protection	No				
Auxiliary Power	Yes (generator)				
General Condition	Poor				
Number of Apparatus Bays	Drive-through Bays	3	Back-in Bays	0	
ADA Compliant	No				
Total Square Footage	11,044.				
<b>Facilities Available</b>					
Sleeping Quarters	9	Bedrooms	16	Beds	Dorm Beds
Maximum Staffing Capability	16				
Exercise/Workout Facilities	Yes				
Kitchen Facilities	Yes				
Individual Lockers Assigned	Yes				
Bathroom/Shower Facilities	Yes				
Training/Meeting Rooms	Yes				
Washer/Dryer/Extractor	Yes				
<b>Safety &amp; Security</b>					
Station Sprinklered	No				
Smoke Detection	CO & smoke detection				
Decon & Biological Disposal	Yes				
Security System	No				
Apparatus Exhaust System	Yes				

Figure 62: SFD Fire Station 5

<b>Address/Physical Location:</b>	9130 Carlton Oaks Drive, Santee CA 92071					
	<b>General Description:</b> Station 5 is 22 years old and meets most modern fire station requirements. However, its size would better support staffing of 3 to 5 on duty per day than the current 8 firefighters. In addition, the station is well-maintained, and no significant issues were identified.					
<b>Structure</b>						
Date of Original Construction	June, 2000					
Seismic Protection	No					
Auxiliary Power	Yes (generator)					
General Condition	Fair					
Number of Apparatus Bays	Drive-through Bays	2	Back-in Bays	0		
ADA Compliant	No					
Total Square Footage	8,108.					
<b>Facilities Available</b>						
Sleeping Quarters	8	Bedrooms	9	Beds	0	Dorm Beds
Maximum Staffing Capability	9					
Exercise/Workout Facilities	Yes					
Kitchen Facilities	Yes					
Individual Lockers Assigned	Yes					
Bathroom/Shower Facilities	Yes					
Training/Meeting Rooms	Yes					
Washer/Dryer/Extractor	Yes					
<b>Safety &amp; Security</b>						
Station Sprinklered	Yes					
Smoke & CO Detection	Smoke, but no CO detection					
Decon & Biological Disposal	Yes					
Security System	No					
Apparatus Exhaust System	Yes					

## Fire Stations Discussion

The department considered both SFD stations in "Poor" and "Fair" condition and aged 50 and 22 years, with an average of 36 years. The following figure summarizes Santee City's fire stations and their features.

**Figure 63: Summary of the Santee City Fire Stations**

Station	Square Footage	Apparatus Bays	Staffing Capacity	General Condition	Station Age
Station 4	11,044	3	16	Poor	50 years
Station 5	8,108	2	9	Fair	22 years
<b>Totals:</b>	<b>19,152</b>	<b>5</b>	<b>25</b>		

The fire stations were also evaluated utilizing a checklist based on the National Fire Protection Association's *Standard on Fire Department Occupational Safety, Health, and Wellness Program*. A walkthrough inspection of each facility was completed on October 26, 2022.

Generally, older fire stations do not meet the requirements of modern firefighting. As the firefighting environment has changed, the technology, equipment, and safety systems have changed to meet new demands. Older buildings do not typically have the space or engineering systems to meet that new environment. Modern living also requires much more access to electrical outlets than was expected in older buildings. Fire station 4 is no exception.

For example, older buildings do not meet the requirements due to the need to decontaminate personnel and equipment after many responses in the current firefighting context. Every crew member should have access to facilities to decontaminate immediately after a fire event, and showers should allow for gender separation. In addition, there needs to be enough partitioned space to allow for gear and equipment to be thoroughly washed and designed to control contamination in the living and working space of the station. Unfortunately, the facilities in the city fall behind in this need.

While all structures require routine maintenance, fire stations require even more maintenance due to the continuous occupancy by many adults. Multiple departures and returns of heavy apparatus also affect these structures. While there is an active maintenance program, there was evidence of maintenance deferral at station 4. This deferred maintenance will accumulate and become more urgent as time passes.

The stations were generally clean and uncluttered. The crews AP Triton encountered during the station tours demonstrated ownership of their facilities. Each station was provided with auxiliary power reported to be periodically inspected. In addition, all stations were supplied with an exhaust removal system that appeared to be in use and operable.

#### **Station 4**

Station 4 was built in 1972 and is reaching the end of its useful life. This is being accelerated because the station operates with double the personnel and apparatus it was designed for. Multiple bunk rooms with only curtains separating beds do not meet modern standards. Large, open bathrooms with multiple shower heads also do not meet current standards. The station has an extractor washer in the laundry room and a separate decontamination closet. However, there was no seamless ability to decontaminate a person, equipment, or clothing and have direct access to a shower. The workflow and movement patterns were poorly laid out, and there were no exit signs. The building is not sprinkled and has no fire or security alarm. The aprons in front of and behind the station currently have significant cracks but slight separation. General maintenance and housekeeping were good, and no other significant issues were identified.

#### **Station 5**

Station 5 was built in 2000 and met more modern standards for a fire station. This station is also operating at maximum capacity for Staffing and apparatus, accelerating wear and tear on the building. This station also has an extractor washer in the laundry area and a separate decontamination closet. However, there is no seamless ability to decontaminate a person, equipment, or clothing and have direct access to a shower. Station 5 does have separate bedrooms and bathrooms with private showers that support all genders and meet modern standards. This station is also sprinkled and has an alarm system. General maintenance and cleanliness were good, and no other significant issues were identified.

### **Fleet Maintenance Shop**

Behind station 4, a steel butler building serves as the fleet maintenance facility for fire and the entire city. This building is also operating well beyond its intended use. Serious safety issues were present, such as multiple extension cords and other non-compliant electrical wiring concerns. In addition, excessive flammable and combustible liquids and materials are not correctly stored. There is not enough room for this operation to fit in the building.

### **Administration Building**

Fire administration is in the City Hall complex, and there is sufficient space to support current staff, including Fire Prevention and Information Technology (IT). The Emergency Operations Center (EOC) is also in the Fire Administration building. This space should be maintained and ready to operate at a moment's notice. No issues were identified in the space.

### **Facility Replacement**

The city does not appear to have a long-range facility replacement or repair plan. Ensuring the stations are in good repair requires regular maintenance and scheduled replacement of specialized equipment. Plans for updating and repairing systems such as heating and air conditioning (HVAC), generators, roofs, driveways, parking areas, security gates, painting, carpet replacement, and small appliances can keep costs down and buildings in service longer. In addition, establishing a facility replacement and maintenance plan will enable the city to plan for ongoing service from each station more efficiently.

### **SFD Capital Apparatus & Equipment**

Emergency services rely on their ability to get needed personnel and equipment to the scene of an incident. Fire apparatus, ambulances, command units, and other response vehicles must be sufficiently serviceable to get the people and equipment reliably and safely to the scene. The vehicles should be properly equipped and capable of performing any specialty tasks they were designed for. In addition, the equipment must be appropriate, serviceable, and reliable enough to function when needed.

### **SFD Vehicles**

As part of this study, AP Triton requested from SFD a complete inventory of its fleet and equipment. For each vehicle listed, SFD was asked to rate its condition utilizing a prescribed process. The following figure is the criteria list SFD was asked to rate the condition of its vehicles against.



**Figure 64: Vehicle Condition Criteria**

Evaluation Components	Points Assignment Criteria	
<b>Age:</b>	One point for every year of chronological age, based on in-service date.	
<b>Miles/Hours:</b>	One point for every 10,000 miles or 1,000 hours	
<b>Service:</b>	1, 3, or 5 points are assigned based on service type (e.g., a pumper would be given a 5 since it is classified as severe duty service).	
<b>Condition:</b>	This category considers body condition, rust interior condition, accident history, anticipated repairs, etc. The better the condition, the lower the assignment of points.	
<b>Reliability:</b>	Points are assigned as 1, 3, or 5, depending on the frequency a vehicle is in for repair (e.g., a 5 would be assigned to a vehicle in the shop two or more times per month on average, while a 1 would be assigned to a vehicle in the shop on average of once every 3 months or less.	
Point Ranges	Condition Rating	Condition Description
Under 18 points	Condition I	Excellent
18–22 points	Condition II	Good
23–27 points	Condition III	Fair (consider replacement)
28 points or higher	Condition IV	Poor (immediate replacement)

As requested, SFD completed an evaluation of its apparatus and vehicles. The following figure is a detailed list of the frontline fire suppression apparatus and their condition.

**Figure 65: SFD Frontline Fire Apparatus (2022)**

Apparatus	Type	Manufacturer	Year	Condition	Features
Engine 5	Type I	Pierce	2011	Fair	500 Gal.
Engine 205	Type I	Pierce	2014	Fair	500 Gal.
Engine 4	Type 1	Pierce	2016	Good	500 Gal.
Engine 6128	Type 1	HME	2015	Fair	800 Gal. OES
Brush 4	Type III	Pierce/Freightliner	2019	Excellent	500 Gal.
Truck 4	Aerial	Pierce	2016	Excellent	100-Foot, Tractor/Trailer

Most of the SFD apparatus is listed in either Fair or Good condition. Those listed as fair should be considered for replacement. The newer 100-Foot aerial apparatus is in excellent condition.

In addition to the frontline firefighting apparatus, SFD maintains two reserve engines to supplement response if a frontline apparatus should be out of service for any reason. The following figure is the detailed list of reserve apparatus provided by SFD.

**Figure 66: SFD Reserve Fire Apparatus (2022)**

Apparatus	Type	Manufacturer	Year	Condition	Features
Engine	Type I	Pierce	1996	Poor	500 gal.
Engine	Type I	Pierce	2005	Poor	500 gal.

Both reserve engines are listed in poor condition. While neither is permanently assigned as a frontline apparatus, they could be used for extended periods as a replacement engine.

As a medical transport agency, SFD maintains a fleet of ambulances. Because ambulances have a much higher use rate, their life expectancy and failure rate are much higher. Therefore, SFD maintains a more extensive fleet of reserve ambulances, and all ambulances are rated in good condition. The following chart lists frontline and reserve ambulances and their condition.

**Figure 67: SFD Ambulance Fleet (2022)**

Ambulance	Manufacturer	Year	Condition	Location
Medic 4	Ford	2022	Good	Station 4
Medic 5	Ford	2019	Good	Station 5
Reserve	Ford	2017	Good	Lakeside FPD
Reserve	Ford	2018	Good	Station 4
Reserve	Ford	2018	Good	Station 4

The remainder of SFD's fleet is in place to support the response and prevention mission or used by command and chief officers. The following figure lists the various vehicles used by SFD and their overall condition.

**Figure 68: Command & Support Vehicles (2022)**

Assignment	Type	Make/Model	Year	Condition	Location
Pub. Ed.	Trailer	Carson	2001	Poor	Station 4
Squad	Pickup	Ford F-150	2015	Excellent	Station 4
Battalion 2	Pickup	Ford F-150	2015	Excellent	Station 4 (Reserve)
Battalion 2	Pickup	Ford F-150	2016	Excellent	Station 4
Mechanic	Pickup	Ford F-250	2017	Excellent	Station 4
Fire Chief	SUV	Ford Explorer	2019	Excellent	Administration
Fire Marshal	SUV	Ford Explorer	2019	Excellent	Administration
4202	SUV	Ford Police Interceptor	2020	Excellent	Administration
Pool Car	SUV	Ford Escape (Hybrid)	2021	Excellent	Administration

### Apparatus Maintenance & Replacement Planning

Any mechanical system will eventually need service, repair, and replacement. Fire and medical apparatus are no exception. Due to the nature of the apparatus usage and the critical role they play in the community, maintenance is more urgent, expensive, and requires special skills. Due to the high cost of the specialty apparatus and the expected useful life, it is essential to create a plan and funding mechanism to ensure uninterrupted emergency services.

## Maintenance

Fire apparatus live a difficult life. Unlike commercial trucks, a fire apparatus is started, used for a short time, then returned to a station and shut down. Ambulances are similarly used in short sprints and often more frequently than other fire apparatus. This requires special attention to preventive and ongoing maintenance.

Maintaining fire department vehicles and apparatus requires specific skills and training by specialized mechanics. Fire apparatus are a specialty type of heavy vehicle. They typically have large engines, heavy suspensions, and specialty equipment such as power take-off and water pumps. Ambulances are larger and heavier than standard pickups or small trucks and have special medical equipment. Even utility and command vehicles require specialized attention due to the added electronics.

SFD utilizes two approaches for maintenance. First, the city provides maintenance shops with two trained mechanics for fire apparatus repairs. One mechanic holds a California State Fire Training Emergency Vehicle Technician certification, and the other is working towards the full certification. The second approach is to send the vehicles out to specialty shops. In addition, SFD conducts regular preventative maintenance and tests and maintains these records for all apparatus and vehicles.

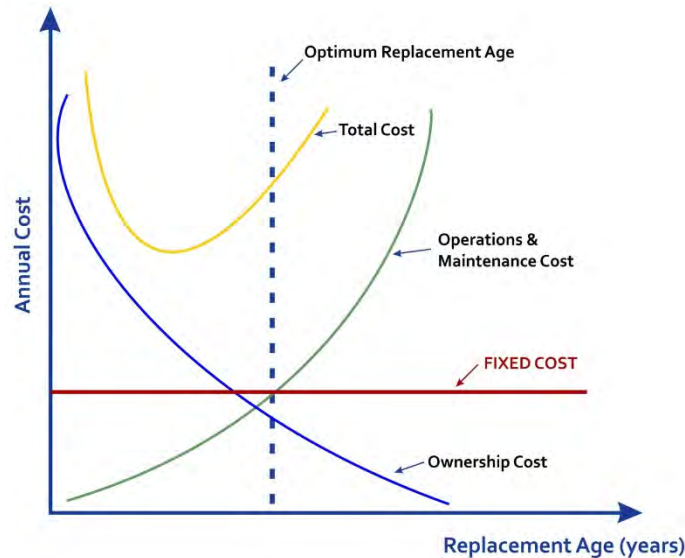
## Replacement Plan & Schedule

Apparatus and vehicles have three distinct phases of expiration types. One is when the apparatus or vehicle meets the end of its serviceability. For quality-built apparatus, this is typically the most extended lifecycle. The National Fire Protection Association's *Standard for Automotive Fire Apparatus* (NFPA 1901) recommends vehicles in good working order over 15 years old be placed into reserve status and no longer be used as frontline apparatus.<sup>29</sup> Another expiration point is when an apparatus exceeds its technical life. This is when the technology built into the apparatus no longer meets the operational or safety needs of the organization. NFPA 1901 recommends apparatus be replaced once they exceed 25 years old to meet the technology requirement.<sup>30</sup> The final lifecycle is the economic lifecycle.

The vehicle cost is not limited to the capital funds required to purchase the apparatus. Ongoing costs include employee training, maintenance, parts, and supplies. When these costs are tracked, it becomes apparent that the economic value lifecycle of an apparatus may not coincide with the service or technological cycles.

The challenge for a well-managed fleet program is to evaluate vehicles and apparatus on an ongoing basis and plan to replace them before they become less economically viable than new. Some fleet management software and other programs can assist with this process. The following figure graphically represents the Economic Theory of Vehicle Replacement.<sup>31</sup>

**Figure 69: Economic Theory of Vehicle Replacement**



SFD does not appear to have a specific methodology defined or plan to replace or refurbish its apparatus. One reserve is older than the 25 years recommended by NFPA 1901, and Engine 5 is approaching the 15-year recommendation.

### Capital Equipment

An additional financial consideration is the amount of capital equipment the department needs to fulfill its mission. Like apparatus and vehicles, these expensive specialized tools have a lifecycle. To reduce the impact of an unscheduled replacement, it would benefit the governing authority to work out a replacement plan. Capital equipment may be defined depending on what the finance administration considers capital expenditure. For example, specialty capital equipment could be the replacement cost of a new self-contained breathing apparatus program, radios, or any other fire or medical-related equipment.

SFD identified several pieces of equipment that were considered capital expenses by the city. However, the equipment SFD listed fell exclusively into the EMS category. While tracking this equipment is of immense value, adding other expenses may benefit from a comprehensive capital equipment replacement plan. The following chart shows a summary of the equipment listed by SFD.

**Figure 70: Capital Medical Equipment Inventory (2022)**

Function	Manufacturer	Model	Year(s)	Qty.
Monitor, Defibrillator or AED	Zoll	X-Series	2018–2022	7
Monitor, Defibrillator or AED	Physio	Lifepak®15	2016	3
Stair Chair	Stryker	Stair-Pro	2014–2021	5
Stair-Cot	Ferno	28Z	2014–2019	7
Chest Compression	Zoll	AutoPulse	N/A	4
Chest Compression	Lucas	CPR3	N/A	2



## Service Delivery & Performance

This section will give SFD a general understanding of relevant response information. It is developed to assist the department with identifying its recent performance and creating a baseline performance expectation. SFD, city and political leaders can then use this information to understand how their decisions, policies, and outside pressures affect performance.

### Research Information

The information within this section was developed from various sources provided by SFD. Detailed information was provided between January 1, 2019, and June 30, 2022. In addition, less comprehensive total incident volumes were provided between January 1, 2011, through June 30, 2022, to identify long-term trends.

### Statistics Discussion

Using mathematical and technological methodologies to evaluate something as complex as an emergency incident response must be used judiciously. Unfortunately, there are instances of incorrect evaluations leading to severe consequences. This analysis is designed to quantify and analyze available information. It should be used as a starting place by the agency as they seek to improve performance.

### Statistical Tools

Various statistical analytical tools were employed to create this section. The fundamental tools were categorization, percentile, and regression analysis. This helps paint a picture of historical performance, with some inferences that may help leaders identify positive and negative performance trends.

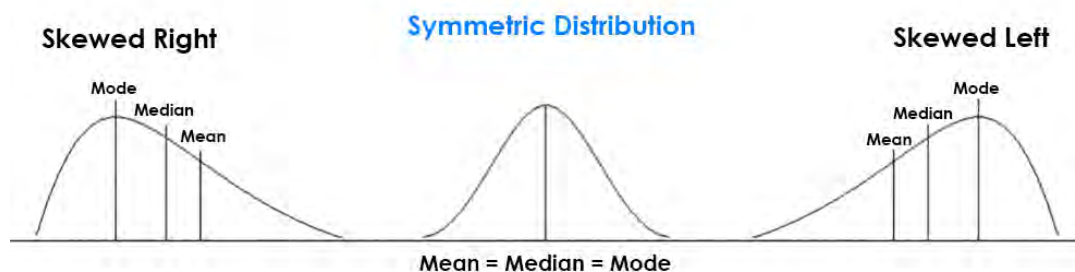
### 90<sup>th</sup> Percentile

The time performance measures for this report are done using the 90<sup>th</sup> percentile measure. While discussing the mathematics behind this measure is outside this report's scope, it is helpful to understand why it is utilized.

The most common reason to use this measure is that the industry has adopted it. If a fire agency wishes to judge its performance against standards or other agencies, it must use the 90<sup>th</sup> percentile. For example, the National Fire Protection Association (NFPA) utilizes the 90<sup>th</sup> percentile measure in most of its standards. In addition, the Commission on Fire Accreditation International (CFAI) requires reporting performance measures at the 90<sup>th</sup> percentile.

The statistical reason to use the measure is that it more fully captures performance and will identify trends in performance more quickly. Unfortunately, the time performance data used in this study has a skew, making other statistical measures less sensitive and representative. The following figure is a general example of data skew.

**Figure 71: Data Skew<sup>32</sup>**



In a symmetric distribution, the mean (average), median (middle of the data), and mode (the most frequent) are all equal. When the distribution is skewed, these three measures of the middle shift. Using the average, or mean, in data that was skewed left would underrepresent the bulk of the performance. While the opposite is true when skewed right. In SFD's case, most of the time-performance data is skewed right. Using the average would over-represent the performance.

### **Data Discussion**

Detailed data was provided from SFD's primary incident reporting software (RMS), its electronic patient contact report (ePCR) software, and the computer-aided dispatch (CAD) system. These different database tables were combined utilizing proven data engineering techniques into one analytical data set.

### **Data Engineering Findings**

The number of incident records for the RMS and CAD systems was very similar. There was a total of 33,611 for the RMS and 33,740 for the CAD system. These were matched to create a single incident record for both systems resulting in only a 0.6% drop in the data. This drop is minor and a statistically acceptable loss between the two systems.

Unit records were combined between the RMS and ePCR systems. The error rate was much more significant, with 3,277 ePCR records not included in the RMS system. However, these ePCR unit records did have matching incident records. The missing RMS records suggest that not all medical unit response information is being collected in the RMS system.

The combined ePCR and RMS unit records were then merged with the CAD unit information. An additional 9,782 files were included in CAD unit data but not in RMS. This suggests that not all dispatched units are captured within the RMS. However, once these records were combined, only 55 incidents and 24 unit records were unmatched in the data. This slight drop in data integrity is insignificant.

By combining the three data sets, there is a high degree of confidence that there is complete data for 33,534 incidents and partial records for 33,817 incidents. Additionally, there are comprehensive unit data for 21,687 patient records and 24,964 partial unit patient records. Finally, there are 44,326 complete unit records and 54,163 partial unit records for analysis.

### **Data Error Handling**

The collection of the data within the various data sets has the potential for significant errors. Although there can be many reasons for incorrect information, these errors are typically a combination of human input and collection errors. There are various methods to manage these errors, including statistical exclusion, real-time exclusion, formula manipulation, and logic testing.

For SFD, the information in the data fields had a minimum of error-prone data. Therefore, most of the data did not require a statistical intervention. However, some data was excluded by formula or logic tests. The time segment math utilized a logic tree to eliminate negative and null sets. The turnout time was limited to a 5-minute maximum as it was a natural break between the meaningful data and the extremes outside the maximum limit. In addition, the turnout and travel time segments were evaluated against an inversion error. When the turnout time was greater than the capped high and significantly higher than the travel time, these time segments were removed. These limitations still left 90% of the records available for analysis.

### **Service Demand**

The first dimension of the analysis is the overall system call load. Because this is a simple count of the incidents by type and location, no data was excluded after engineering. Therefore, the detailed data from the three previously discussed systems will be used for most aspects of this analysis, except for the volume projection.

## Volume Analysis

A simple volume analysis can indicate how often the department is called upon to respond to an incident. The first look is at the overall call counts grouped by primary categories as listed in the National Fire Incident Reporting System (NFIRS). Establishing the incident jurisdiction required a match between the geocoded information and the provided geographic boundaries. The next figure shows the total number of responses recorded by the agency for the dataset and the percentage of the responses.

**Figure 72: Total Incident Count (2019– June 30, 2022)**

Incident (NFIRS Group)	Count	Percent Total Responses
<b>Fire Department Responses</b>		
Fire (100)	724	2.16%
Overpressure (200)	15	0.04%
Rescue-Medical (300)	23,667	70.68%
Hazardous condition (400)	209	0.62%
Service (500)	1,771	5.29%
Good Intent (600)	6,461	19.29%
False Alarm (700)	613	1.83%
Disaster (800)	2	0.01
Special (900)	25	0.07%
<b>Total City of Santee</b>	<b>33,487</b>	<b>100%</b>
<b>Mutual Aid</b>		
Auto and Mutual Aid Received	3,016	9.01%
Auto and Mutual Aid Given	12,078	36.07%

One area that stands out in the above table is the extraordinary amount of aid given to other agencies. This equates to roughly 1 out of 3 SFD's incident responses outside the City of Santee.

SFD has entered agreements to provide ambulance service to the region with the Lakeside Fire Protection District (LFPD). This area, previously called County Service Area 69 (CSA 69), is now designated the Santee-Lakeside Emergency Services Area (SLEMSA). Because SFD must fulfill its ambulance obligation to the region, the information required further investigation. The following chart shows the count of incidents by NFIRS categories within the study period grouped by general jurisdictional boundaries with total responses and percentages displayed.

**Figure 73: Jurisdictional Incident Counts (2019–June 30, 2022)**

Incident (NFIRS Group)	Count	Percent Total Responses
<b>City of Santee</b>		
Fire (100)	402	1.20%
Overpressure (200)	11	0.03%
Rescue-Medical (300)	16,538	49.39%
Hazardous condition (400)	162	0.48%
Service (500)	1,708	5.10%
Good Intent (600)	2,003	5.98%
False Alarm (700)	582	1.74%
Special (900)	3	0.01%
<b>Total City of Santee:</b>	<b>21,409</b>	<b>63.93%</b>
<b>SLEMSA</b>		
Fire (100)	116	0.35%
Rescue-Medical (300)	5,584	16.68%
Good Intent (600)	2,003	7.66%
All Others	82	0.24%
<b>Total SLEMSA:</b>	<b>8,347</b>	<b>24.93%</b>
<b>All Other Aid</b>		
Fire (100)	206	0.62%
Rescue-Medical (300)	1,545	4.61%
Good Intent (600)	1,893	5.65%
All Others	87	0.26%
<b>Total All Other Aid:</b>	<b>3,731</b>	<b>11.14%</b>
<b>Grand Total:</b>	<b>33,487</b>	<b>100%</b>

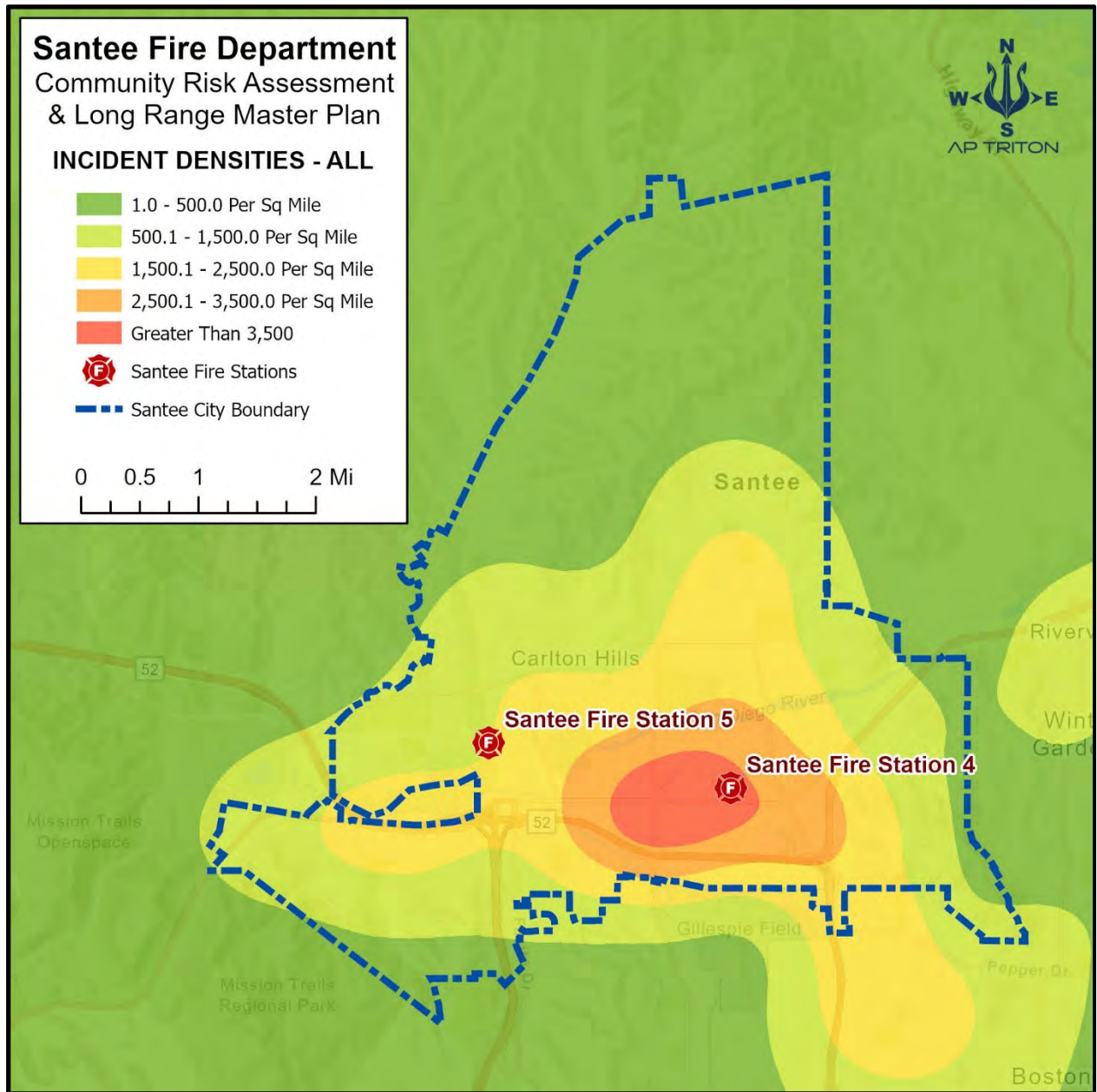
While this report is primarily concerned with the City of Santee risk, the overall volume of responses must be considered. Almost a quarter of the incidents SFD responds to are in the ambulance service area, while 1 in 10 incidents are outside the city and outside the ambulance service area. This type of regional response is recognized as a best practice within the fire service. However, its effects on the city should be understood.

### **Geographic Analysis**

A call density analysis is helpful when reviewing the best location for apparatus placement. It is also useful when evaluating where the prevention programs may have the most impact. The following figure geographically represents the incident density for the study period.

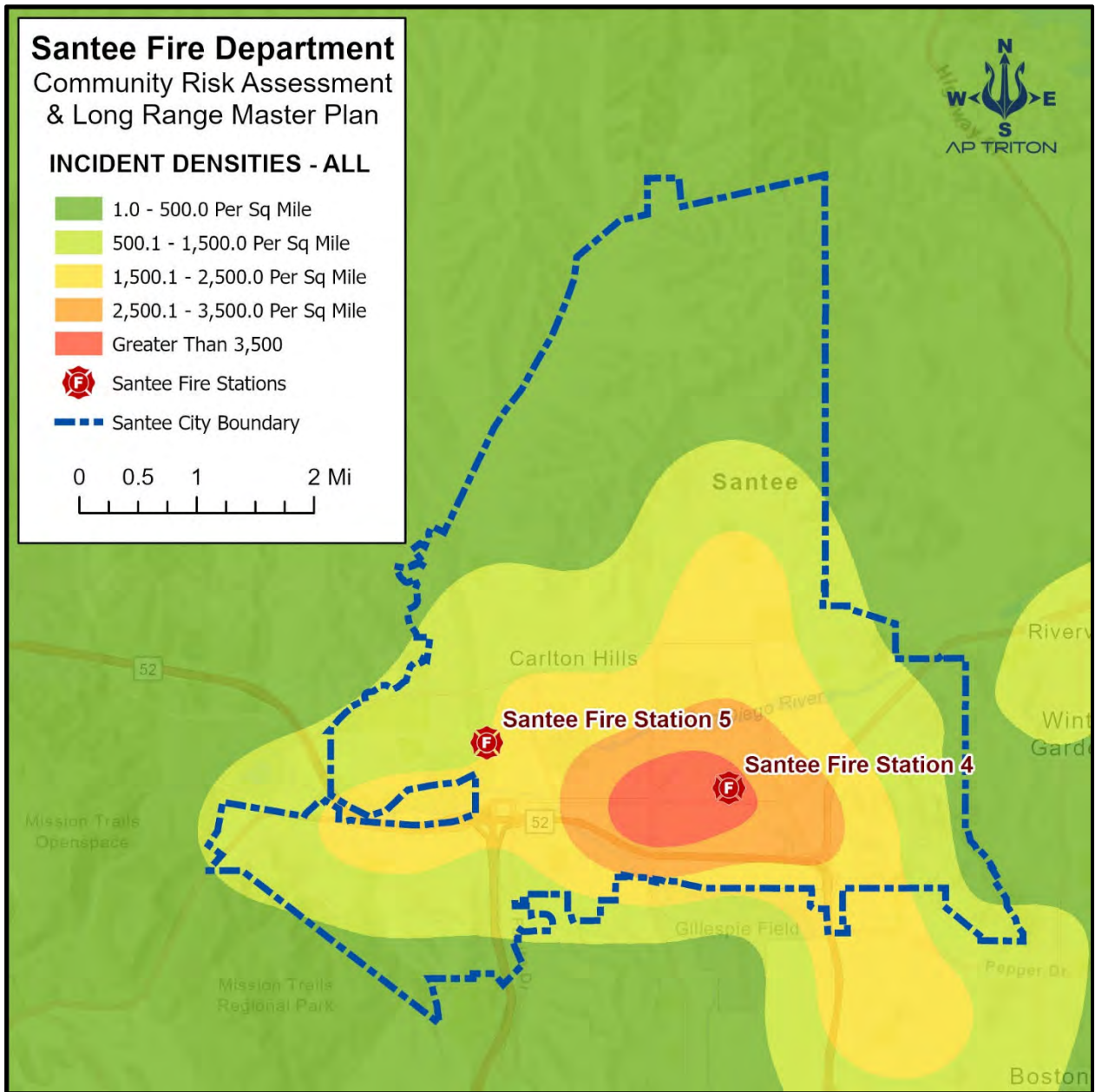


Figure 74: Incident Volume Density



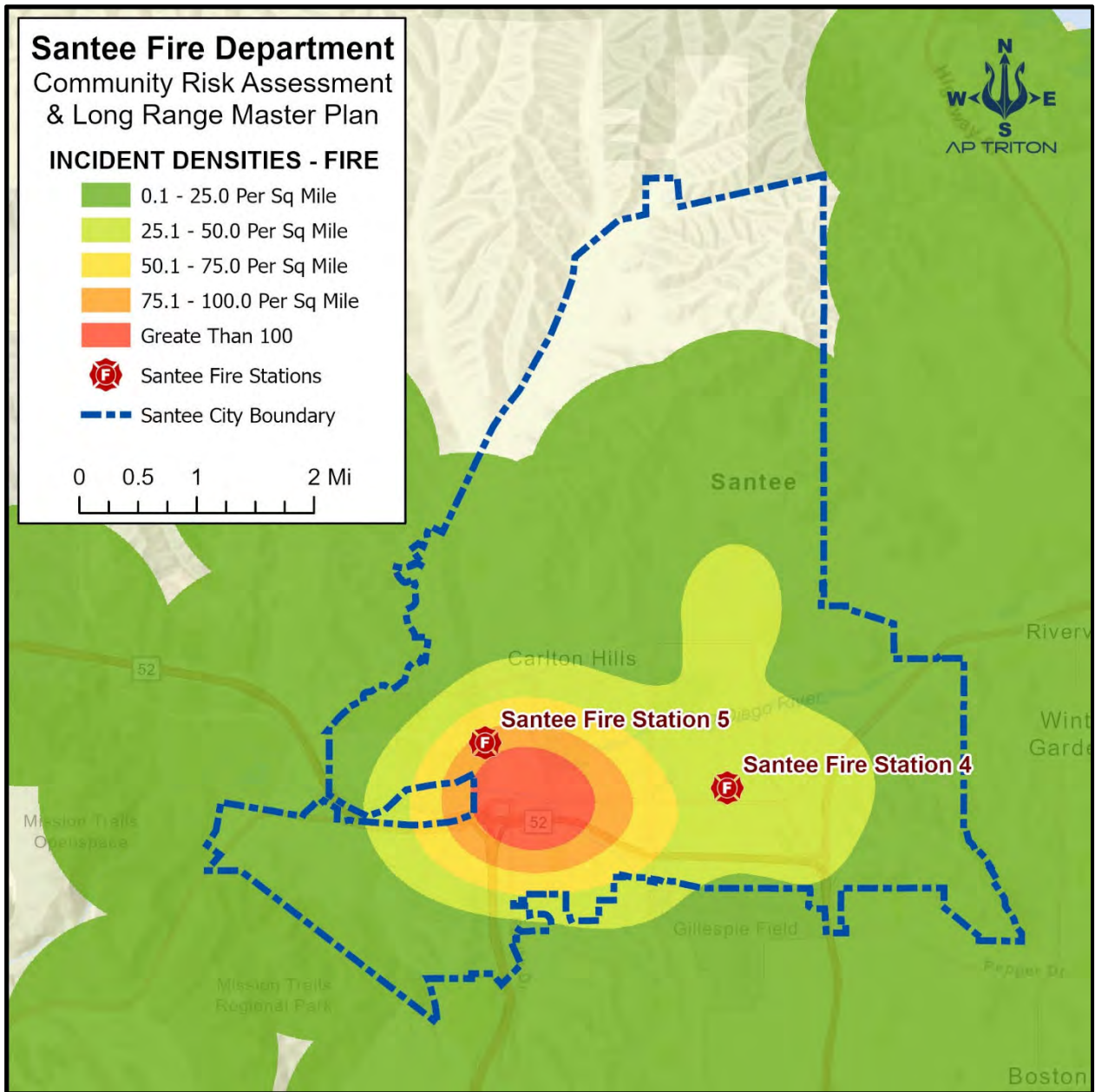
As indicated in the previous figure, incident density is the most concentrated in the area surrounding fire station number 4. This area comprises multi-family dwellings, high-density housing, and the county jail. This density is telling. However, it is primarily driven by the city's volume of emergency medical system (EMS) incidents. The following figure is similar to the overall density but shows the EMS incident concentration for the same period.

Figure 75: EMS Incident Density



This indicates a strong correlation between the EMS incidents and the total call volume. While this may give a general idea of where to focus medical prevention efforts, it does not address the more hazardous incident types. The following figure is the incident density for fire incidents within the study period.

**Figure 76: Fire Incident Density**



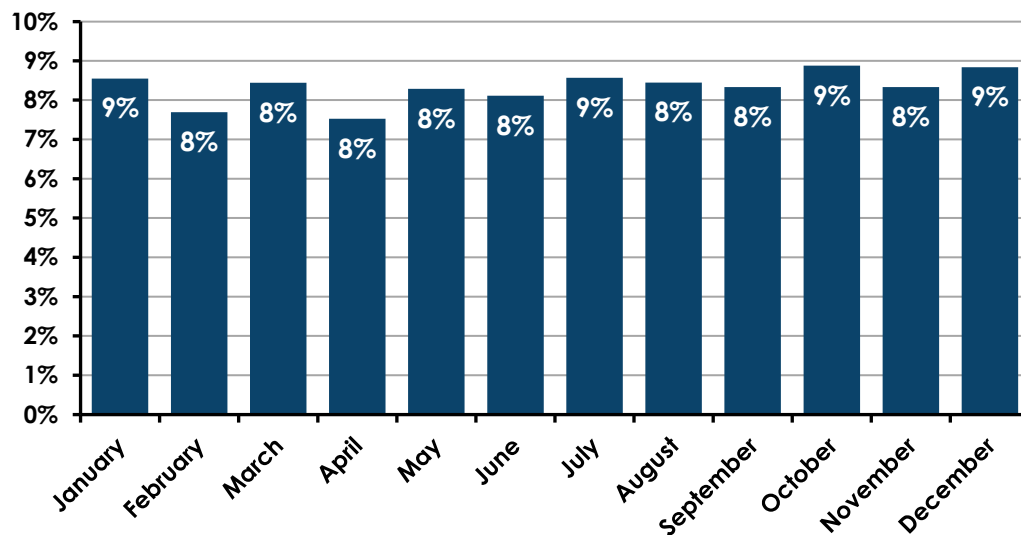
The previous figure indicates that the fire problem is slightly west of the overall EMS concentration. The area appears to be dominated by single-family dwellings with an area of modern commercial structures.



### Temporal Analysis

Analyzing the incident volume by month, day of the week, and hour is valuable when attempting to schedule events or add staffing. Additionally, months may reveal seasonality for the service needs. At the same time, days and hours may indicate the population movement and activities throughout the days. However, the partial year 2022 needs to be removed from the analysis for a monthly total call volume. Including it will inflate the January through June counts. The following figure analyzes incident percentages by month for 2019 through 2021.

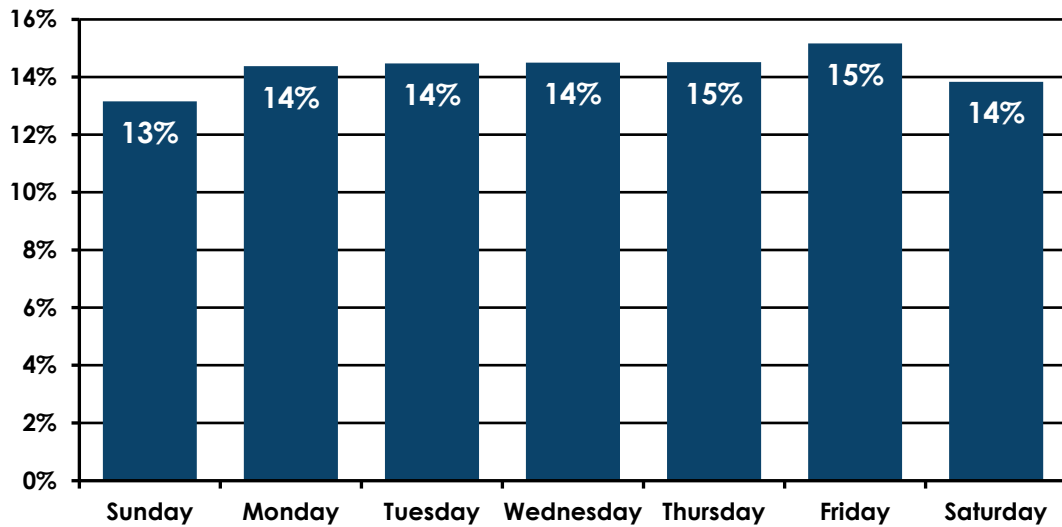
**Figure 77: Call Percentages by Month**



There appears to be minimal variation for each month and no evident seasonality to the incidents. The variations can be explained by the number of days in the month and random timing variations.

Another dimension for evaluation is the percentage of incidents that happen by the day of the week. The following figure is the percentage of incidents that occur by the weekday and includes all the detailed incident data, including 2022.

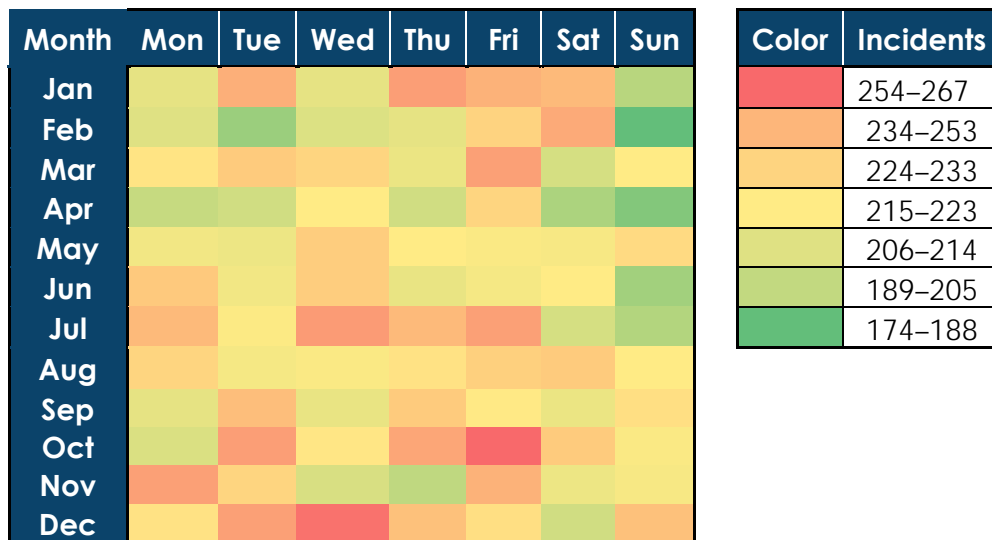
**Figure 78: Percent of Incidents by Weekday**



As with the monthly evaluation, there does not appear to be a significant variation by weekday.

It can be helpful to combine the month and day dimensions to identify potentially significant combinations of the month and weekday. For example, the following figure shows the density of call volume by month and weekday from 2019 through 2021.

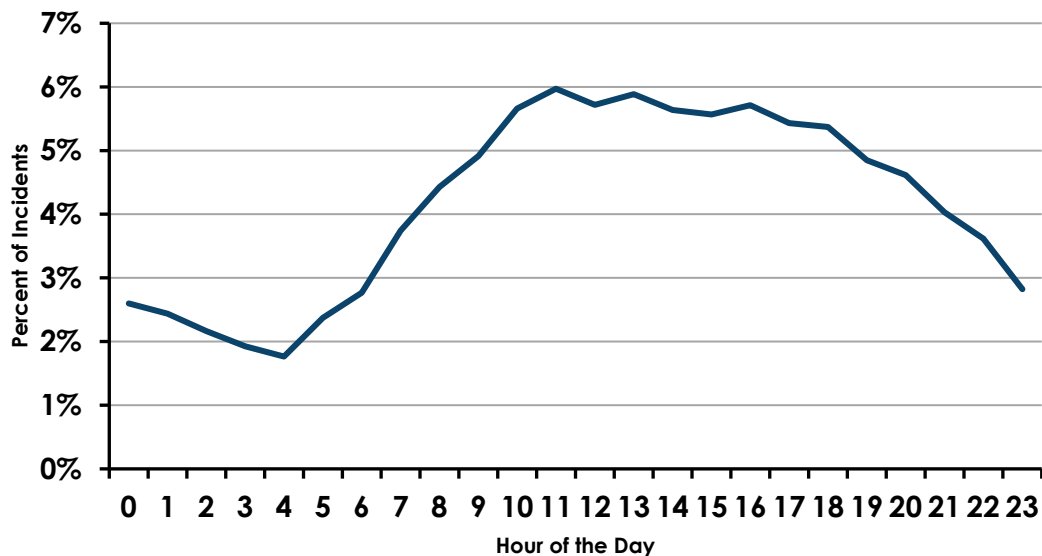
**Figure 79: Density by Month & Weekday**



As with the individual evaluation, there is no indication of a particularly high-density day or month. While there are some color variations in the chart, the overall difference between the colors is only 70 incidents. This difference is too limited to infer any significant variation in call volume.

Another analytic dimension is to evaluate call volume throughout the hours of the day. For example, in most systems, fire and EMS incidents are distributed unequally throughout the day. The daytime is typically more active than the evening, night, and early morning. The driving force behind this phenomenon is likely that people are awake and moving. The following figure indicates that SFD closely follows this daytime pattern, with approximately 70% of incidents occurring between 8 AM and 8 PM.

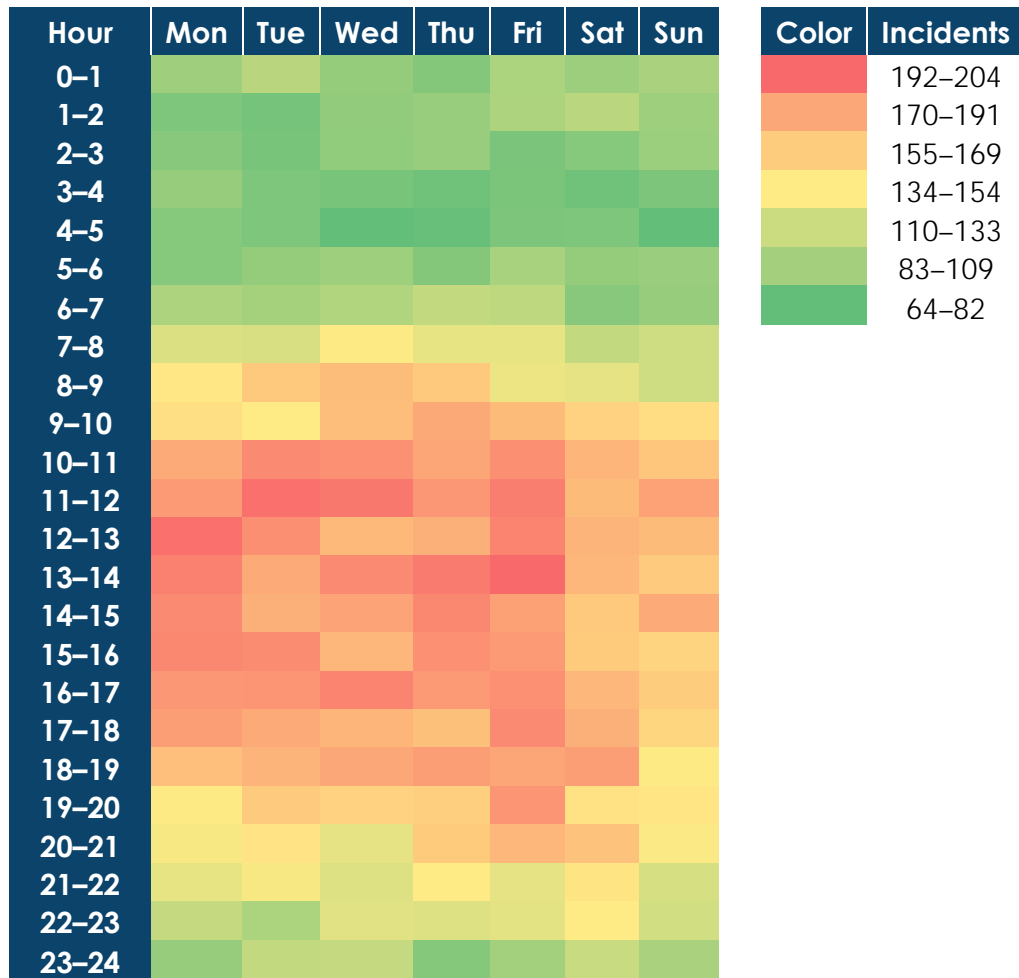
**Figure 80: Percent of Incidents by Hour**



It is essential to understand the combination of the hour of the day and the day of the week. By evaluating that density, some hot spot times can be identified. In SFD's case, the evaluation shows a consistent and statistically significant pattern of daytime calls regardless of the day of the week. The following figure indicates incident density by the hour of the day and day of the week for all incidents between January 1, 2019, and June 30, 2022.



**Figure 81: Incident Density by Hour & Weekday**



**Resource Distribution**

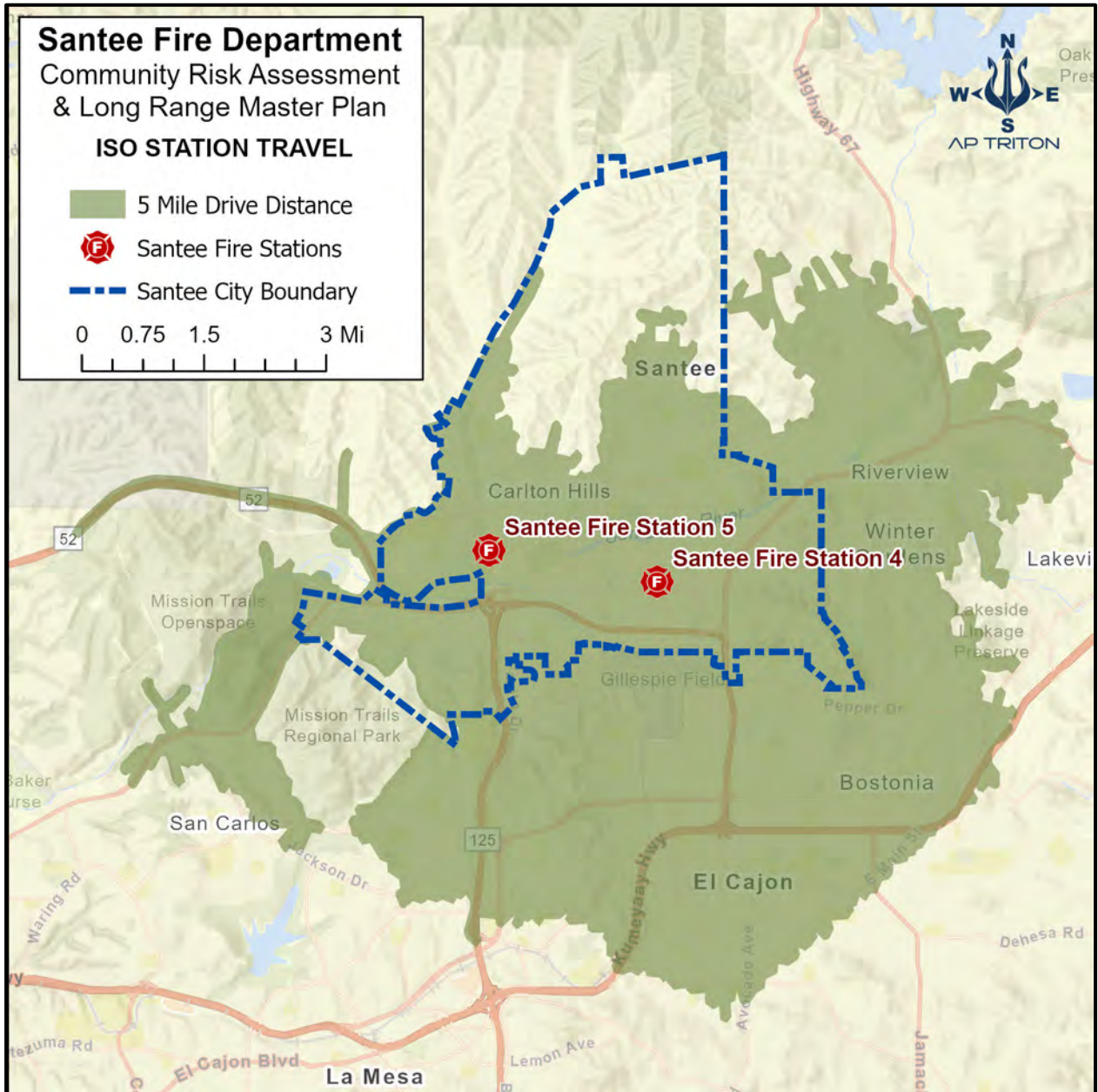
Several key performance metrics help identify the effectiveness of resource distribution. A broad allocation of resources allows for a more rapid first response to any given area. However, the first unit is only a portion of the deployment question. It is critical to have enough units to respond to incidents' volume, type, and severity. It is also essential to attempt to equalize the unit responses.

**Geographic Distribution Analysis**

Units and stations should be distributed to allow the best chance of reaching an incident in its earliest stages. There are two primary sources for performance standards that address this geographic distribution. The Insurance Services Office, Inc. (ISO) defines distance, while the National Fire Protection Association (NFPA) utilizes time as a criterion.

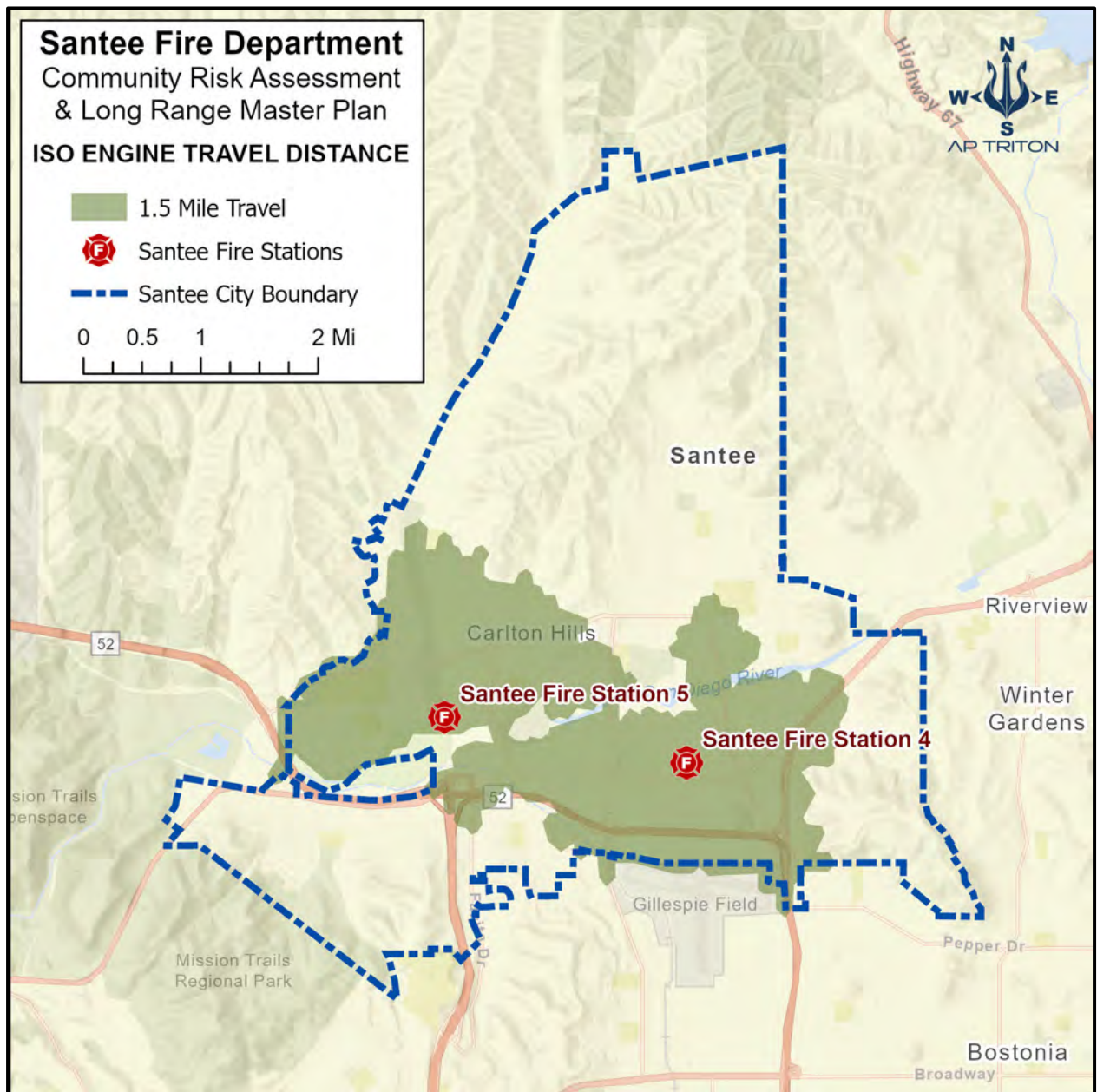
The ISO uses 5 miles from a fire station as its standard. The following figure shows the 5-mile travel distance from a fire station.

Figure 82: ISO 5-Mile Travel Distance



For full credit in an ISO Fire Suppression Rating Schedule (FSRS), any building within the jurisdiction should be within 1.5 miles of an engine company and 2.5 miles of a truck company.<sup>33</sup> The City of Santee has an engine at both fire stations. This provides decent coverage for most of the city's population centers. However, the central portion north of the river and the southwest portion of the city are outside the 1.5-mile standard. The following figure shows the 1.5-mile travel distance from each station as they house engine companies.

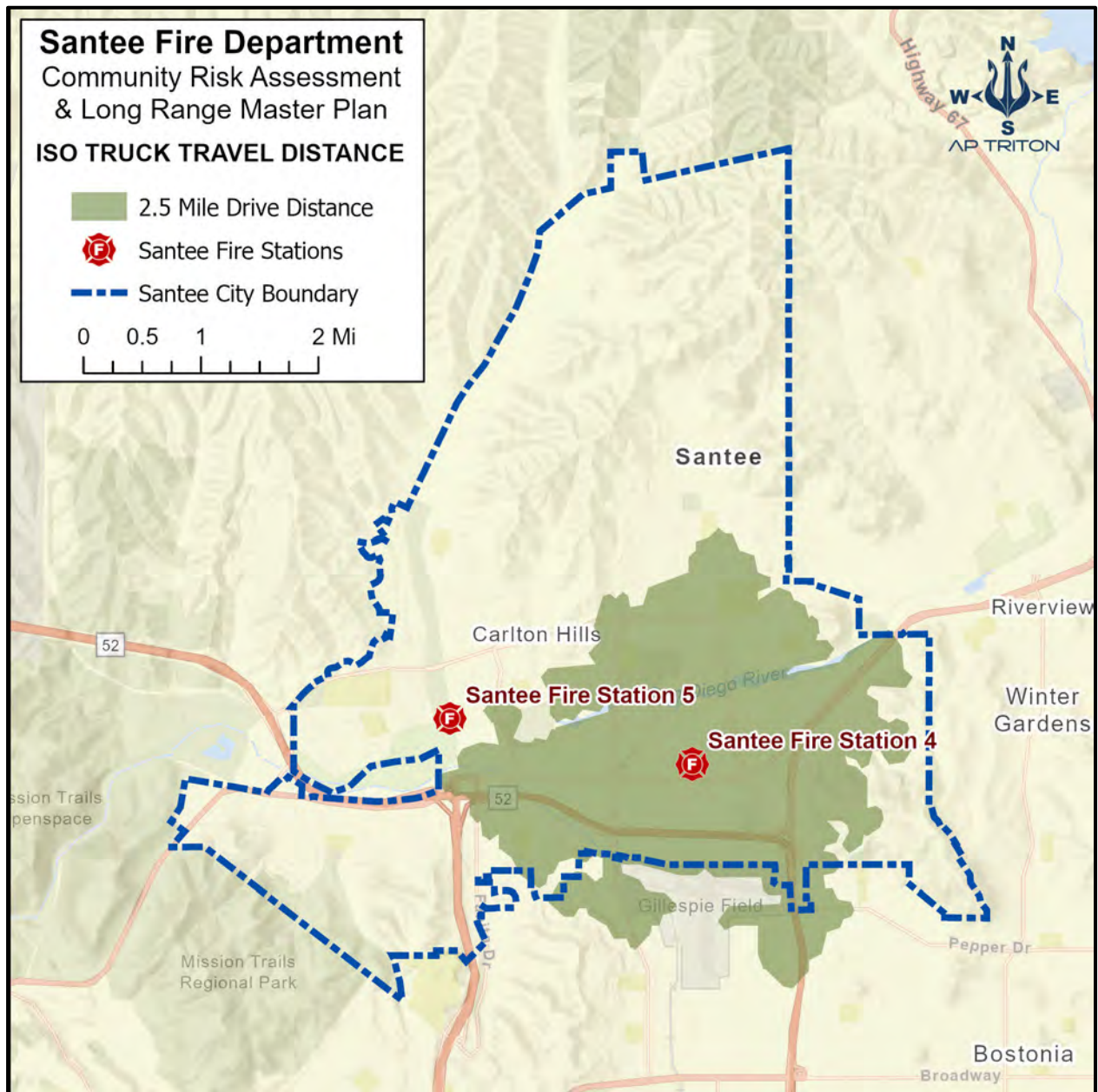
**Figure 83: 1.5 Mile ISO Engine Travel Distance**





The ISO judges specialized equipment, such as a truck company, separately from an engine company. While engine companies are typically found at most fire stations, truck companies are only located at specific locations. ISO requires these truck companies to be within 2.5-miles of any given building. Since SFD runs 1 truck company from station 4, there is an extended travel distance for the west and north-central portion of the city. The following figure shows the 2.5-mile road travel from fire station 4, where truck company 4 is.

**Figure 84: 2.5 Mile Truck Travel Distance**



### Unit Workload Analysis

Unit workload should be balanced to maintain readiness, resiliency, and service availability. While it is prevalent for one unit to be busier than others, no crew should carry a load that is too heavy, which would make them less effective.

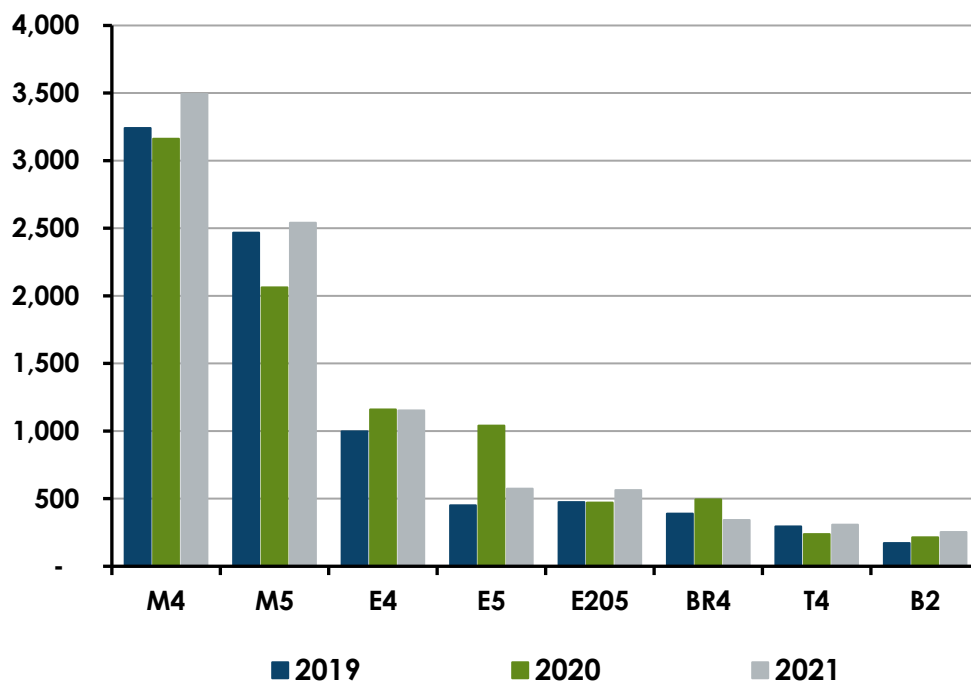
### Incidents by Unit

SFD had 18 unique units responding to all incidents within the incident records. However, over 97% of all unit responses were accomplished by the front-line engines, a truck, ambulances, and the battalion chief. The remaining units included chief officers, specialty units, and other response vehicles.

The medic units responded to over 62% of all incidents, while the engines responded to approximately 20%. All units except Engine 5 and Brush 4 show a general trend of increasing volume over the three years of complete data in the study period.

Unfortunately, a detailed trend analysis is complicated because of the pandemic and societal lockdown. The following figure shows the top responding units within SFD for 2019 through 2021.

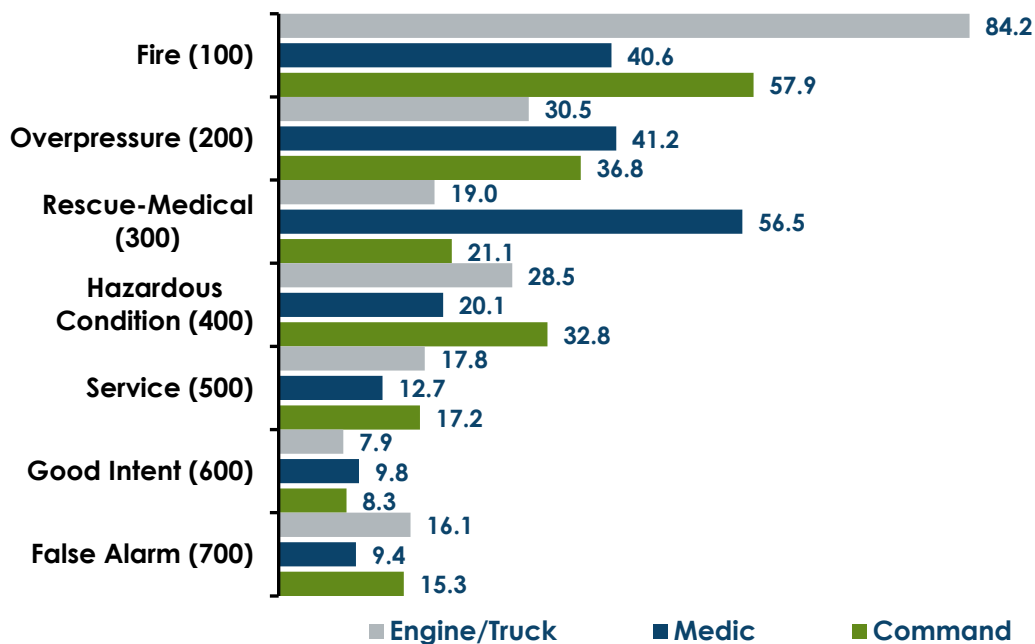
**Figure 85: Unit Responses by Year**



Each incident requires a unit to remain on the scene to handle the situation. Therefore, a general idea of how long a specific crew will stay on the incident can assist operational planning. SFD has three primary types of units that respond to emergencies. First, medic units respond on an ambulance and are typically committed longer on rescue and medical scenes.

Trucks and engines have different specific functions. However, their average time on the incidents is similar, so they are grouped together for this analysis. Finally, command officers are any chief officers within the SFD system. The following figure shows the average minutes each apparatus type was committed to a given incident category for the entire study.

**Figure 86: Average Incident Commit Time in Minutes**



One final dimension of unit workload is how much time each unit is committed to incidents throughout the year. The unit hour utilization (UHU) calculation evaluates how much time a crew is committed to an incident throughout a specific time frame. The desire is for the primary unit at a station, typically an engine or quint company, the most flexible response unit, to be under 10% UHU. Maintaining 10% UHU should indicate the area has 90% availability from unscheduled events. Stations with multiple engines and quint companies should aggregate to less than 10% UHU for all similar units. However, ambulance UHU is the subject of much debate within the fire service.



Due to the ancillary work crews must accomplish and given that the personnel should be able to rest and eat, a 24-hour shift unit should not have a UHU above 45%. Any 24-hour ambulance approaching 30% should be evaluated to determine whether the crews are getting enough training, rest, and fitness time to ensure they do not burn out.

SFD has a busy system, and the incident workload is unevenly distributed. However, many of the units are approaching cautionary UHU numbers. The following figure shows the UHU for each staffed apparatus and the brush apparatus.

**Figure 87: Unit Hour Utilization**

Unit	Average UHU	2022 UHU	2021 UHU	2020 UHU	2019 UHU
Medic 4	<b>37.8%</b>	39.4%	39.3%	35.9%	37.3%
Medic 5	<b>27.3%</b>	30.0%	28.9%	23.2%	28.4%
Engine 4	<b>12.7%</b>	13.7%	13.0%	12.8%	11.7%
Engine 5	<b>7.6%</b>	6.1%	6.7%	11.6%	5.4%
Engine 205	<b>5.8%</b>	6.2%	6.5%	5.4%	5.3%
Truck 4	<b>3.3%</b>	3.3%	3.3%	3.0%	3.4%
Brush 4 (cross-staffed)	<b>4.1%</b>	1.0%	3.9%	5.6%	4.5%
Battalion	<b>2.4%</b>	2.2%	2.9%	2.4%	2.0%

Note: 2022 is a partial year from January 1 through June 30.

Not all the time committed to an incident is apparent in the data. For example, ambulances travel to and from hospitals. In some cases, this does not affect their ability to respond to a subsequent incident within a jurisdiction. However, SFD does not have a hospital within its borders. In this case, the travel time from the hospital should also be captured and studied. This is explored more thoroughly in the EMS portion of this report.

### Concurrency Analysis

Incidents that happen simultaneously can impact an agency's ability to respond. While SFD maintains multiple units at each station, there may be times when all crews are engaged, leaving the jurisdiction reliant on outside aid.

The first dimension of the concurrency evaluation is how often, within SFD's primary jurisdiction, there is more than one incident at any given time. The following figure shows how often multiple incidents happen simultaneously within the City of Santee.

**Figure 88: Concurrent Incidents in Jurisdiction**

Incidents in Progress	Frequency
1	54.4%
2	32.0%
3	10.5%
4	2.6%
5	0.4%
6	0.1%

As is evident, it is common for SFD to be running simultaneous incidents within the jurisdiction. The data collected had additional information that split the incidents into specific battalions, presumably station response areas. The following figure shows how often incidents within the jurisdiction happen within the same station area.

**Figure 89: Concurrent Incidents in Station Area**

Incidents in Progress	Frequency
1	72.8%
2	22.9%
3	3.8%
4	0.4%
5	> 0.0%

The preceding chart indicates that concurrent incidents are spread evenly across battalions. However, the jurisdictional issue is not a holistic picture for SFD. The agency responds outside the city a significant amount of the time, as indicated in the jurisdictional incident count study. The following figure demonstrates how often SFD works on multiple incidents throughout the response system.

**Figure 90: SFD Concurrent Incidents for the System**

Incidents in Progress	Frequency
1	42.3%
2	35.0%
3	16.1%
4	5.1%
5	1.2%
6	0.2%
7	0.1%

When considering its entire workload, not just incidents within the city, the number of concurrent incidents increases significantly, especially in the 3<sup>rd</sup> and 4<sup>th</sup> incident categories.

Another factor in unit workload is the number of units assigned to a specific incident. The majority of SFD incidents, over 96%, are accomplished by either one or two companies. The following figure shows the percent of incidents where the specified number of response units were assigned to an incident.

**Figure 91: Number of Units per Incident**

Units Assigned	Frequency
1	49.7%
2	43.9%
3	4.8%
4	0.8%
5	0.4%
6	0.3%
7	0.1%
8	>0.0%

While many apparatus response groupings are possible, SFD sends the same apparatus combination over 80% of the time. The following figure shows the top 10 apparatus combinations, which account for 80.2% of all incidents.

**Figure 92: Apparatus Combinations**

Units Assigned	Frequency
Medic 4	19.8%
Engine 4 & Medic 4	15.7%
Engine 4	9.0%
Medic 5	7.7%
Engine 4 & Medic 5	6.1%
Engine 205 & Medic 5	6.1%
Engine 5 & Medic 5	5.7%
Engine 205	3.9%
Engine 5 & Medic 5	3.7%
Truck 4	2.6%

### Performance Review

When evaluating a system, it is helpful to have a set of objectives or standards to judge performance against. While national and state standards may be recommended, in California, it is up to the authority having jurisdiction to adopt specific ones. In this case, neither the City of Santee nor the SFD has adopted performance requirements. Therefore, as a reference, National Fire Protection Association (NFPA) standards will be utilized as a reference where appropriate. This will include the NFPA 1710 *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments* (NFPA 1710). It will also include portions from NFPA 1221 *Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems* (NFPA 1221).

Evaluating overall performance requires an understanding of the lifecycle of an incident. It starts with a normal state and should end with a new normal state, but there are many measurable time segments in between. Some elements, such as call processing time and turn out time, can be improved by tactical management techniques such as training and policy. However, other time segment performances, such as travel time, are typically managed by a strategic methodology such as station location. The following figure identifies each time segment in the incident lifecycle, an example of a key performance indicator (KPI), and the applicable NFPA standards.

**Figure 93: Incident Time Segments**

Segment	Key Performance Metric	Standard	Comments
Normal State	Community demographics	N/A	This base state needs to be defined. Prevention mainly affects this.
Incident Initiation	Incident Counts		
Incident Detection			
Notification Action	PSAP Answer	NFPA 1221	Prevention and Education
PSAP Notification			
PSAP Interrogation	PSAP Transfer & Agency Answer	NFPA 1221	CAD-to-CAD agreements
Agency Notification			
Agency Interrogation	Call Processing	Total Response Time	These segments should be evaluated at a minimum. Each segment should have an adopted performance standard.
FD Notified			
FD Unit Dispatched			
FD Unit Responding			
FD 1 <sup>st</sup> Unit Arrives		NFPA 1710	
FD ERF Dispatched	ERF Travel & Total Time	NFPA 1710	
FD ERF Arrives			
EMS To Destination	> Destination Travel	N/A	Applicable to EMS transport agencies.
EMS At Destination	> Wall Time		
EMS Clear Destination			
FD Units Clear Incident	From dispatch to clear, total time translates into unit utilization	N/A	Used to evaluate unit workload and availability.
Normal State	The outcome of the incident response is the gold standard for service delivery analytics. However, this advanced study is outside the scope of this report and requires unconventional research and analytic methods.		

The incident data provided did not allow for analysis of all time segments in the above list. However, enough information was provided to evaluate call processing, turnout, travel, and total response time. In addition, while SFD does have performance requirements for emergency medical responses, it has not adopted general performance standards. Therefore, the NFPA standards will be used as a performance benchmark.

The time segment performance standards are evaluated as a percentile. This will allow SFD to compare its performance against other agencies and the standard with a similar statistical technique.

### **Call Processing Analysis**

There are several time measures of a dispatch center. The metrics identified in NFPA 1221 and NFPA 1710 are ring time and call processing. Ring time measures when the phone in dispatch begins to ring until someone answers. NFPA 1221 requires the ring time to be less than 15 seconds 90% of the time and less than 20 seconds 95% of the time. Call processing indicates the time it takes from when a person answers the call for help until the first unit is notified there is an incident. Unfortunately, ring time is typically captured in a separate system and was unavailable for this report. However, sufficient data were available to evaluate call processing.

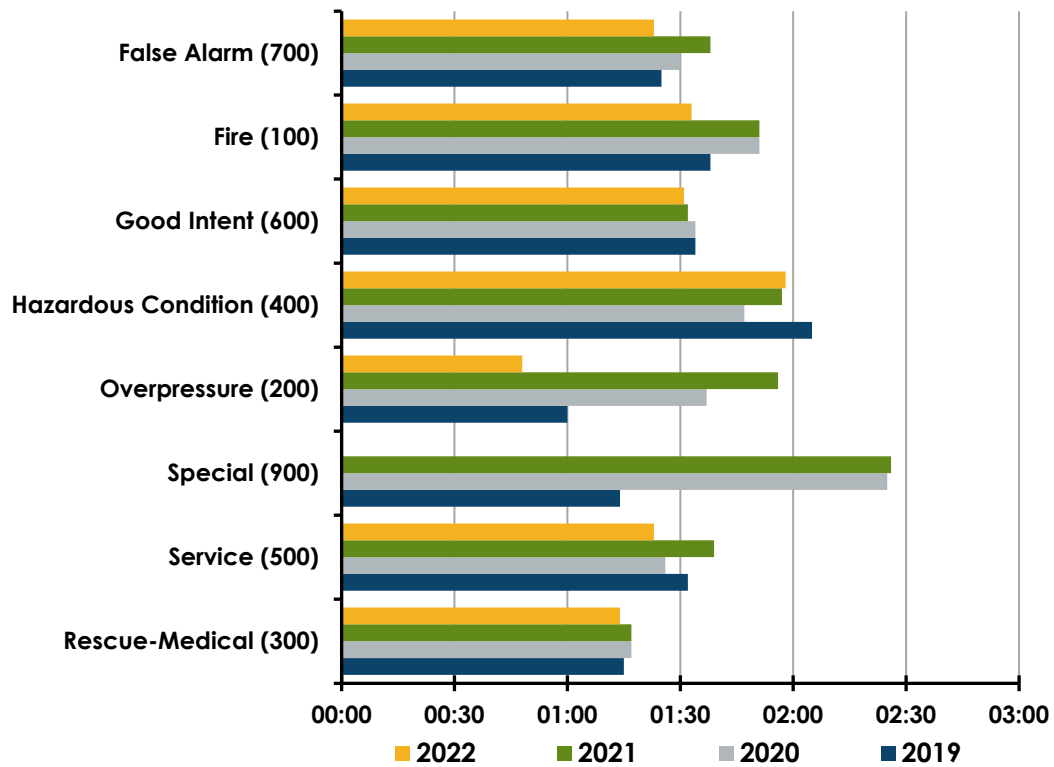
Call processing should start from when the phone is answered until the first, preferably correct, unit has been notified an incident is in progress. However, there is typically a short period, seconds usually, from when the phone is answered and the incident is started in the computer-aided dispatch system. For this analysis, it is assumed this short period, while not captured, is inconsequential. The NFPA 1710 standard indicates that a high-priority incident should be processed within 60 seconds 90% of the time.

NFPA further defines specific call types to be processed within 90 seconds 90% of the time and 120 seconds 99% of the time. These incident types include those requiring emergency medical questioning, hazardous materials incidents, and technical rescue incidents. This additional time is available for persons needing translation, calls from devices used by hard-of-hearing individuals, text messages, and calls requiring location determination.

The data provided was evaluated for integrity and reliability. It was found that 1.4% of the data were statistically unreliable. However, that did leave 31,832 incidents for evaluation. Overall, the Heartland Communication Facility Authority (HCFA) is processing calls at approximately 1 minute and 20 seconds 90% of the time. The following chart shows the call processing time at the 90<sup>th</sup> percentile based on the NFIRS incident grouping for 2019-2022.

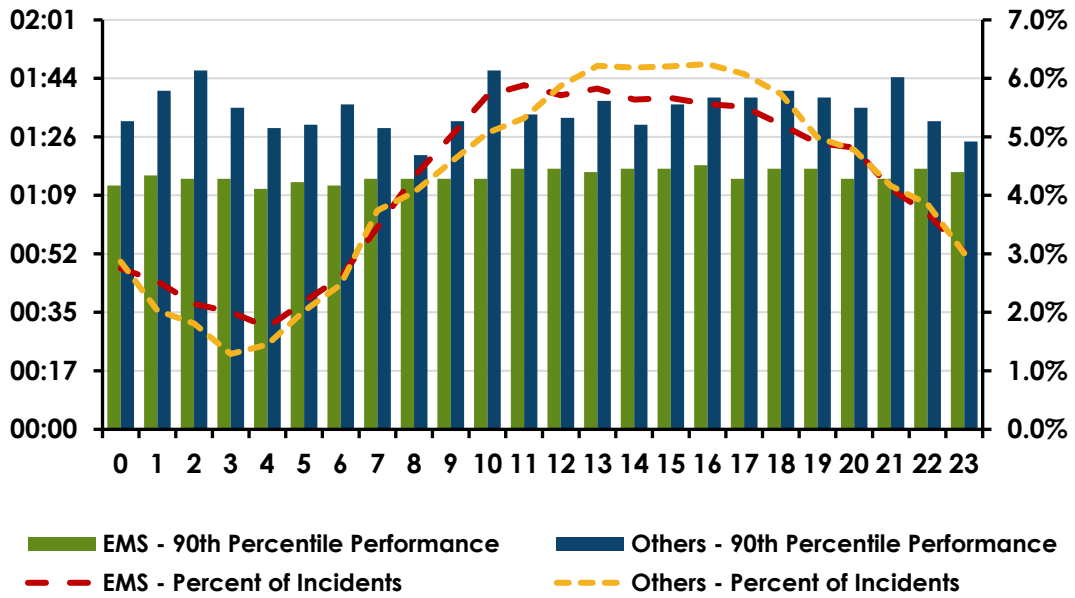


**Figure 94: Call Processing by Incident Type**



Another dimension of the call processing time is how incident workload affects dispatch center performance. Again, HCFA manages the workload well, and the call processing time is consistent by the hour. The following figure is the call processing times of medical incidents and all other incidents by the hour of the day, with the call load added as a reference.

Figure 95: Call Processing Time by Hour

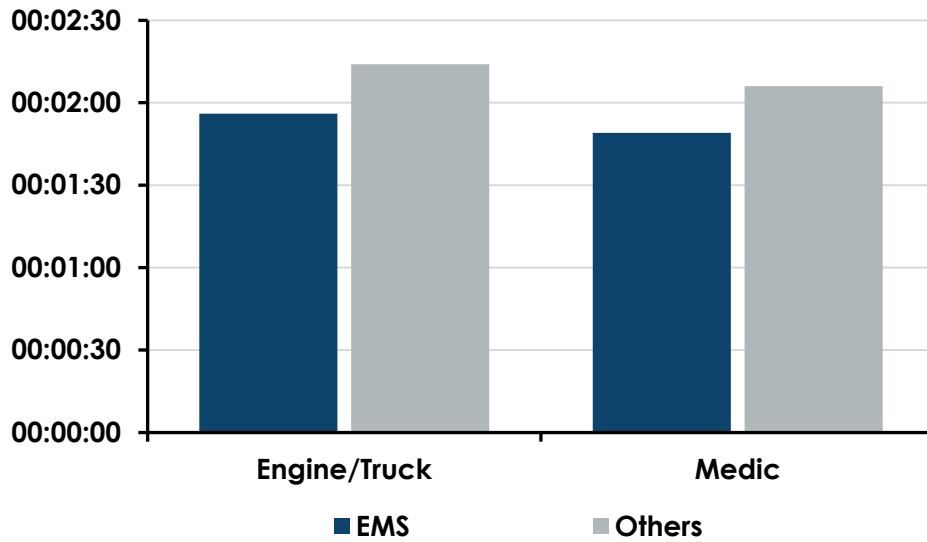


**Turn Out Time Analysis**

Turnout time is the difference between when the unit is notified of an incident and when they start to respond. NFPA 1710 indicates the performance measure for this time segment is 60 seconds for medical incidents and 80 seconds for fire incidents. This generally means for this analysis, the incidents will be grouped by EMS incidents and all others.

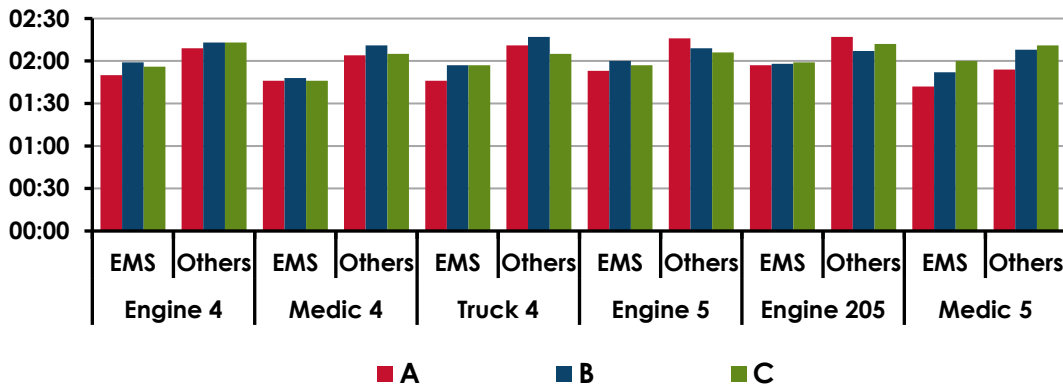
The data was analyzed for statistical reliability, and over thirty-three thousand unit records could be measured. This represents over 76% of the recorded information, slightly better than the typical reliability for this data point. In addition, to ensure the responding crew was facing an urgent situation, only incidents the unit responded emergent were evaluated. Overall, SFD staffed apparatus have a turnout time of just under 2 minutes at the 90<sup>th</sup> percentile. The following chart shows the turnout times by unit and general incident types.

**Figure 96: Turnout by Apparatus Type**



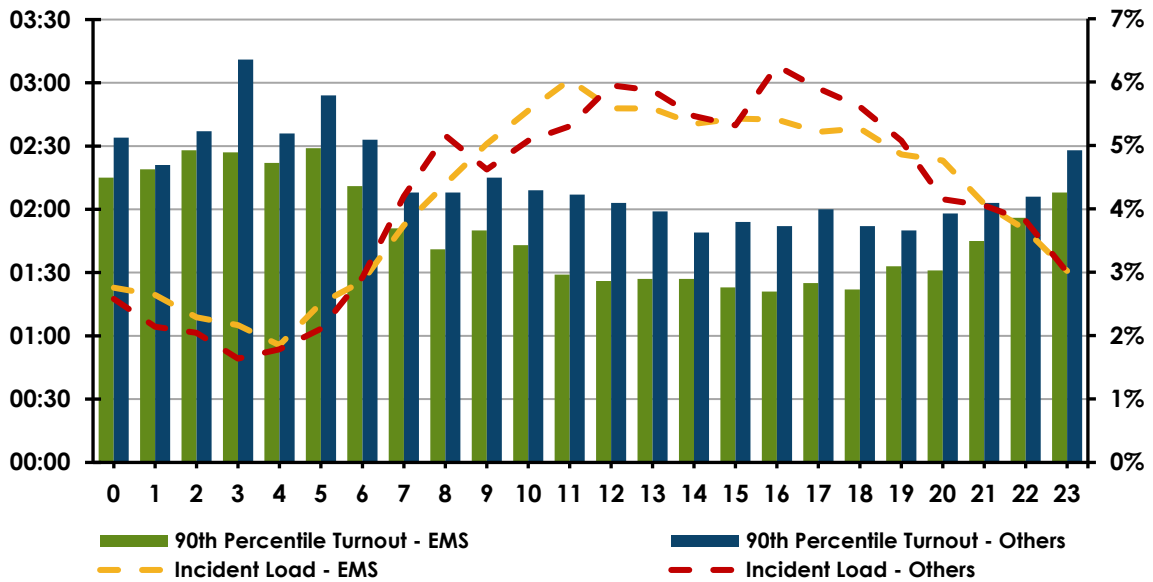
Each apparatus is staffed with three different shifts that may have better turnout methodologies than other shifts. The following figure shows the turnout time 90<sup>th</sup> percentile for each staffed unit grouped by shift and general incident type.

**Figure 97: Turnout by Shift & Unit**



One final dimension of the turnout time analysis is the changes in the percentile by the hour of the day. Since SFD staffs their units 24 hours, it is expected that crews can try and sleep at night. However, asleep personnel can impact how fast they can get to the apparatus and begin to respond. The following figure shows the turnout percentile by the hour of the day, with the workload by general incident type added for reference.

Figure 98: Turnout Time by Hour



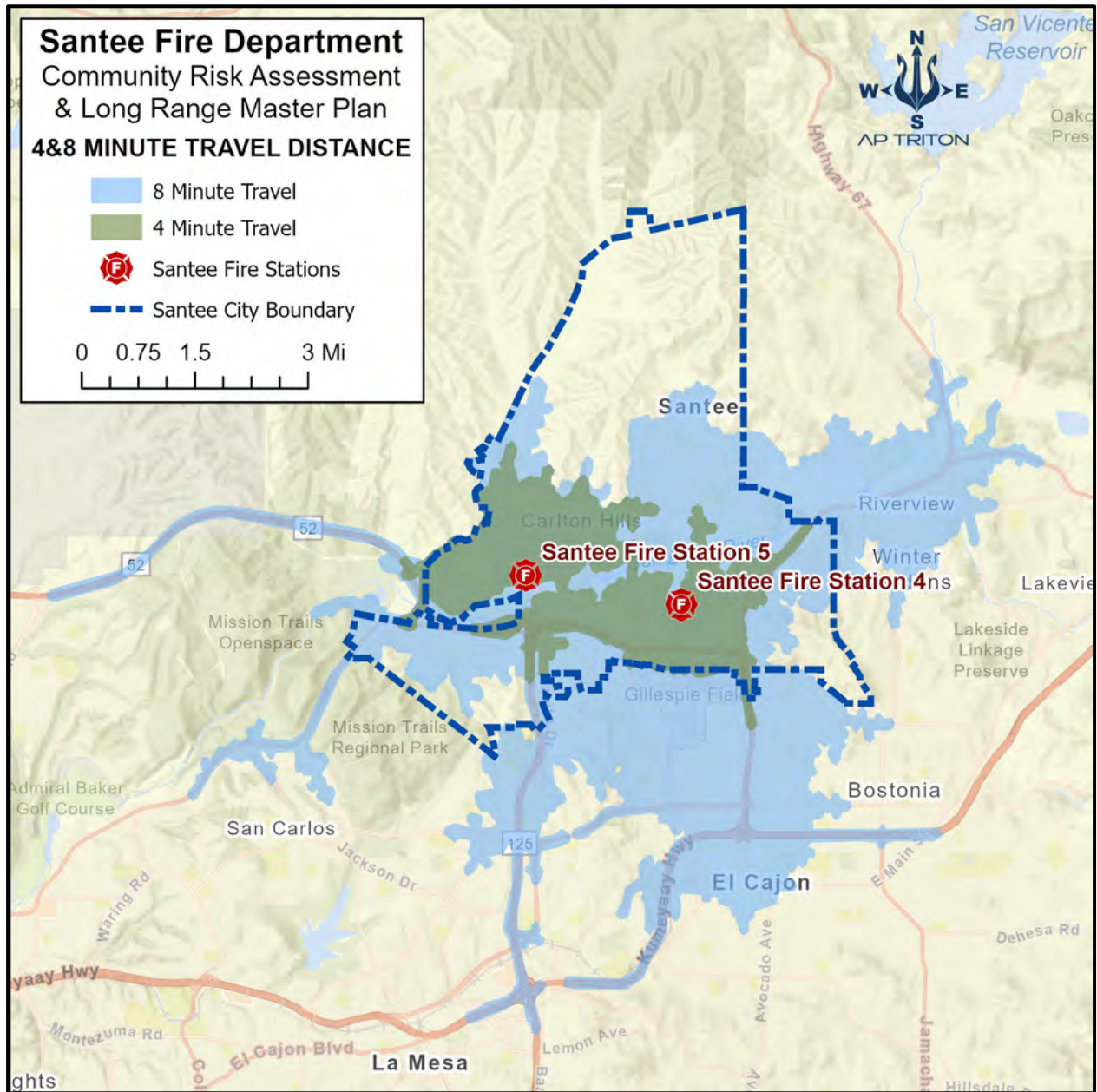
It is interesting to note the inverse pattern of turnout times and workload. This phenomenon is common in agencies with lower call volume at night. This can be explained as a combination of crews resting and fewer incidents to analyze. A limited data set is typically much more susceptible to higher times and more obvious data swings.

**Travel Time Analysis**

NFPA 1710 *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the public by Career Fire Departments* lists several travel time requirements for apparatus. The first defined travel time is the first unit, either an engine or a truck that can operate as an engine, is 4-minutes. The second-due engine should have a travel time of 6-minutes and the first alarm to arrive within 8-minutes for a moderate-risk structure fire.<sup>34</sup> NFPA historically defined ALS travel time as 8-minutes. However, the new standard leaves that up to the authority having jurisdiction.

Travel time is the difference between unit notification and the apparatus checks enroute. The following chart shows the theoretical travel times from the two SFD station. The following figure shows the 4- and 8- minute travel times from both SFD’s fire stations.

**Figure 99: Predicted 4-Minute & 8-Minute Travel Times**



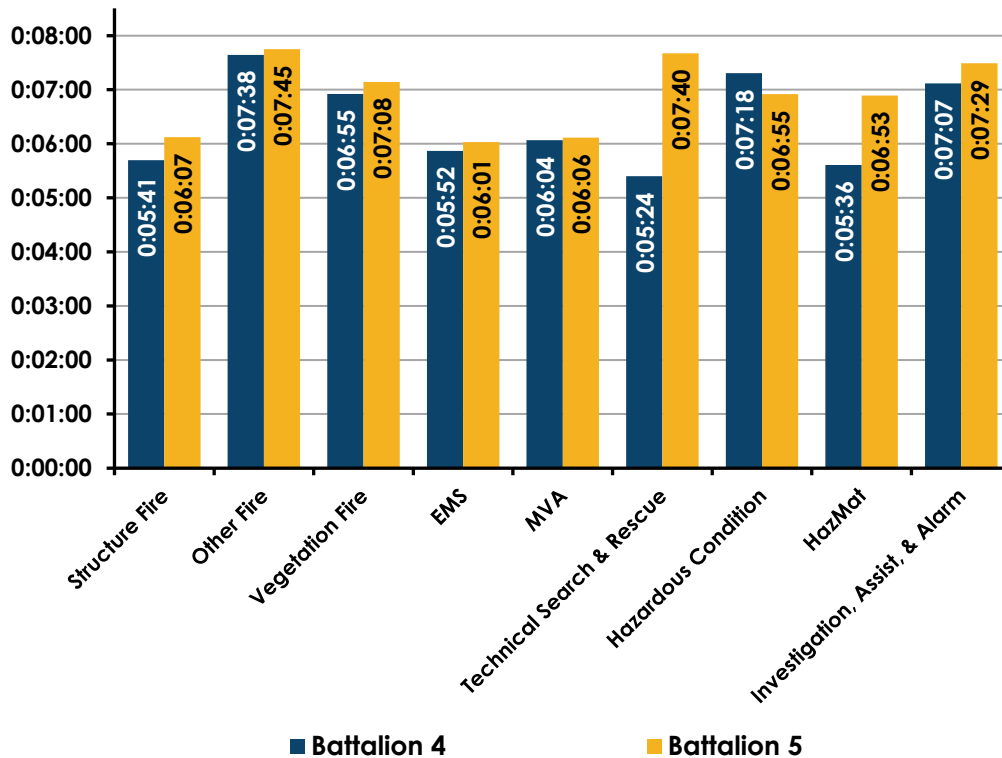
In theory, the distribution and concentration are appropriate for the city's core. However, certain areas of the city fringe will struggle to meet the 8-minute effective response force (ERF) goals established by the NFPA. In addition, much of the city does not meet the 4-minute travel benchmark.

Theoretic models are beneficial when evaluating what can happen. However, considering the actual performance may give a better understanding of what the agency can provide.

**First Due Apparatus**

The first due performance for SFD is just over 6 minutes for all incidents within the city. Understanding the agency’s capabilities is more manageable when defining smaller geographic areas. Fortunately, the CAD data identified two separate “battalions,” closely following the best response time for a given station. The following figure shows the first due travel time for emergent responses by CAD battalions and incident types.

**Figure 100: First Due Travel by Incident Type**

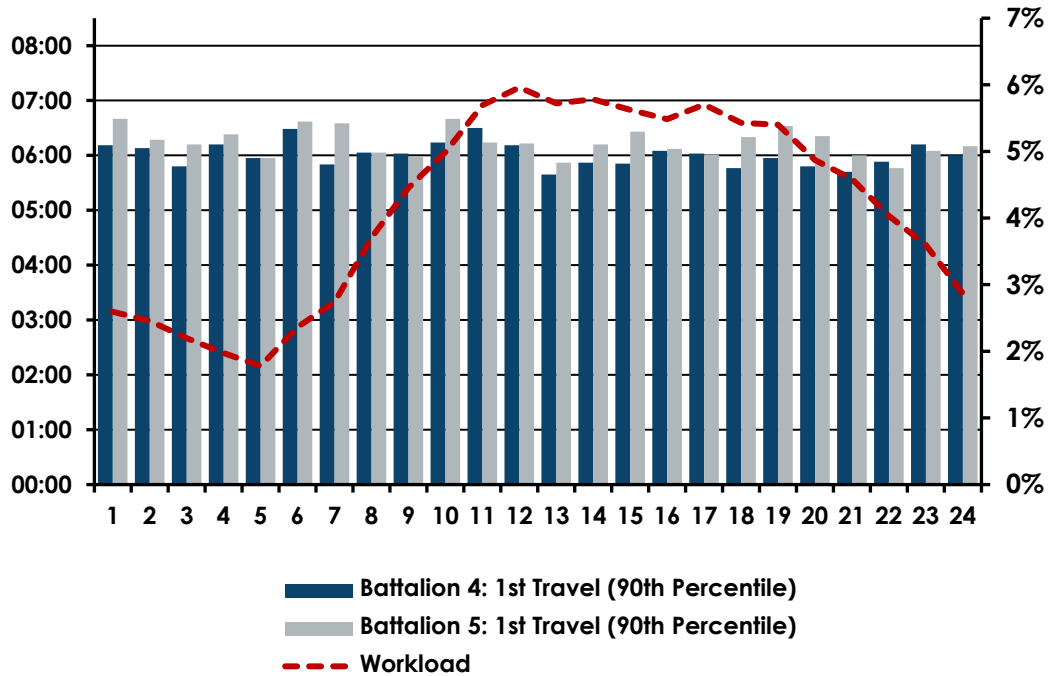


Because EMS calls are the most significant percentage of emergent incidents and the stations are so similarly staffed, the EMS times appear to be the primary driver of the overall performance time.



Time of day can have an enormous impact on travel times. Crew readiness, traffic patterns, and incident volume can impact travel times. Nevertheless, SFD’s travel times throughout the day remain relatively consistent. The following figure shows the first due travel times by the hour, grouped by CAD battalion, with the workload shown for reference.

**Figure 101: Travel Time by Hour**

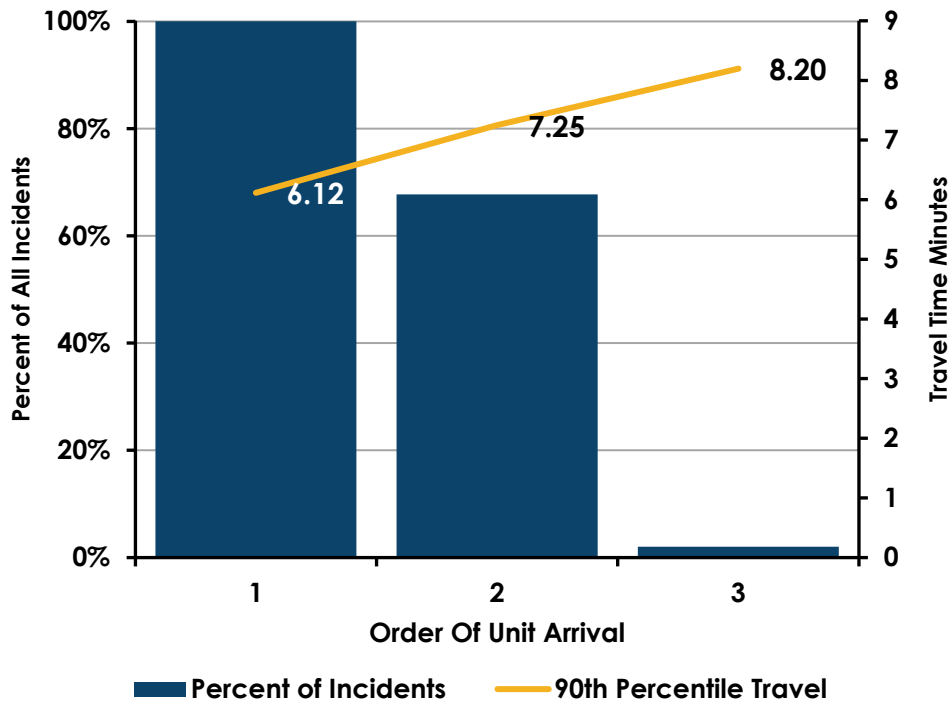


**Effective Response Force**

The second dimension of the travel time analysis is how well the effective response force (ERF) needed for a type of incident can be assembled. ERFs change with the complexity and resources required of any given incident and can range from one unit to multiple units with specialty equipment. Two commonly evaluated ERFs are EMS incidents and a moderate risk structure fire. SFD’s ERF for an EMS incident is an ambulance and an engine or truck. In contrast, moderate-risk structure fires include 3 engines, 1 truck, 1 chief, and 1 ambulance.

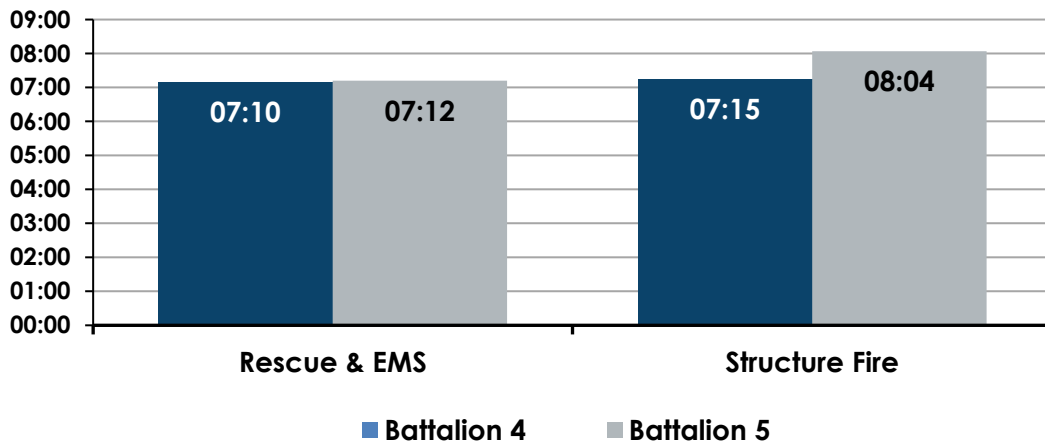
SFD can maintain consistent ERF travel across all incident types due to the concentration of apparatus out of its two stations. The following figure shows the travel time for emergent incidents of the first three units arriving.

**Figure 102: Travel Time for the First Three Units**



There is little difference between the third unit's arrival and subsequent times. Again, this is primarily due to the concentration, and the apparatus responds from only two locations. Because of this, there is minor variation based on the two commonly evaluated incident types. The following chart is the 90<sup>th</sup> percentile travel times for the agencies ERF based on the EMS and structure fire call types, grouped by CAD battalion.

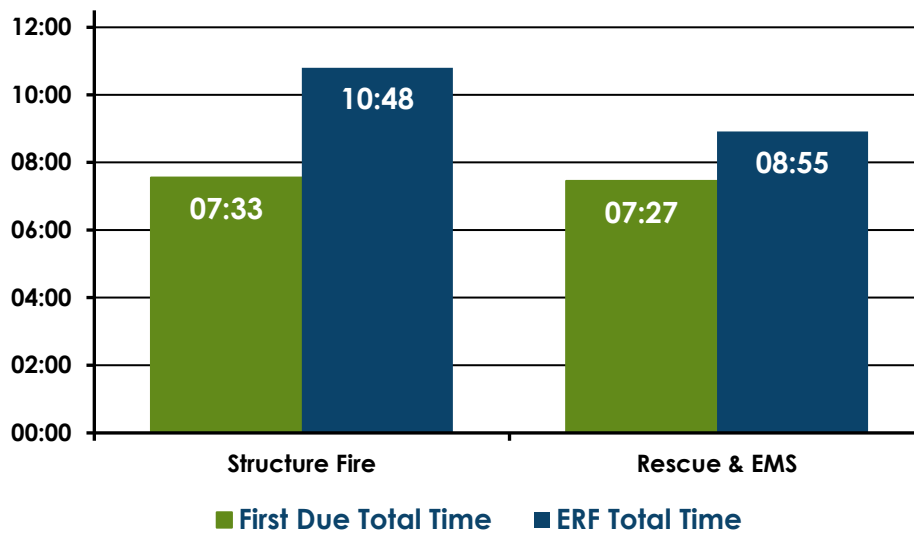
**Figure 103: ERF Travel Times by Incident Type**



### Total Response Time Analysis

The reason each time segment is analyzed is to get an understanding of where performance can be measured and improved. However, the primary performance measurement is the total response time. The person in need sees this as the fire department's performance. For example, SFD's first due total-response time for a structure fire and EMS incident is close to 7 minutes 30 seconds. However, the total response time for a structure fire's ERF is 10 minutes and 48 seconds, while it is only 8 minutes and 55 seconds for EMS calls. The following figure shows incident types and their first due and ERF total-response times.

**Figure 104: Total Times Fire & EMS**



One of the most straightforward methods of displaying the total response time was developed by the Commission on Fire Accreditation International (CFAI). Annually the CFAI requires an accredited agency to report its performance by response program in chart form. These charts show the incident time segments culminating in the total response time of the first unit and the entire ERF. While each element leading up to the total response time is self-explanatory and was explored in earlier sections of this report, the total-response time can be confusing.

It may seem that the 90<sup>th</sup> percentile call processing plus the 90<sup>th</sup> percentile turn out and travel times would equal the 90<sup>th</sup> percentile total time. However, this is not usually the case. Each time segment is analyzed independently, including the total-response time. The total-response time does not add the segments' percentiles due to the variability of the time segments within each incident.

### Structure Fire Responses

A moderate-risk structure fire is a basis for a first alarm assignment for SFD. These incidents include smoke in a building, small outside building fires, commercial vehicle fires, a single-family residence fire, a lightning strike to a building, an automatic fire alarm at a high-risk occupancy, or a hazardous materials pipeline fire. SFD had defined an ERF for a moderate-risk structure fire as 3 engines, 1 truck, 1 ambulance, and 1 chief officer. The following figure shows the total response time by time segment for moderate-risk structure fires, based on the chart required by the CFAI accredited agencies.

**Figure 105: Moderate Risk Structure Fire Time Segments**

Time Segment	2019–2022	2022 <sup>1</sup>	2021	2020	2019
Call Processing	<b>2:57</b>	4:22	2:14	3:35	3:04
Turnout Time	<b>2:13</b>	1:49	1:59	2:50	2:14
First Due Travel	<b>5:58</b>	6:50	6:26	5:40	5:28
ERF Travel	<b>7:47</b>	5:02	7:22	8:54	7:47
First Due Total (No. calls)	<b>7:33 (70)</b>	8:14 (6)	7:22 (26)	7:36 (20)	7:22 (18)
ERF Total (No. calls)	<b>10:48 (35)</b>	10:39 (10)	9:07 (12)	18:36 (9)	10:15 (4)

<sup>1</sup> 2022 is a partial year, from January 1 through June 30

CFAI charts would also include the benchmarks adopted by the agency. However, SFD has not adopted performance standards, so those benchmarks were left off. It also becomes apparent how data points can skew a 90<sup>th</sup> percentile figure when there are high values and a lower frequency. Typically the CFAI considers any data set under 100 statistically insignificant.

### EMS Responses

Emergency medical and rescue responses are the most significant volume of responses for SFD. SFD has defined a moderate-risk EMS incident as needing a two-unit response to control or mitigate the incident. It involves assessing and treating one or two patients with critical injuries or illnesses or a motor vehicle crash with 1-2 patients. SFD defined an ERF for a moderate-risk EMS incident as 1 engine or truck and 1 ambulance. The following figure shows the total response time by time segment for a moderate-risk EMS incident, based on the chart required by the CFAI accredited agencies.

**Figure 106: Moderate Risk EMS Time Segments**

Time Segment	2019–2022	2022 <sup>1</sup>	2021	2020	2019
Call Processing	1:36	1:37	1:39	1:36	1:31
Turnout Time	1:57	1:36	1:36	2:22	2:03
First Due Travel	5:54	6:09	5:47	5:56	5:53
ERF Travel	7:11	7:20	7:14	7:04	7:09
First Due Total (No. calls)	7:27 (16,608)	7:25 (2,492)	7:06 (5,116)	7:48 (4,368)	7:26 (4,632)
ERF Total (No. calls)	8:55 (14,279)	8:54 (2,173)	8:42 (4,366)	9:06 (3,812)	8:54 (3,928)

<sup>1</sup> 2022 is a partial year, from January 1 through June 30

### Emergency Medical Service System Performance

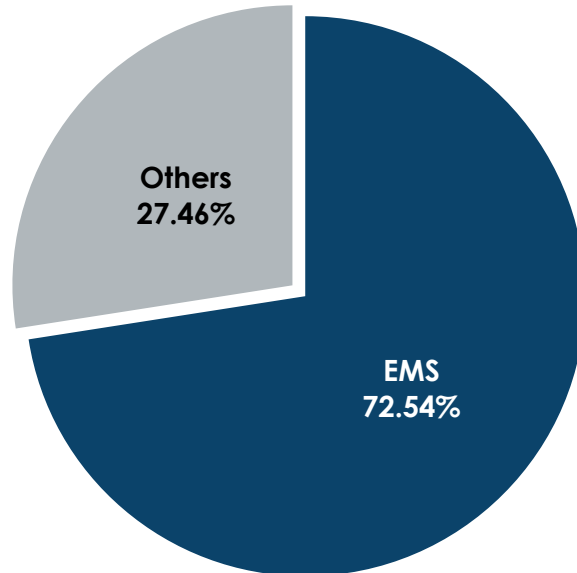
The current medical transportation system is defined under a county service area (CSA) cooperative agreement. CSA 69 contracts with the SFD and the Lakeside Fire Protection District (LFPD) to provide medical transport services. It should be noted that as of the writing of this report the system is in the process of change where SFD and LFPD are creating a joint powers authority (JPA) to replace the CSA. The new JPA will be known as the Santee-Lakeside Emergency Medical Services Authority (SLEMSA).

Because SFD provides medical transportation services, a more thorough investigation of the emergency medical services (EMS) response segment is warranted. SFD primarily operates two ambulances, although as many as 4 have rarely been recorded in the systems. Therefore, overall system performance and the two ambulances, Medic 4 and Medic 5, will be the primary focus of this evaluation.

### EMS Service Demand

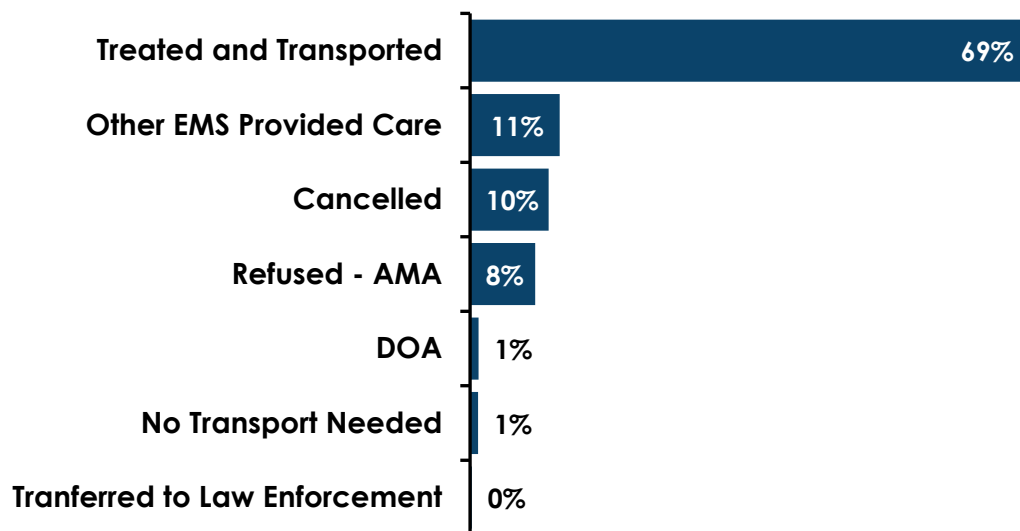
EMS incidents account for most of the incidents within the SFD system. Slightly over 72% of SFD responses are emergency medical incidents. The following figures show the percentage of incidents as either EMS or another type of incident.

**Figure 107: Percent EMS**



The incidents with a patient contact form in the ePCR system have 1 of 7 dispositions. The data indicates that 69% of the incidents with a patient result in a person being treated and transported by SFD units. The following figure shows the percentages of dispositions for each of the patient contact reports.

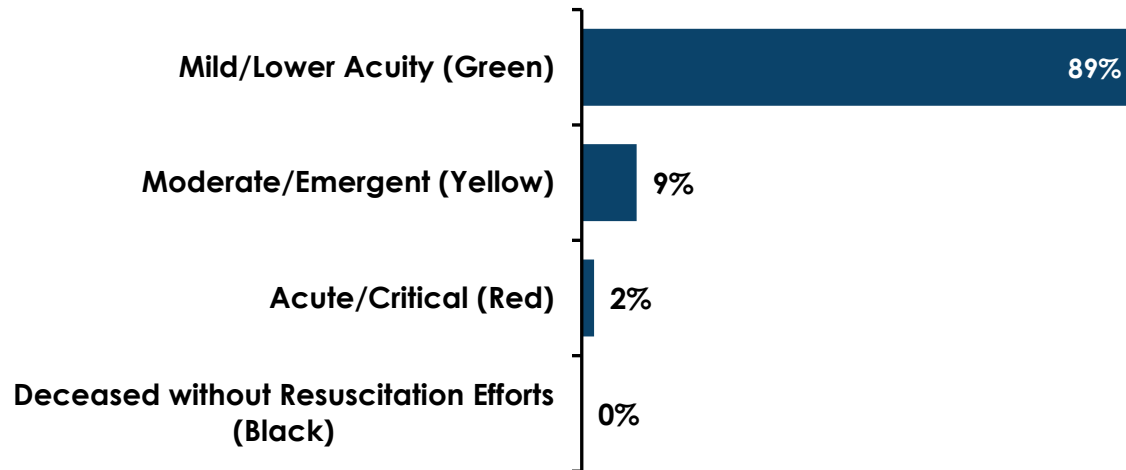
**Figure 108: Percentage of Dispositions**





Not all transports have the same priority. The more severe the medical need, the more likely the need for a specialized facility and a faster response to definitive care. The following figure shows the percentage of transports by listed patient acuity.

**Figure 109: Transports by Acuity**



The system records 64 different provider impressions. However, over 90% of the incidents have one of 23 different impressions, and over half have one of 5 provider impressions. The top medical incident impression is a traumatic injury. The least common were electrocution or exposure to hazardous material. The following figure shows the top 23, or 90%, provider impressions as a percentage of the total.

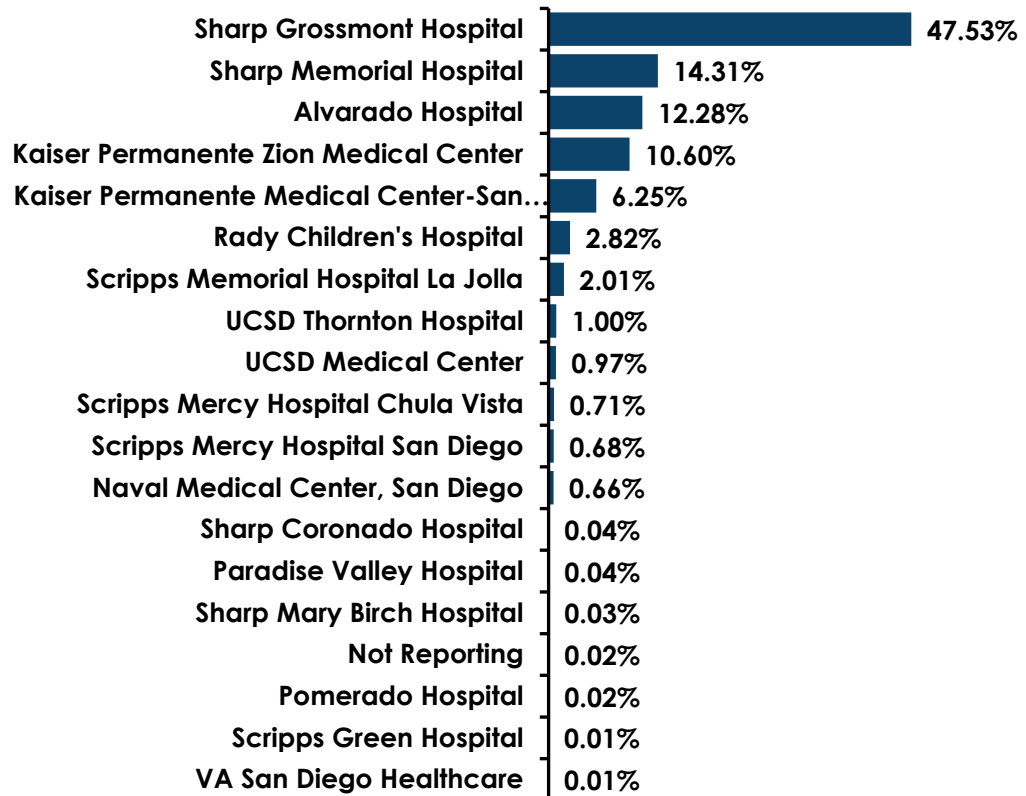
**Figure 110: Top 90% of Provider Impressions**

Impression	% of Impressions
Traumatic Injury	18.3%
Weakness/Other	13.4%
Respiratory Distress/Other	7.2%
Abdominal Pain	5.9%
ALOC (Not Hypoglycemia or Seizure) <sup>1</sup>	5.3%
Chest Pain, Suspected Cardiac	5.0%
Non-Traumatic Body Pain	4.1%
Seizure Post	3.1%
Nausea/Vomiting	2.9%
Syncope/Near Syncope	2.8%
Behavioral/Psychiatric Disorder	2.7%
Overdose/Poisoning/Ingestion	2.5%
Dizziness/Vertigo	2.4%
Pain/Swelling in Extremity, Non-Traumatic	2.3%
No Medical Complaint	2.0%
Chest Pain, Non-Cardiac	1.6%
Stroke/CVA/TIA	1.5%
Cardiac Arrest, Non-Traumatic	1.4%
Alcohol Intoxication	1.4%
Respiratory Distress/ Bronchospasm/Asthma	1.2%
Palpitations	1.1%
Hypoglycemia	1.1%
Fever <sup>2</sup>	0.9%

<sup>1</sup>50<sup>th</sup> percent of all impressions

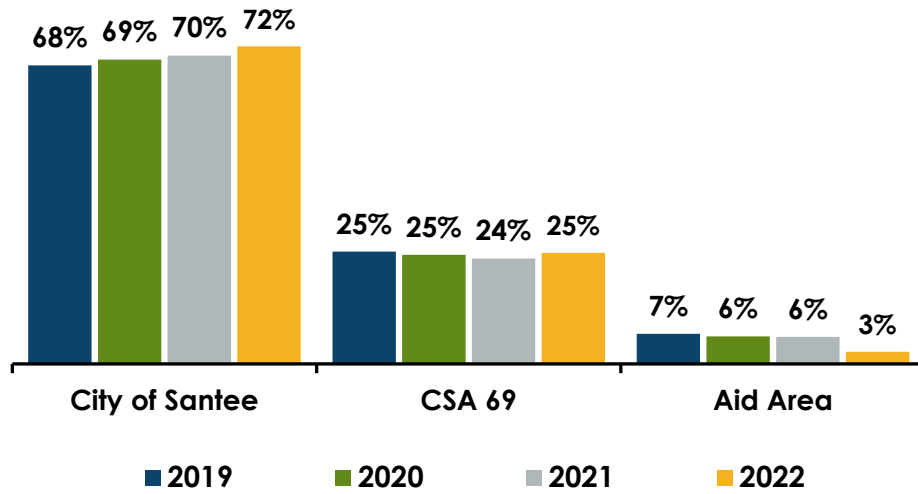
<sup>2</sup>90<sup>th</sup> percent of all impressions

Of the patients transported to area hospitals, over 99% were single patients in the ambulance. Multiple patients in an ambulance accounted for less than 1% of the transports. A large portion of the facilities that received the patients were received by 1 of 4 hospitals. Over 90% of all patients were received at Sharp Grossmont, Sharp Memorial, Alvarado, or Kaiser Zion. The majority were received at Grossmont. The following figure shows the percentage transported to the various regional receiving facilities.

**Figure 111: Percentage of Transports**

As discussed earlier in this analysis, SFD responds out of the City of Santee over 35% of the time. However, nearly 25% of that is within the other SLEMSA areas. This is true for EMS patients as well. However, it is slightly more likely the patient is within the City of Santee, with 69% of patients found within the city. In addition, about 25% of the patients are within the rest of the SLEMSA, while the smallest percentage is from other mutual aid areas surrounding the city and CSA. The following figure shows the percentage of patients by response area by year.

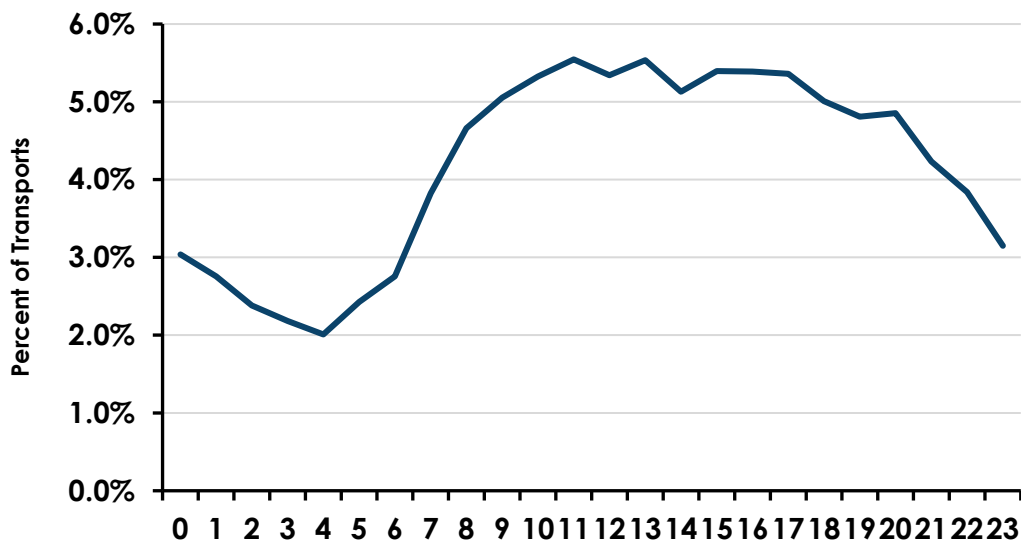
**Figure 112: Patients by Response Area**



**EMS Temporal Study**

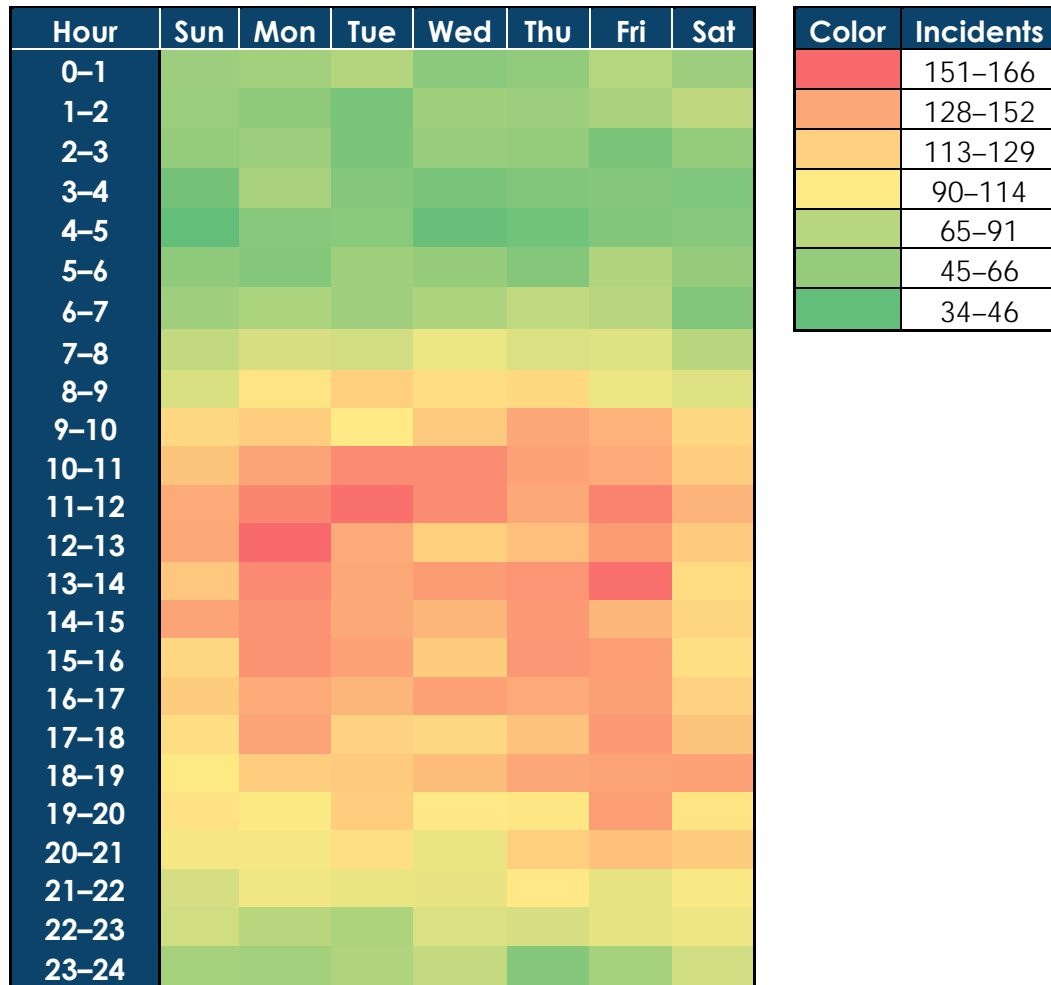
Much of the temporal study was completed in previous sections and will not be repeated here. However, since SFD primarily responds to EMS incidents, the above research captures the EMS component. Like the overall incident volume, transports follow the same hour-of-the-day analysis. The following chart shows the percentage of medical transportation by the hour of the day.

**Figure 113: Transports by Hour**



The earlier temporal study did not show EMS incidents specifically. However, due to the volume of EMS incidents versus the other incident type, the incidents by hour and day are very similar. However, it is essential for operational decisions due to the heavy incident load per unit. The following figure is a density map of EMS incidents by the hour and day of the week.

**Figure 114: EMS Volume by Day and Hour**

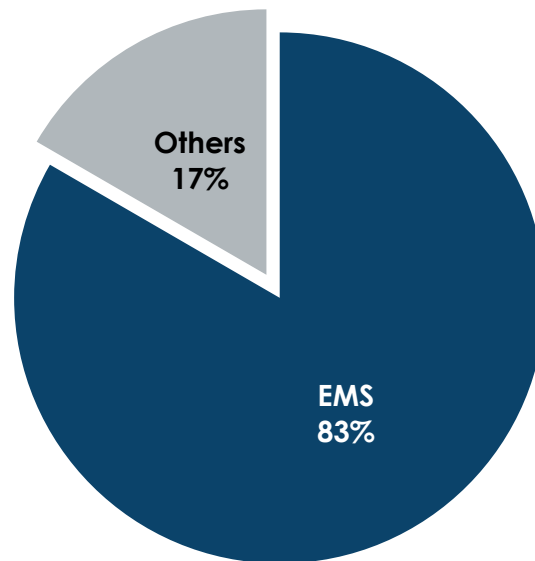


Like other types of incidents, most happen after 7:00 AM and before 8:00 PM. However, in this case, over 68% of EMS incidents occur within those 12 hours.

### EMS System & Unit Performance

As with the overall volume of incidents, most of the staff time is spent on EMS incidents. SFD personnel spends over 83% of their response time on EMS incidents. The following figure shows the percentage of time responders spent on either EMS or other incidents.

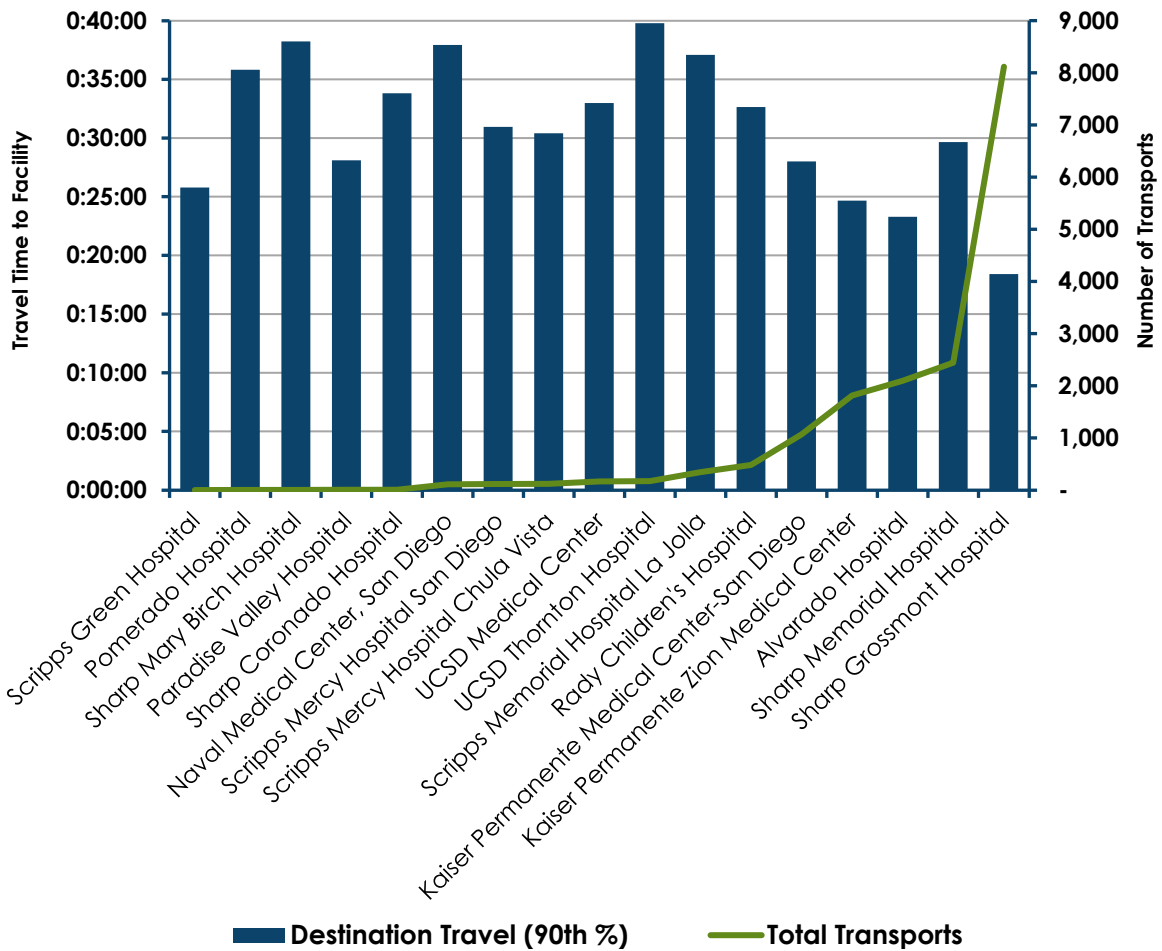
**Figure 115: Percentage of Time on EMS Incidents**



Because SFD does not have a hospital within the city boundary, the travel time to a local hospital is a significant concern. The 90<sup>th</sup> percentile travel time across all receiving facilities is almost 40 minutes. The following figure shows the 90<sup>th</sup> percentile travel time to each receiving facility with a reference line denoting the total number of transports to that facility.



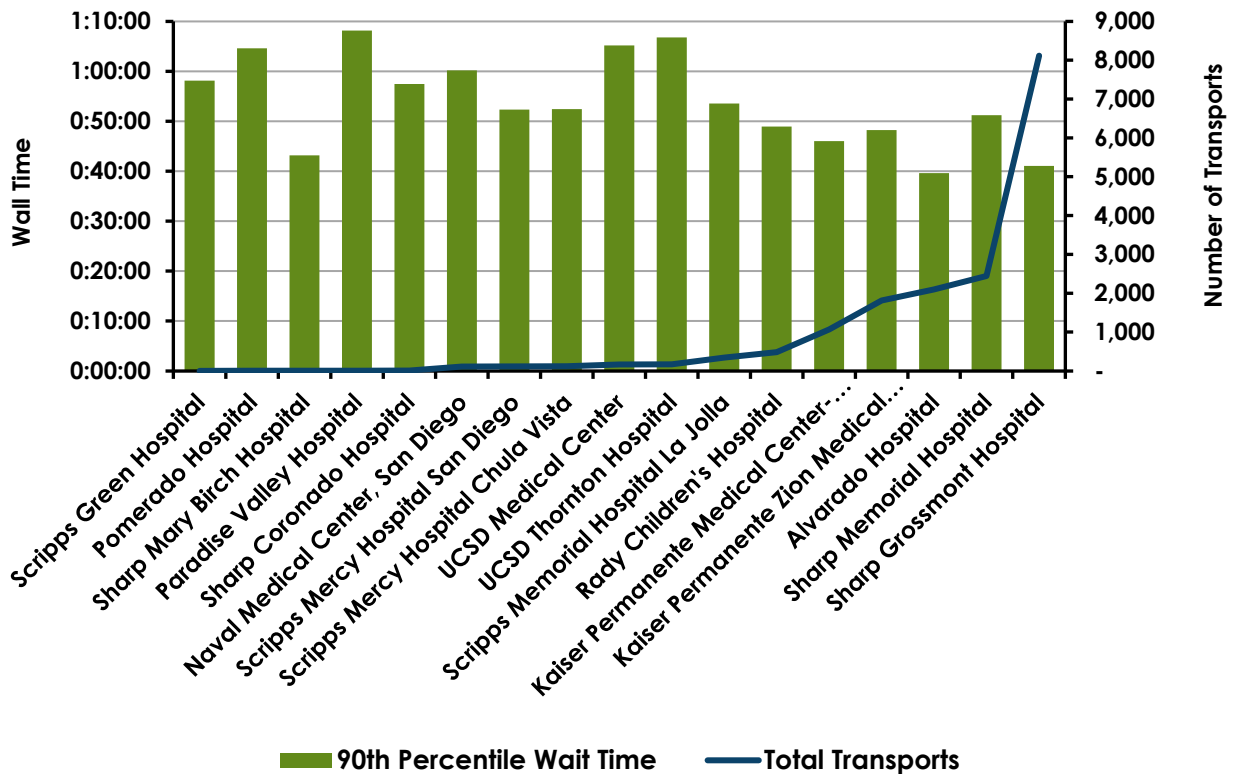
Figure 116: Travel Times to Facilities



This time is captured within the unit hour utilization component. However, it can be assumed that it takes some time for the unit to travel back to the city. This will be explored in more detail later.

Another component of the total unit utilization is how long an apparatus is stuck at the hospital before the receiving facility takes possession of the patient. This time is commonly called patient offload or wall time. SFD does not capture actual patient offload times in its data. However, SFD faces a significant facility wait time with a 1-hour, 7-minute 90<sup>th</sup> percentile overall. The San Diego County Emergency Medical Services Authority has set the ambulance patient offload at 15–30 minutes after arrival 90<sup>th</sup> of the time.<sup>35</sup> The following figure shows the 90<sup>th</sup> percentile of the time a unit waits at a hospital, presumably for the staff to receive the patient and for the ambulance to return to service.

Figure 117: Facility "Wall" (Wait) Times at the 90<sup>th</sup> Percentile



As described earlier, the two primary ambulances have a very high unit hour utilization. Therefore, seeing the time segments appropriated to the units is valuable. The following figure shows each significant time segment of the ambulance response, with possible return time added for reference.

**Figure 118: Ambulance UHU Segments**

Segment	Unit	2019 UHU	2020 UHU	2021 UHU	2022 UHU
At Scene	Medic 4	13%	13%	14%	13%
	Medic 5	9%	9%	10%	10%
Travel to Facility	Medic 4	10%	8%	10%	9%
	Medic 5	7%	6%	7%	7%
Facility Wait Time	Medic 4	15%	14%	16%	17%
	Medic 5	12%	9%	12%	13%
<b>Total UHU:</b>	<b>Medic 4</b>	<b>37%</b>	<b>36%</b>	<b>39%</b>	<b>39%</b>
	<b>Medic 5</b>	<b>28%</b>	<b>23%</b>	<b>29%</b>	<b>30%</b>
Return from Facility <sup>1</sup>	Medic 4	10%	8%	10%	9%
	Medic 5	7%	6%	7%	7%
Potential UHU	Medic 4	47%	44%	49%	49%
	Medic 5	36%	29%	36%	37%

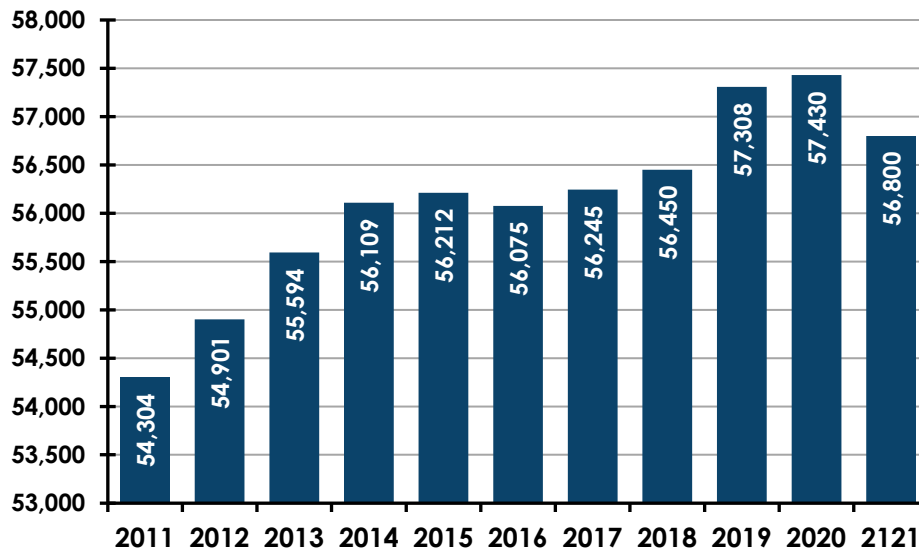
<sup>1</sup>Same as travel to facility time. This is not captured in the data but added for reference.

It becomes apparent that the facility wait times are excessive and add to the unit workload. It also becomes evident that the return time to the city and station could significantly add to the overall UHU.

## Population Growth & Service Demand Projections

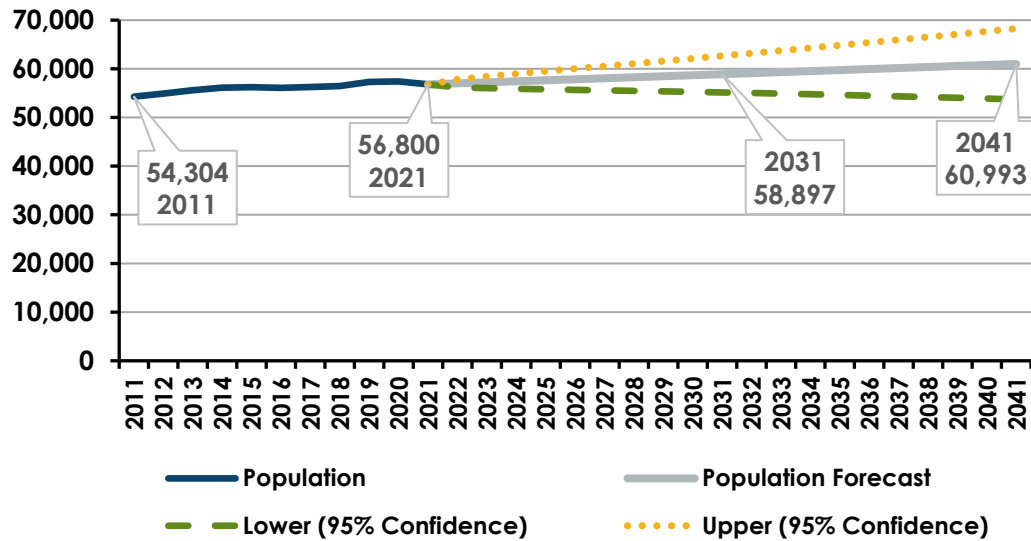
The population of Santee has increased based on data from the California Department of Finance (CDF) and the U.S. Census. The following figure is population estimates combining CDF information. It shows the population has increased by 4.6% since 2011 at an average annual rate of 0.5%.

**Figure 119: California Department of Finance Population Estimates (2011–2121)**



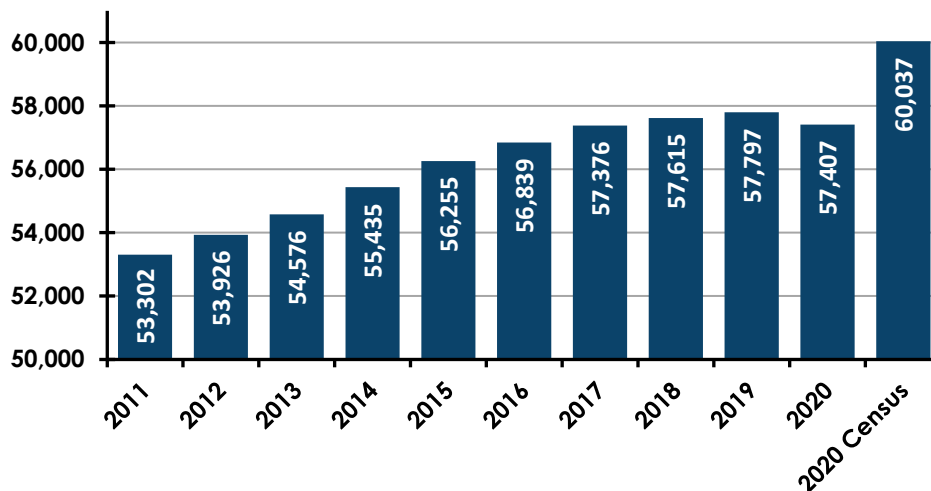
The CDF figures and commonly available forecasting modeling software can create an estimated growth projection. The projection calls for a population of 58,879 in 2031 and 60,993 in 2041. This equates to a growth of approximately 7.13% in the next 20 years at an average growth rate of 0.4% per year. The model was calculated with 95% confidence and an estimated error of plus or minus 3,754 in 2031 and 7,292 in 2041. The following figure shows the predicted growth rates from 2021 through 2041 with confidence bands based on the CDF population figures.

**Figure 120: Estimated Growth (CDF Data)**



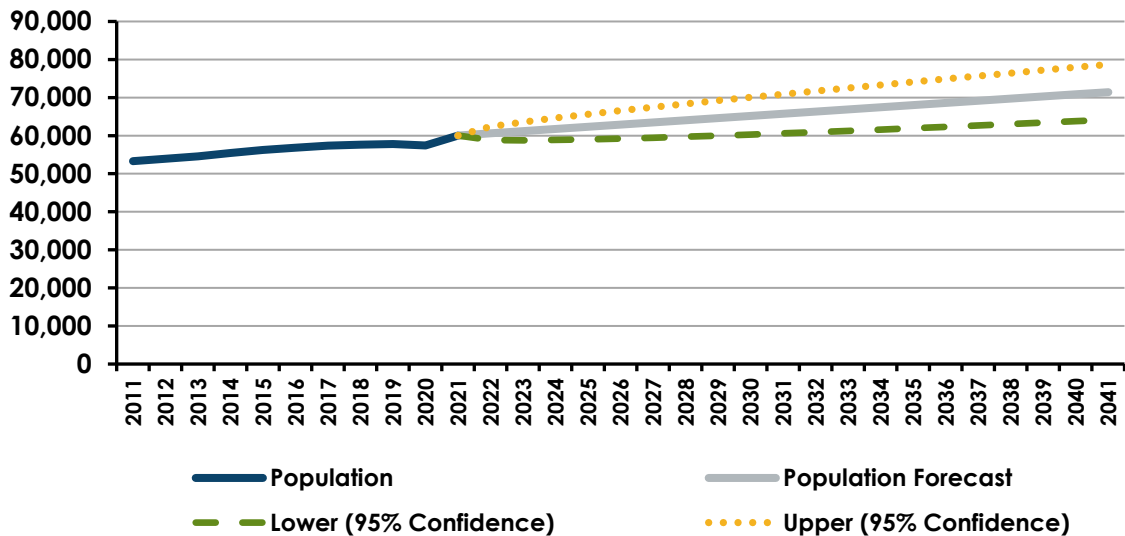
This CDF population growth contrasts with U.S. Census data from the American Community Survey 5-year estimates and the 2020 Decennial Census. Like the California Department of Finance data, the population increased from 53,302 in 2011 to 60,037 in the 2020 Census. The following figure shows the population growth according to the 2020 Census demonstrated in the preceding figure. This is a 12.6% growth in population.

**Figure 121: U.S. Census Population Estimates**



Utilizing these figures provides a slightly different growth projection. Using the U.S. Census figures, the estimated population will be 65,741 in 2031 and 71,445 in 2041. However, the 95% confidence rate error is plus or minus 5,143 in 2031 and 7,272 in 2041. The following figure shows the projection model's results utilizing the U.S. Census data.

**Figure 122: Estimated Growth (U.S. Census Data)**

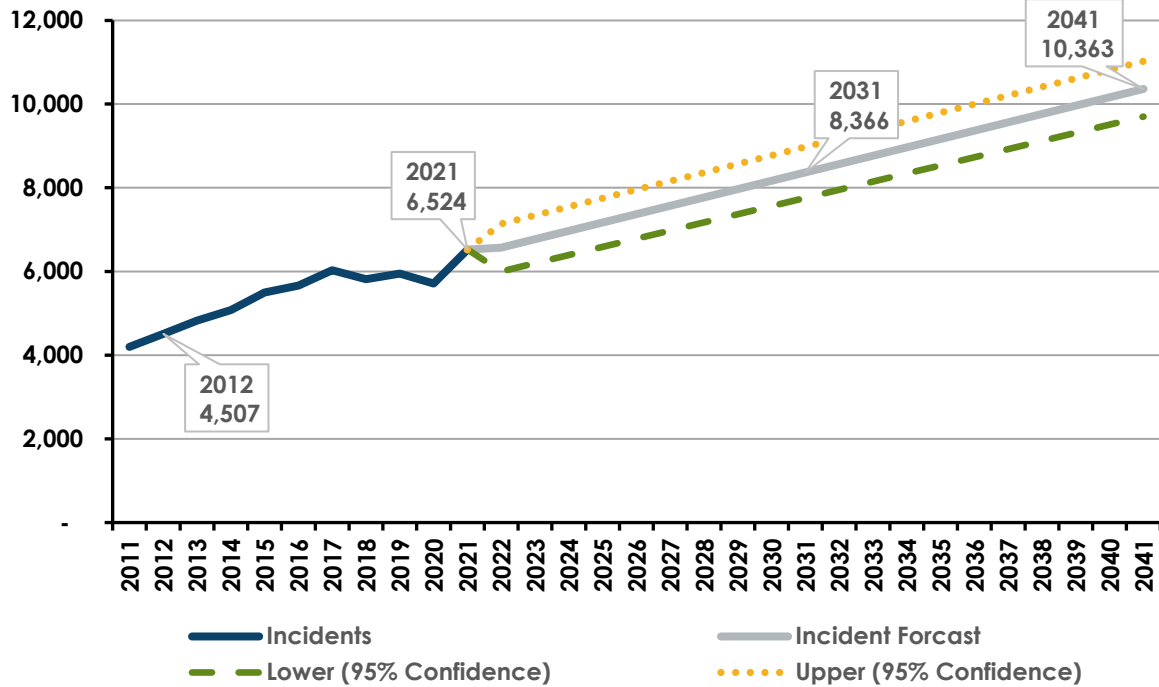


Both projections show an overall growth with a final likely estimate between 60 and 70 thousand people by 2041. However, these are just simple statistical models and should be considered reasonable estimates. Actual growth will depend on various factors, including building living and working spaces up or out. For example, a Fanita Ranch Improvement plan on the City of Santee website would add approximately 3,000 living units to what is now a wilderness area.<sup>36</sup> This is just one example of possible increased population capacity within the city limits.

There is a connection between population size and incident volume. However, in SFD's case, there is no strong correlation between the population growth rate and the incident growth rate. While the population grew between 4.6 percent and 12.6, depending on the data source, incident volume increased by 46% between 2011 and 2021. Annual population growth averages less than 1 percent, while call volume increased an average of 5 percent. The following incident growth model was produced utilizing strict incident volume base data.



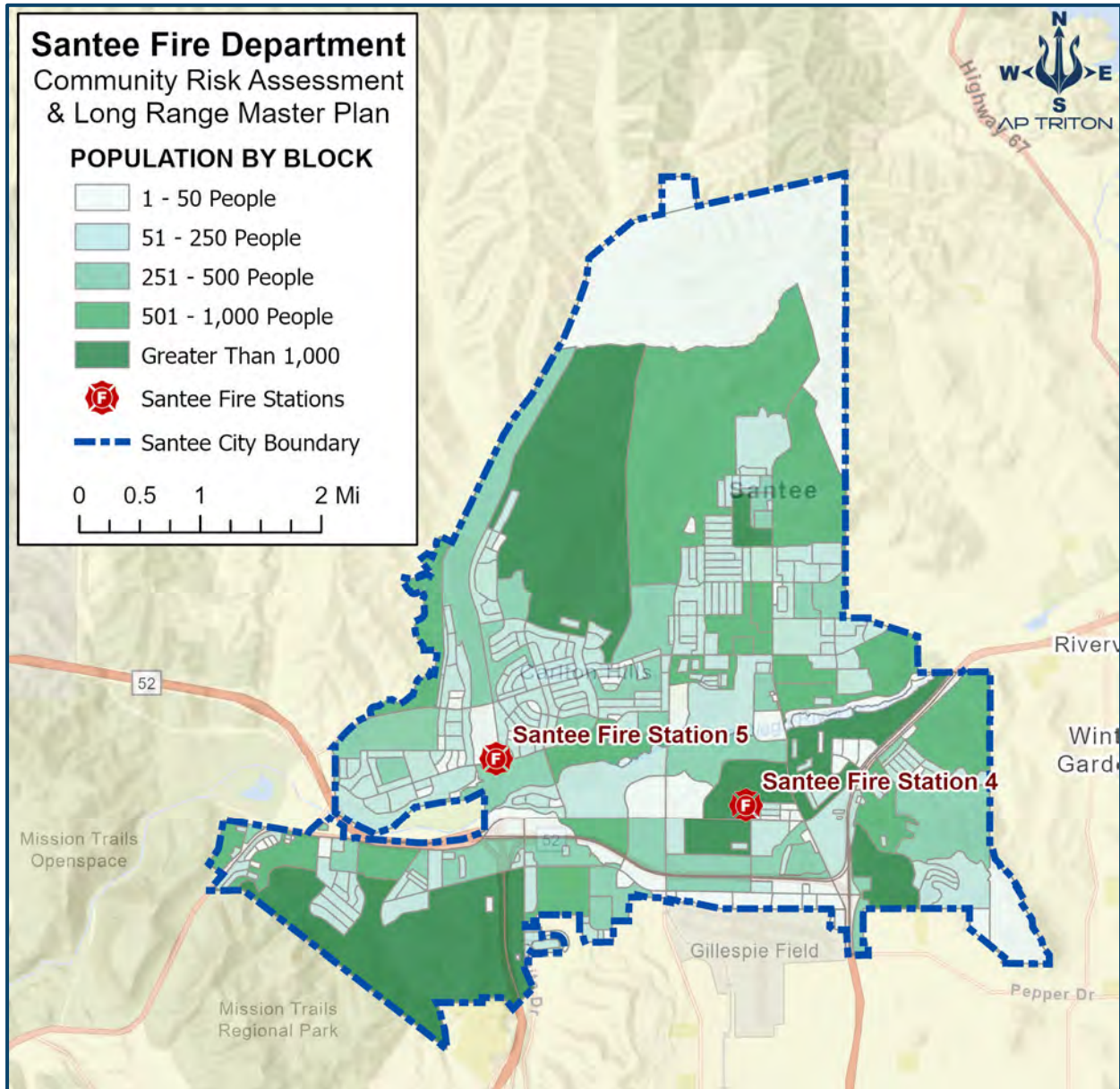
Figure 123: Incident Volume Projection



Regardless of the incident volume drivers, it is estimated that the incident volume will increase by several thousand incidents annually by 2041. Additionally, the model in this example used a 95% confidence projection. Therefore, the final figure of 10,383 incidents in 2041 may be adjusted by plus or minus 660 incidents and still fit the projection model.

The following figure provides the population density in Santee.

**Figure 124: Population Density**



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## **Section II-B: SUPPORT PROGRAMS**

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## Communications & Dispatch

### Overview

Dispatch and emergency communication services for the Santee Fire Department are provided by the Heartland Communications Facility Authority (HCFA). The HCFA was established in 1987 as a Joint Powers Authority (JPA) under California Government Code Section 6500. Its mission is to provide emergency communication services to fire agencies in the eastern and southern areas of San Diego County. Today, the HCFA serves nine (9) member agencies and two (2) contract agencies providing emergency fire & EMS response to a population of approximately 467,720. In addition to the member agencies, the HCFA gives, under a separate contract, dispatching services to numerous volunteer agencies and fire protection districts.

### Governance

The HCFA is governed by a Board of Commissioners, comprised of elected or appointed officials representing each JPA member agency. As the governing body of the HCFA, the Board of Commissioners formulates and sets policy, including budget and purchasing policies. In addition, member agencies are permitted one alternate commissioner to represent the agency if the primary commissioner is absent.

Serving as the steering committee for the HCFA, the Board of Chiefs is comprised of Fire Chiefs representing each of the JPA members and contract agencies. The Board is responsible to the Commission for the development of a consolidated regional public safety services communications program and for the leasing of facilities, acquisition of equipment, personnel staffing, and full-time maintenance and operation of the communications program. In addition, members of the Board of Chiefs from contract agencies provide representation for their respective agencies without voting rights on HCFA matters.

A Management Advisory Committee comprised of the City Managers from each of the member cities and Fire Chiefs from the member fire districts meet as necessary, but at least twice per year to review the proposed budget, financial performance, capital improvement program, financial reserves, and advise on matters regarding operations and administrative business to the Commission. The role of the MAC is advisory only to the Commission.

## Funding

The HFCA is funded through member agency assessments and contract agency fees. Agencies shall pay for the entire operation of HFCA, using the annual expenditure budget to determine the total amount of assessment required. Each annual budget includes a minimum reserve for Contingency equal to ten percent (10%) of otherwise budgeted and approved expenditures ("Reserve").

The HCFA has also accessed funding through the Department of Homeland Security's Urban Area Security Initiative (UASI) and the California Office of Emergency Services, State Homeland Security Grant Program (SHSGP). Funding from these two sources has been used primarily to complete the County's regional communications system.

## Staffing

HCFA is staffed 24 hours per day, 365 days a year. Dispatchers are assigned to one of three 12-hour shifts and serve as call takers and dispatchers.

The following figures show the number of dispatchers/call takers, supervisors, and leads per shift at normal and minimum staffing levels.

**Figure 125: Standard /Normal Staffing**

Shift	Dispatchers- Call Takers	Shift Supervisor <sup>A</sup>	Shift Lead <sup>A</sup>
0700-1300	3	1	1
1300-0100	4	1	1
0100-0700	2	1	1

<sup>A</sup>Shift Supervisor & Shift Lead positions are filled by one of the on-shift Radio Dispatchers/Call Takers.

**Figure 126: Minimum Staffing**

Shift	Dispatchers- Call Takers	Shift Supervisor <sup>A</sup>	Shift Lead <sup>A</sup>
0700-2300	3	1	1
2300-0700	4	1	1

<sup>A</sup>Shift Supervisor & Shift Lead positions are filled by one of the on-shift Radio Dispatchers/Call Takers.

During regular business hours, HCFA executive staff, administrative support, and technical support are all on-site for the management of day-to-day operations and to meet any logistical needs.

The following figure shows the scheduled work periods for HCFA's administrative and support staffing.

**Figure 127: Administrative & Support Staffing**

Position	Hours
Director	0600–1600 Monday–Thursday
Operations Manager	0730–1730 Mon., Tue., Thur. (1000–2000 Wed.)
Administrative Coordinator	0830–1730 Monday–Thursday
Administrative Assistant	0900–1700 Monday–Thursday
GIS Analyst	0700–1700 Monday–Thursday
Systems Administrator	0700–1700 Tuesday–Friday
IT Technician	0700–1700 Monday–Thursday

### Call Processing

The HCFA is a 911 Secondary Public Safety Access Point (SPSAP). When a 911 call is placed in southeast San Diego County, the call is immediately routed to one of the Primary Public Safety Answering Points (PSAP). Each of these centers is staffed 24 hours daily, 365 days a year. Calls for service requiring a fire response are transferred from one of the five primary PSAPs to HCFA for processing.

Primary PSAPs in southeast San Diego County:

- San Diego Police Department
- San Diego County Sheriff
- California Highway Patrol, Border Division
- El Cajon Police Department
- La Mesa Police Department



### Call Volume & Performance

HFCA processes nearly 70,000 calls each year. The Authority consistently complies with the California Office of Emergency Services (CAL OES) standard for call answer time and the National Fire Protection Association (NFPA) standard for call processing and dispatch time.

The following figure summarizes the Authority's call volume for the past 3 years.

**Figure 128: HFCA Call Volume**

Call Type	2019	2020	2021
911 Calls	51,785	50,534	57,568
7-digit Calls	16,136	15,072	15,505
<b>Total Calls:</b>	<b>67,921</b>	<b>65,606</b>	<b>73,073</b>

The following figure summarizes the Authority's performance in meeting the CAL OES standard for answer time and the NFPA standard for call processing time.

**Figure 129: HFCA Performance**

Performance Metric	2019	2020	2021
Call Answer Time ( $\geq$ 10 sec)	96.99%	95.84%	95.79%
Call Answer Time ( $\leq$ 40 sec)	99.90%	99.87%	99.77%
Call Processing Time (seconds)	50.88	53.18	53.56

## Emergency Medical Services & Transport

The Emergency Medical Services section summarizes the SFD's services relating to pre-hospital medical care. AP Triton used focused interviews combined with information from the department to develop a perspective of current and future emergency medical system (EMS) needs throughout the study area. The purpose of this section is to evaluate the current level of pre-hospital care and future needs based on projected call volume and available resources. Based on this evaluation, AP Triton will identify challenges relating to the EMS program and make recommendations with projected outcomes.

### Overview

Santee Fire Department established the first paramedic program in San Diego County in 1975. The Santee Lakeside EMS Authority was recently formed to facilitate funding and response within both jurisdictions. This analysis is focused on the provision of EMS by the Santee Fire Department.

### Critical Issues

As a part of this study, interviews were conducted with internal customers. These customers were asked to list the organization's top four critical issues relating to EMS. AP Triton evaluated the responses, looking for commonalities that could lead to more cohesive planning for the future. The following figure summarizes the issues facing SFD's EMS.

**Figure 130: EMS Critical Issues**

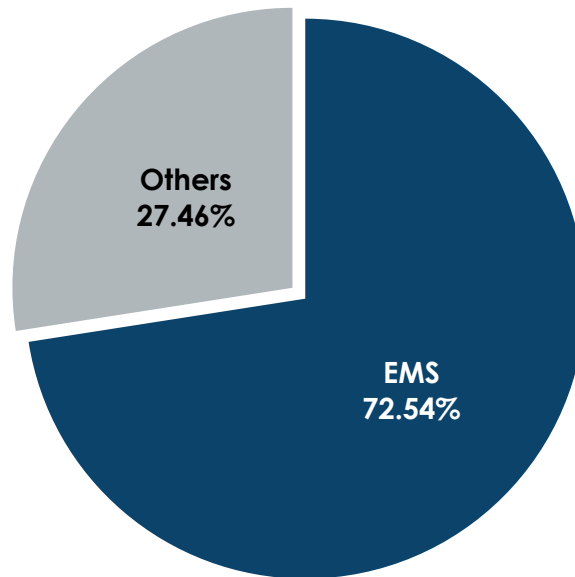
Issue No.	Santee Fire Department EMS
1	High EMS Call Volume
2	Paramedic Burnout
3	Recruitment/Hiring
4	Retention

Consistent with the stakeholder interviews conducted in October 2022, staffing and retention are considered areas for improvement. Addressing these concerns requires a focused strategic plan specific to EMS to identify goals and objectives for the above system challenges.

For more than 40 years, the fire service has provided emergency medical services. Pre-hospital medical care is provided by 90% of the 31,000 fire departments in the United States. Residential and commercial structure fires have decreased by 52% in the United States since 1980. On the other hand, EMS service demand has been steadily increasing across the country.

The following figure is based on data from the report's Service Delivery section.

**Figure 131: SFD Percentage of Fire & EMS Calls**

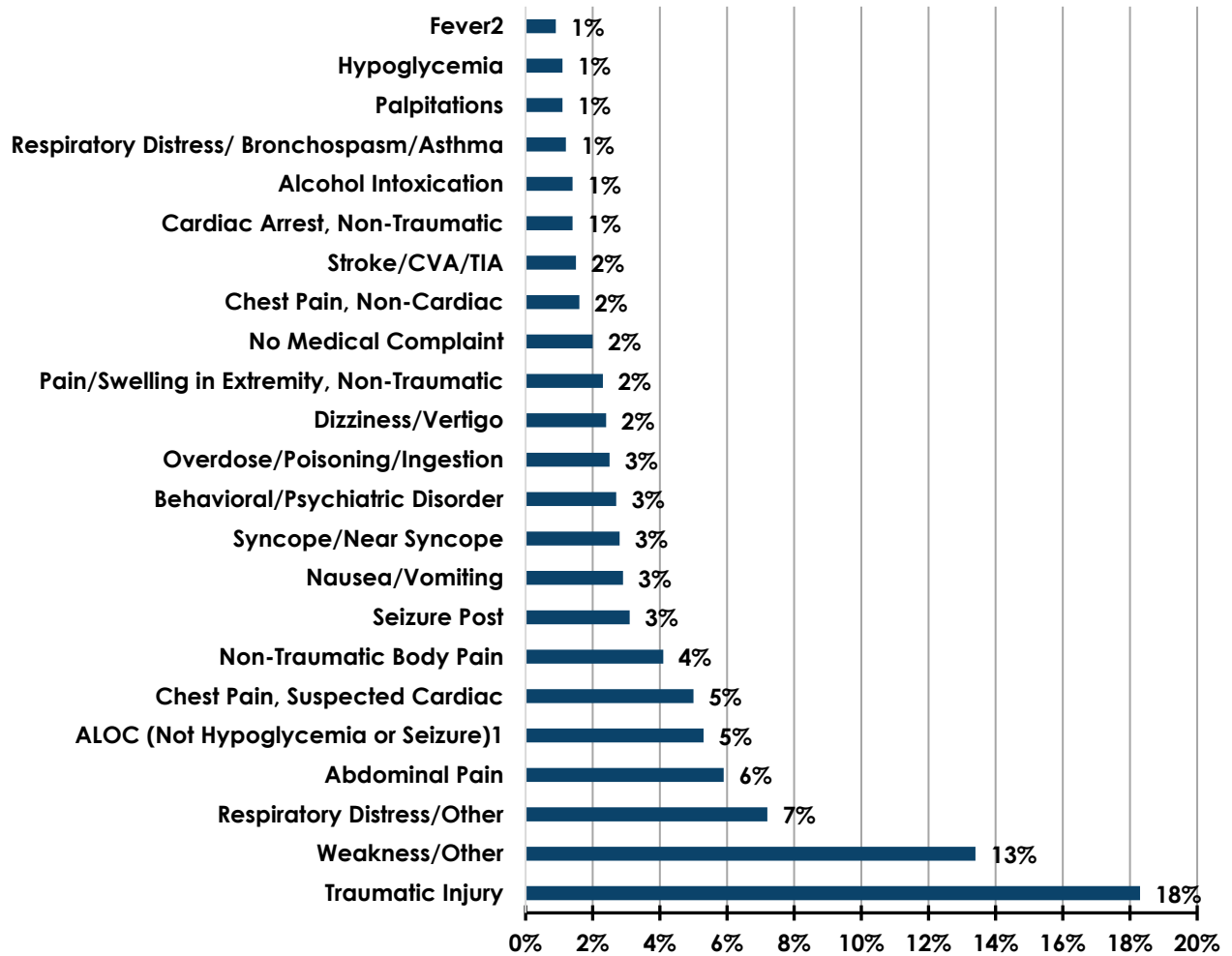


Data from the organization is consistent with national trends, where most emergency responses are EMS-related. The overall breakdown was 73% EMS compared to 27% fire for service demand.

### EMS Service Demand

A combined total for EMS service calls within the study area was approximately 6,854 incidents for 2021. The following figure shows a breakdown of the medical emergency incidents based on the available data.

**Figure 132: SFD EMS Service Demand (2022)**



The criticality shown in the above figure supports the necessity of advanced life support response. The current staffing model requires all firefighters to hold a paramedic certification, translating to ALS response from all apparatus. Future models should consider increased utilization of firefighter/EMT-Basic. More on this discussion is found later in this section. During the focused EMS interviews, SFD stated it is considering implementing a basic life support (BLS) transport unit in July 2023.

The preceding data support using a BLS transport unit to augment ALS response capacity. The proposed unit may also improve critical issues discussed above, specifically with paramedic burnout.

### The EMS System

SFD provides paramedic first responder care and advanced life support ambulance transport for the City of Santee. SFD utilizes two front-line ambulances staged at each station for transporting patients to the hospital as needed. Additionally, SFD delivers ALS from each engine. SFD and Lakeside Fire Department (LFD) are part of the Santee/Lakeside EMS Authority, which provides automatic aid based on the closest unit status. The regional center dispatches both organizations. SFD also receives EMS mutual aid from surrounding agencies.

The following figure shows the EMS mutual aid resources for the area.

**Figure 133: Santee Fire Department EMS Mutual Aid Resources**

Department Name	Level	Units	Approximate Response Time
Lakeside Fire Department	Paramedic	2	Based on the Incident location
Berona Fire Department	Paramedic	1	Approximately 22 minutes
El Cajon FD—AMR	Paramedic	3	Approximately 10 minutes
Viejas Fire Department	Paramedic	1	Approximately 25 minutes
La Mesa FD—AMR	Paramedic	1	Approximately 10 minutes

### Air Medical Services

Emergency scene response and transport by helicopter are available from Mercy Air and Reach Air.

### Hospitals & Tertiary Care Facilities

As previously shown in the service delivery section, most patients from the Santee area are transported to Sharp Grossmont Hospital, especially cardiac and stroke patients. While most trauma incidents are transported to Sharp Memorial, a trauma capable hospital, those meeting level 1 trauma center criteria are sent to UCSD Medical Center. Additional hospital destinations include Alvarado Hospital, Kaiser San Diego, Kaiser Zion, Scripps La Jolla, and Scripps Mercy.

## Medical Community Demographics

### Regional Medical Necessity Analysis

San Diego County is consistent compared to state statistics. For the leading causes of death. This information helps identify and compare the medical service demand in SFD's response area. The following chart shows California's leading causes of death compared to the national ranking.

**Figure 134: Leading Causes of Death in California (2017)**

Condition	Deaths	Rate	State Rank	U.S. Rate
1. Heart Disease	62,797	142.9	40th	165.0
2. Cancer	59,516	136.7	45th	152.5
3. Stroke	16,355	37.6	24th	37.6
4. Alzheimer's Disease	16,238	37.1	14th	31.0
5. Lower Respiratory Disease	13,881	32.2	44th	40.9
6. Accidents	13,840	33.1	50th	49.4
7. Diabetes	9,595	22.1	20th (tie)	21.5
8. Influenza/Pneumonia	6,340	14.6	23rd (tie)	14.3
9. Hypertension	5,596	12.8	3rd	9.0
10. Chronic Liver Disease	5,325	12.1	18th	10.9

California is among the highest states for Alzheimer's disease, diabetes, and hypertension. Therefore, training emphasis should be placed on EMS responses to these medical events.

### Regional Medical Health Insurance Analysis

The demography of a community significantly impacts the demand for emergency medical services. Income, poverty, health status, population age, and health insurance can drive service demand. Available transport income is also affected by demographics. Approximately 16% of the City of Santee has private health insurance. The following figure shows the CSA 69 payor mix and available revenues for 2021.



**Figure 135: Collected Transport Revenue & Payor Mix (2022)**

Payor	Percentage	Revenue
Medicare	49.3%	\$1,132,460
Medi-Cal	25.1%	\$491,453
Commercial Insurance	19.5%	\$1,261,624
Self-Pay	4.9%	\$12,442
Other Payor	1.2%	\$21,305
<b>Total Net Transport Revenues:</b>		<b>\$1,790,327</b>

### Medical Control & Oversight

Emergency medical services rarely constitute definitive care. This continuum of care, starting in the pre-hospital setting and ending in the appropriate medical facility, is critical to positive patient outcomes.

The paramedics operate on this protocol-based system with limited intervention from the Medical Program Director. The protocols will guide the paramedic's treatment for a patient with an extreme medical emergency, such as a stroke or evolving myocardial infarction, and directs the paramedic to contact a physician for additional directions not covered by those protocols.<sup>37</sup> Traumatic calls requiring the intervention of a Level I or Level II hospital may incorporate a helicopter or fixed-wing aircraft for transportation to those trauma-level hospitals. SFD is currently under the protocol/medical direction from the County Medical Director.

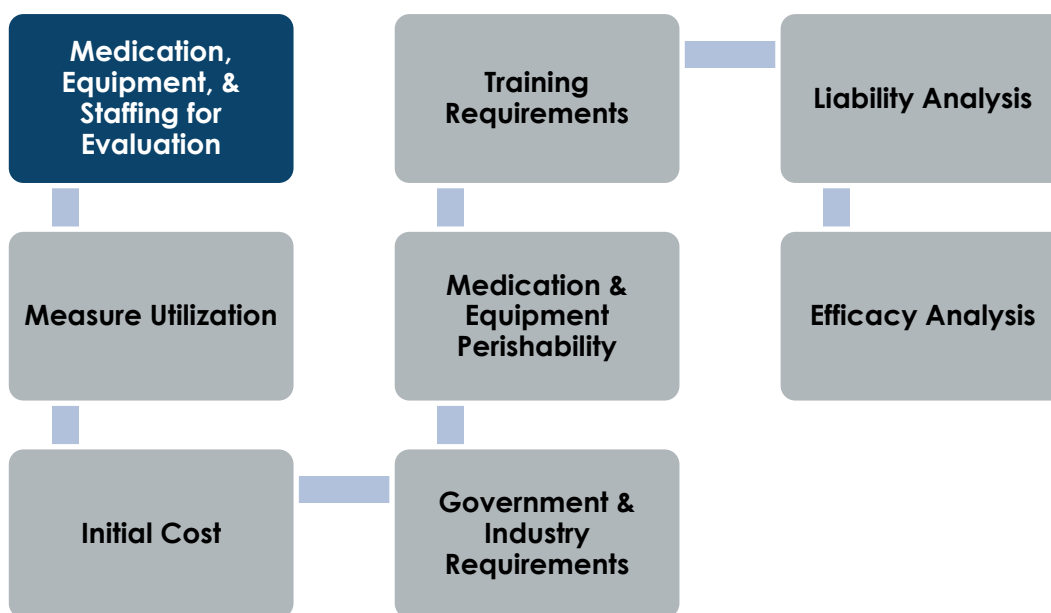
Oversight is primarily motivated by complaints and negative results. According to department interviewees, there is little engagement with the Medical Director. Medical direction is currently provided by the County of San Diego. The way SFD administers drugs and conducts operations presents room for improvement. Emergency medical services must balance being financially responsible and offering the required service levels. Staff, equipment, and supplies that the Santee Fire Department purchases that are not required by law or industry standards should be subject to a cost-benefit analysis.

There should be seven steps in the procedure. Identifying the overall cost is the first step. Statistical analysis to ascertain use is the second step. The resources needed in a rural area frequently differ from those required for an urban area.

Reviewing a resource's perishability is the following step. For example, paramedic medications have specific expiration dates. If they are not used, they could cost a lot of money. Due to reliability or technological advancements, technical equipment like cardiac monitors is also prone to perishability.

The total cost of a resource is affected by the initial and ongoing training needed for proficiency. In addition, the degree of training should be considered relative to a particular piece of equipment, medication taken, or services rendered. Finally, a statistical study must be carried out to ascertain the appraised resource's overall effectiveness.

**Figure 136: Staffing/Equipment/Medication Cost Benefit Analysis Process**



The above analysis must involve the medical director, SFD leadership, and hospital emergency department staff. The results will help identify the specific service levels and the purchase and utilization of resources on particular response apparatus.

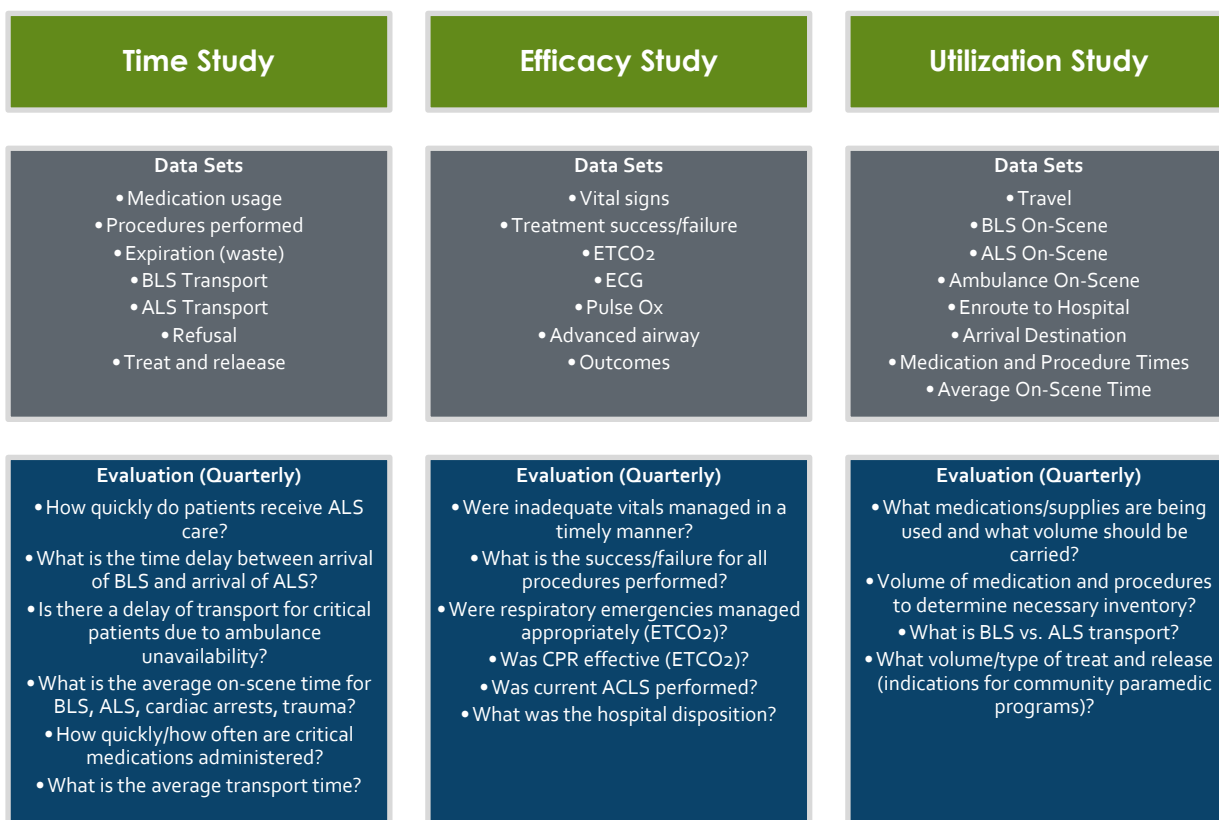
### Quality Management

As previously discussed, SFD responds to a high percentage of EMS requests for service. Considering the potential for increased pre-hospital services, SFD has a limited quality management program. Currently, SFD has a contracted Nurse Coordinator who performs 100% patient care report (PCR) review and, based on the individual's judgment, reports to SFD leadership.

There are no specific metrics to measure performance or a defined QA program. Industry best practices dictate that emphasis should be placed on gathering appropriate patient care documentation. A challenge currently facing many EMS agencies is the need for more objective data to support high-quality care. As previously discussed, there is a necessity for evidence-based data that can provide accurate information regarding the level of care provided. Additionally, the data may support program expansion and budgetary increases.

This evaluation process indicated an opportunity for improvement regarding data collection and analysis. Currently, SFD is using Image Trend® for patient care reporting. The program will export data to an Excel format if adequately documented. The data can then be easily interrogated to provide various evaluations. The following figure shows a minimal data set and potential evaluation criteria that would be beneficial in making objective decisions.

**Figure 137: Data Set & Quality Assurance Criteria**



### Logistical Support

A routine utilization study would help identify opportunities for improved inventory control. SFD does not utilize an electronic system for logistical support. SFD currently uses a manual system performed by crews during daily truck checks. Station 4 holds the primary cache of EMS supplies managed by one of the line paramedics. Due to the organization's size, A partially automated inventory control system would significantly improve logistical support for the EMS program. Various approaches have proven cost-effective in the long run, especially in reducing expiration waste and lost supplies.

An efficient inventory control system can become cost-effective, and channel funding to other aspects of the program. The systems can provide current inventories that assist crews in familiarizing themselves with the location of equipment and supplies. These systems include bar code scanning, quick response (QR) readers, and radio frequency identification (RFID).

### Paramedic Coverage & Configuration

The following figure shows the minimum requirements for paramedic staffing based on the number of apparatuses staffed with a paramedic.

**Figure 138: SFD Paramedic Staffing**

Response Unit	Daily Staffing	ALS Members
Engine 4	3-0	3
Medic 4	2-0	2
Truck 3	3-0	3
Engine 5	3-0	3
Engine 205	3-0	3
Medic 5	2-0	2

SFD currently staffs all apparatus with paramedics/firefighters. Recent research supports that multiple paramedics on single-patient incidents do not translate to improved care or outcome. A 2018 article in the Journal of Emergency Medical Services (JEMS) summarized some research associated with multiple paramedics in a single patient incident. The findings included:<sup>38</sup>

- Fewer paramedics per capita resulted in higher survival rates in cardiac arrest patients. The conclusion was related to the dilution of skills associated with limited call volume systems.
- Multiple paramedics on cardiac arrests did not increase survivability, Return of Spontaneous Circulation (ROSC), or discharge compared to a single paramedic response.
- Multiple paramedics did not translate to higher success rates of pre-hospital advanced procedures. However, there did appear to be an increased time on scene of traumatic events associated with multiple vs. single paramedics.

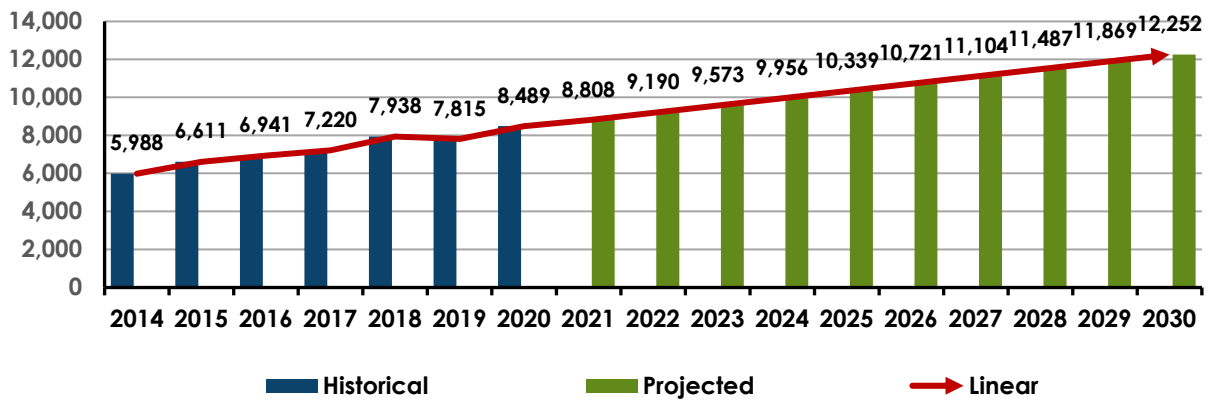
There is anecdotal research supporting the use of multiple paramedics in high-volume systems due to the increased incidence of burnout. In addition, based on information in the service delivery section, the UHU supports additional units. For example, the SFD system has an average ambulance UHU of 34.7% (2022). Other units with full BLS staffing and ALS staffing with one paramedic and one EMT may be a cost-effective way to address issues identified earlier in this section. SFD may consider performing a cost/benefit analysis of the current staffing plan.

### **Impact of Aging Population on EMS Service Demand**

The existing population will likely continue to age in place. The increasing number of the elderly population will increase the demand for emergency medical services as the elderly population is disproportionately more consumer of these services. National medical industry studies suggest that patients over 65 are three times more likely to access local emergency services than other age groups.

The following figure shows the historical growth in the population 65-plus and the projected growth over the next eight to ten years.

**Figure 139: City of Santee Aging Population**



The City of Santee's current population of persons 65 and older, according to the 2020 census estimate, was 8,489, or 15.6% of the population.<sup>39</sup> Over the next ten years, assuming the current 65 and older demographic stays in the area, this group will increase by 31% by 2030.

It is reasonable to assume that the demand for emergency medical services in this age group will increase proportionally to the increase in demographic size. This means that in ten years, SFD will experience a rise in EMS due to the more significant percentage of utilization by the elderly category. However, since the service demand data for EMS calls is not stratified by age, it is difficult to predict the exact impact on the number of calls. It is also impossible to know whether people of age will remain in the city or move to other areas. Conversely, it may be that the individuals moving into the town may be disproportionately in the "over 65" demographics.

In addition to standard emergency medical services, there will be an increased need for non-emergent medical services provided by a community paramedicine program or a mobile intensive healthcare program. Such a program might be developed through a cooperative venture between the hospitals and SFD.



## Life Safety Services & Public Education

To excel in its mission, a fire agency must commit to community risk reduction. After the landmark 1973 report, *America Burning*, the American fire service started a concerted effort to reduce fires and fire loss. Focusing on education, code development, and life safety code enforcement helped reduce the number of commercial structure fires by nearly 60% since 1980.<sup>40</sup> Arguably, this initial downward trend directly results from new, stricter life safety codes and focused public education. Enforcement and education came at a fraction of the cost of emergency response.

Unfortunately, the reduction in fire loss slowed significantly throughout the 1990s and has remained relatively steady since 2000. The total number of civilian fire deaths followed this trend. Deaths per million population decreased substantially from 1980 through 2000. Then the rate of decrease slowed through 2010, which has since remained constant. In addition, fire deaths in homes and residential structures, comprising only one-quarter of all fires, include approximately three-quarters of all fire deaths and injuries.<sup>41</sup> The National Fire Protection Association (NFPA), *Fire Loss in the United States During 2020*, reports, "There is still more work to do, particularly around home fires."

Fire agencies need to focus at least some of their resources on prevention. These life safety endeavors must be focused, consistent, strategic, and monitored for success.

### Community Risk Reduction

Community risk reduction is the generic term used by the United States Fire Administration (USFA), among others, to define an agency's approach to addressing hazards in its community. These hazards are defined and documented in the community risk assessment.<sup>42</sup> In addition, USFA advocates the five "E's" approaches to focus on risk reduction activities: education, enforcement, engineering, economic incentives, and emergency response.<sup>43</sup> The emergency response component is evaluated elsewhere in this master plan. This section is a discussion of the remaining four.

### Public Education

There are many ways to accomplish public education on fire and life safety topics. The key to success lies in an agency's ability to correctly identify hazards and deliver a message or program that diminishes that risk. Any targeted educational curriculum, presentation, lecture topic, brochure, or mass media delivery can have the desired outcome.

The 2019 NFPA Standard on Organization and Deployment of Fire Prevention Inspection and Code Enforcement, Plan Review, Investigation, and Public Education Operations identifies public education programs. Each program is based on the agency's community risk assessment, targets specific ages, and includes directions to provide information to each program's caregivers or adult supervisors.

**Figure 140: NFPA Recommended Programs<sup>44</sup>**

Program Description	SFD Provides
Daycare, Preschool, & Pre-K–12 School Education	Yes
Higher Education	No
Independent Senior Adult Education	Yes
Adult and Community-Wide Education	Yes
Workplace Education	Yes
Youth Fire Setter Education	Yes
Home Safety Education	Yes
Wildfire Safety Education	Yes

SFD has a defined fire and life safety education program managed by a Battalion Chief and three Fire Captains on different shifts. SFD provides training for various demographics, including early education and senior health. In addition, SFD refers juvenile firesetter education to the Burn Institute. The Burn Institute was established in 1972 and partners with the University of California San Diego Health Regional Burn Center to provide fire and burn prevention resources.<sup>45</sup>

### Enforcement

Developing robust and applicable fire and life safety codes was at the heart of early successes in risk reduction. However, maintaining these gains requires a continuous effort in code enforcement. Although not explicitly mentioned in the *Community Risk Reduction Planning, A Guide for Developing a Community Risk Reduction Plan*, fire cause determination and prosecution are integral in this enforcement.

### Code Enforcement Inspections

A trained, capable staff who applies specific codes is critical to the ongoing success of loss prevention. The 2019 NFPA 1730 *Standard on Organization and Deployment of Fire Prevention Inspection and Code Enforcement, Plan Review, Investigation, and Public Education Operations* defines inspection frequency based on hazard classification.

How buildings and occupancies are classified is left to the authority having jurisdiction (AHJ). The NFPA and USFA offer guidance in risk classification. Still, the agency should develop its risk classification to meet its needs. Once the hazard classification is determined, the agency should create a consistent process and timeline to complete these enforcement programs. The following figure lists the NFPA recommendations for inspection frequency.

**Figure 141: NFPA Inspection Frequency<sup>46</sup>**

Risk Classification	Inspection Frequency
High	Annual
Moderate	Every Other Year
Low	Every Three Years
Critical Infrastructure	To Be Determined by AHJ

Since 2019 all California fire agencies must inspect buildings and public spaces within their jurisdiction based on the adopted codes. They must report to the state fire marshal for compliance with these inspections. In addition, they are required to annually inspect hotels, motels, lodging houses, apartment houses and dwellings, buildings, and structures, except stand-alone homes.<sup>47</sup> A similar requirement exists for all public and private educational facilities.<sup>48</sup>

SFD has adopted, by Title 11, Chapter 11.18 of the Santee Municipal Code, the 2022 California Fire Code, Part 9, Title 24 of the California Code of Regulations, essentially adopting the International Fire Code 2021 Edition with local amendments. In addition, it has adopted local regulations relating to fire prevention and community risk reduction. SFD has adopted a fire inspection policy in compliance with the California Health and Safety Codes requiring permitting and plans reviews for most occupancy types. In addition, SFD inspects the 85 R-1 and R-2 residential and 21 E structures annually.

The fire marshal performs new construction plans reviews and inspections. In addition, the single fire inspector completes annual business inspections. They also conduct Fire Hazard Severity Zone and Defensible Space inspections as directed by the state.

SFD, by municipal code adoption, charges some occupancies inspection fees, permits, and plan review fees. The municipal code also identifies violations of the adopted fire and life safety ordinance as a misdemeanor and a fee for more than three false alarms in 12 months.

### **Fire Cause Investigation**

Establishing fire causes is crucial for agencies and the fire service. Understanding how fires start and progress is essential to help develop new codes, report problematic equipment, and develop fire prevention programs. In addition, catching and prosecuting those who intentionally set fires can reduce future fire loads, saving life and property. Therefore, appropriately trained and equipped personnel in investigative methods, evidence collection, and chain of custody are necessary.

The 2019 NFPA 1730: *Standard on Organization & Deployment of Fire Prevention Inspection & Code Enforcement, Plan Review, Investigation, & Public Education Operations*, Chapter 8, outlines NFPA's recommended investigation program. In addition, the 2022 NFPA 1033 *Standard for Professional Qualifications for Fire Investigators* defines the specific job competencies required to investigate fires. The 2017 NFPA 1033 standard has been adopted by the California Office of the State Fire Marshal as its professional certification criterion.

SFD does not conduct official fire cause determination investigations internally. Instead, it contracts with the San Diego Sheriff's Bomb and Arson unit for these investigations.

### **Engineering**

The creation and application of newer life safety and fire prevention systems have one of the highest success rates in loss prevention. For example, building fire suppression and smoke detection have helped reduce life and property damage. These and other systems directly result from technological advances. Mandating improvements and advocating for these systems can prevent loss.<sup>49</sup>

SFD advocates and mandates newer technical systems through its plan review process and current code adoptions. In addition, it consults builders for new construction, occupancy changes, and tenant improvements during this process. The plan approval process further reinforces this.

### **Economic Incentives**

Motivating individuals and companies to invest in safety can be difficult. Many of the engineering advancements that are not mandated rarely get instituted. Economic incentives, such as government programs that reward life safety systems investment, can help change behavior. Conversely, adverse incentives, such as inspection infraction fines or other monetary penalties for non-compliance, can also help change behavior.<sup>50</sup> The agency can advocate implementing positive economic rewards or creating fine schedules with additional government organization participation.

SFD, by municipal code adoption, utilizes some fee structures to help mitigate certain behaviors. For example, a fee for nuisance alarms puts economic pressure on occupants to ensure their required systems work. Nuisance alarms are defined as false alarms occurring three or more times in 12 months. Finally, SFD charges business occupants for reinspection or failure to comply with fire code requirements. This is intended to encourage compliance with fire and life safety codes. Fees for specific permits, inspections, and testing are also in place.

The fees for safety concerns and abuse of the response system are in place. Still, there do not appear to be positive economic incentives. For example, incentives such as waiving fees for violation-free inspections or adding protection systems above and beyond the code requirements could be adopted.

### **Program Review**

A community risk reduction plan must have specific goals and objectives to remain effective, including education, enforcement, engineering, economic incentives, and emergency response. In addition, periodic reviews describe the performance and how programs address a community's risk. The review process includes the three key aspects of data collection, outcome definitions, and program analysis. A lack of current and effective reviews turns a well-meaning plan into a less relevant document.

### **Data Collection**

Incident data is a good starting place to understand operational needs and the risks faced by the community. More data sets can help further define and monitor risk reduction program effectiveness. A sound records management system for inspection and plan analysis will consist of scheduled or completed inspections and reviews, the number of violations, and their correction. Additional information, such as public contacts and educational topics, can help formulate a solid understanding of the overall risk reduction program.<sup>51</sup>

SFD captures incident information, including fire investigations, in a computer-based system. In addition, it collects inspection information, including violations, in the same system. However, SFD does not appear to collect statistics on public contacts, education, or community outreach programs.

### **Outcomes**

Understanding outcomes of risk prevention tasks such as education and enforcement can be complex. In most cases, it requires inferring how a program affects the total number and severity of incidents by assessing those that did not occur. However, defining expected outcomes is essential to judge the program's effectiveness fairly. Identifying at-risk populations and analyzing the number of incidents an agency responds to within that population before and after meeting specific benchmarks may help guide the program analysis. The *Community Risk Reduction Planning Guide* provides examples of identified risks and describes strategies to cope with those risks.<sup>52</sup>

SFD does not appear to have a stated outcome goal for its community risk reduction efforts. However, their efforts in life safety inspections, public education, and new construction are attempts to reduce life and property loss. Therefore, creating outcome goals will assist SFD in focusing its community risk reduction resources for the best-desired effect.

### **Analysis**

After the outcome identification and the data collection, the final step is to analyze the information periodically to determine program effectiveness. Typically, this analysis will evaluate historical loss or injury types against current loss trends across each program. For example, a loss reduction may indicate the program is having an effect. At the same time, no changes or increases may require more research to understand the root cause of the apparent lack of progress.

For example, an agency has reviewed incident information. It has determined a potential problem with smoker-initiated fires. Then the agency introduces a program to reduce these fires. For analysis, the first step would be to generate a list of fires caused by smokers. Then it would generate a new list after program completion to compare pre-and post-program statistics to evaluate the strategy's impact.



## Training & Continuing Medical Education

Training is the foundation of all aspects of emergency services. An individual's ability to effectively utilize resources and equipment depends on the level of training an organization has provided. The following section provides an overview of the current training program's equipment, facilities, execution, and efficacy.

### Training Staff

Training is a significant component of an efficient and capable department. However, SFD has no dedicated training officer for its fire and EMS programs. Instead, a line Battalion Chief serves multiple roles, including training, line officer, and administrative duties. The department's growth and complexity of training support a full-time training position. In addition, a training officer can ensure the firefighter/paramedics are well trained through a single source, with in-house coordination.

Additionally, operations personnel are pulled offline to provide/support training activities on each shift. Staffing shortages and increased service demand will require training staff. The addition of a dedicated Training Chief and staff translates to the formation of a Training Division.

### General Training Competencies

The following figure summarizes the general training topics and certification levels provided by SFD. In addition, the department generally has effective Training SOGs with hour requirements to obtain and maintain various certification levels.

**Figure 142: General Training Competencies by SFD**

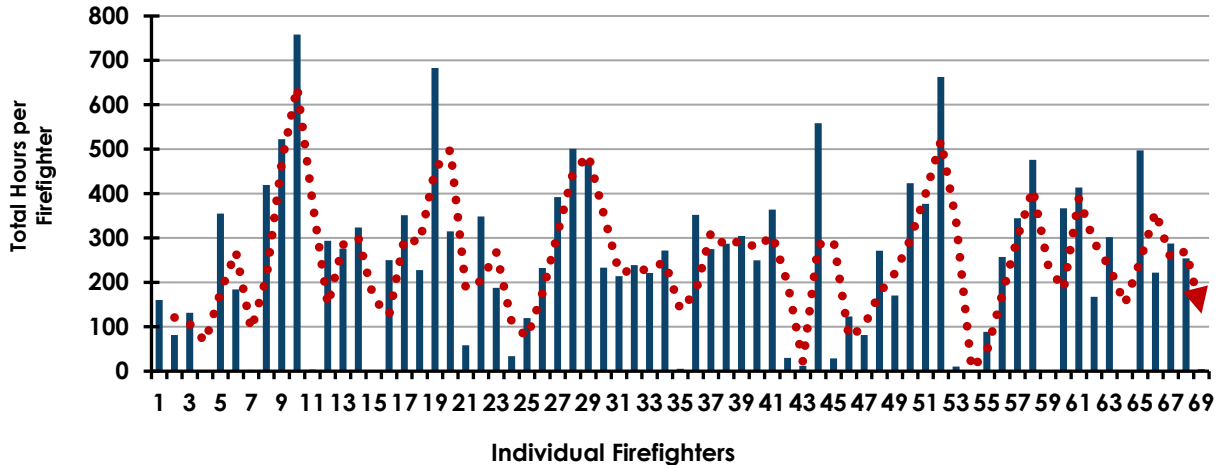
Training Competencies	SFD
Incident Command System	NIMS ICS
Accountability Procedures	County Policies
Training SOGs	Yes
Recruit Academy	Internal
Special Rescue Training	Yes (High Angle)
HazMat Certifications	Operations
Vehicle Extrication Training	Yes
Driving Program	Yes
Wildland Certifications	NWCG Wildland FF2
Communications & Dispatch	County Policies
EMS Operations	Yes

SFD has demonstrated the capacity to manage critical incidents with limited resources. The department maintains all required NIMS incident command system (ICS) certifications and utilizes ICS on all incidents. Continued utilization of the California Professional Firefighters Association (CPFA) officer development program is encouraged. Based on department interviews, the ICS system works well with mutual and auto-aid agencies supporting overall command and control.

This analysis identified an opportunity for improvement regarding individual firefighter annual training requirements. The training requirements are defined but appear to lack consistency between shifts. Once again, a dedicated Training Officer position should be considered as funding becomes available.

The following figures show a breakdown of the total number of training hours each firefighter received in July 2022.

**Figure 143: Individual Training Analysis**



SFD demonstrated limited consistency in training hours that individuals received in 2020-2021. The data supports developing a program with training topics and hours required per individual firefighter. It is understood that roles such as Company Officer require specific training. Still, there is a need to establish minimal annual training requirements.

**Training Topics Discussion**

The following figure summarizes the general training topics and emphasis SFD had for each discipline in 2022. The analysis is based on the data provided but may not be an accurate representation due to incomplete training records.

**Figure 144: SFD Training Emphasis (2022)**

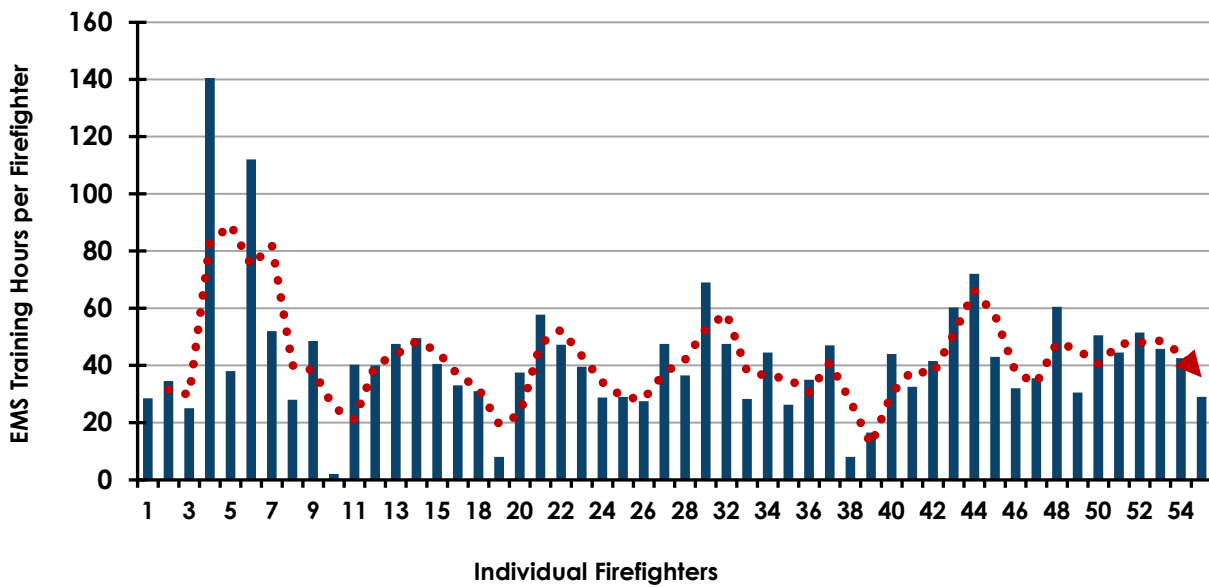
Incident Type	Training	Incident
Fire	16.3%	1.8%
EMS	10.8%	68.0%
Hazmat	3.0%	0.3%
Rescue	0.1%	0.2%
Wildland	6.4%	4%
Other	63.4%	25.7%

The previous figure shows an opportunity to improve the department's annual training program. The department demonstrated an adequate focus on fire, hazmat, rescue, and wildland incidents training. Of importance to note, 68% of all incidents are related to EMS (excluding rescue); however, only 10.8% of training is allocated to patient care. SFD has a progressive advanced life support response program. Based on the incident call volume, an increase in EMS training hours is warranted.

### EMS Training Program

The following analysis provides a focused perspective of the SFD EMS training program. The above data showed inconsistency in the number of annual hours per individual firefighter. However, the EMS training hours were consistent among department personnel except for outliers. The following figure shows the EMS training hours per firefighter in 2022.

**Figure 145: Individual Firefighter EMS Training**



The department's hiring practice hires only personnel with a paramedic certification. This analysis identified an opportunity for improvement relating to clinical resources. In 2022, the department treated and transported 5,760 patients. Although the EMS service demand is high, the limited patient volume per paramedic translated to an average of 3.4 airway procedures per paramedic.

Additionally, there were 279 cardiac arrests in 2022, resulting in an average of 6 cardiac arrest patients per paramedic during the same period. The dilution of skills, impacting overall patient outcomes, must be managed through a comprehensive training program. If possible, the program should include a cooperative agreement with regional hospitals to provide clinical opportunities so paramedics can support skill competency.

The following figure shows the total number of paramedic interventions and the average procedures per paramedic in 2022. The analysis is based on the data provided and may not account for all procedures performed. The organization must ensure accurate EMS documentation to support all levels of patient care.

**Figure 146: Paramedic Procedures Performed (2022)**

Procedure	Count	Average per Medic
IV—Insertion	1,799	37.48
12 Lead EKG	248	5.17
Airway—BVM Mask	48	1.00
IO—Intraosseous Insertion	34	0.71
Airway—Intubation Endotracheal	31	0.65
CPR—Manual	29	0.60
CPR—Mechanical Device	29	0.60
Airway—Oropharyngeal Insertion	25	0.52
Cooling—Cold Pack or General	22	0.46
Airway—King	21	0.44
Airway—Nasopharyngeal Insertion	17	0.35
Airway—BVM Advanced Airway	16	0.33
Defibrillation—Manual	13	0.27
ETCO <sup>2</sup> Digital Capnography	13	0.27
Valsalva Maneuver	10	0.21
Airway—Video Laryngoscope	5	0.10
Defibrillation—Automatic	4	0.08
Synchronized Cardioversion	3	0.06
Chest Seal/Occlusive Dressing Application	2	0.04
3 Lead EKG	1	0.02
Airway—ETAD/Combitube <sup>®</sup>	1	0.02
Airway—Opened Manual	1	0.02
Defibrillation (Automatic)	1	0.02
Nasogastric Tube Insertion	1	0.02
Needle Thoracostomy	1	0.02
Pacing—External and Internal	1	0.02
Tourniquet Application	1	0.02



## Training Methodologies & Delivery

AP Triton recommends that SFD consider a balanced EMS/Fire training program which includes focused training, required recertification training, immersion training, and repetitive training.

**Figure 147: Balanced Training Program**



### Immersion Training

A common challenge for any training program is the development of training that translates to improved efficacy. Current research supports the effectiveness of immersion training that creates the illusion of an actual event. Individuals face evolutions with a high level of realism resulting in a metaphorical immunization to some of the event's stress and challenges. An example would be an active shooter exercise that involves volunteer victims wearing "cut suits." This allows a paramedic to perform advanced procedures while law enforcement stabilizes the scene<sup>53</sup>. However, there are difficulties associated with these types of events. They tend to be labor extensive and can be cost-prohibitive due to the overtime required. A solution to the problem is to create immersion training on a smaller scale and design the training to be mobile.

### **Training Repetition**

Another perspective relates to the success found over the past ten years in King County, Washington. They have shown that efficacy is based on repetitive skills training for mastery of specific skills. King County has demonstrated one of the highest advanced airway successes in the country based on redundant skills training<sup>54</sup>. Numerous organizations have pursued and purchased high-fidelity simulators for enhanced EMS training. The simulators provide excellent real-time feedback during a training scenario.

The devices cost between \$60,000–\$110,000, and limitations include extensive maintenance needs and a lack of mobility. However, they have proven effective in a hospital setting or training facility where the end-users are in one location.

A more cost-effective and proficient solution is the use of mid-fidelity manikins. Multiple manikins can be purchased and deployed throughout the organization for the same amount of funding. This option can provide training without significant drive times to central training facilities and allows paramedics to have repetitive skill practice sessions. This concept is specific to SFD to ensure that 100% paramedic staffing has the training resources to maintain competency. Another benefit of mid-fidelity training manikins is the opportunity to develop proper sequencing. Identifying the order of critical interventions is critical to successful patient outcomes. SFD has one mid-fidelity ALS manikin at Station 4, and this analysis supports the addition of a permanent manikin at Station 5.

The previous concepts also apply to fire ground training and the need for repetitive evolutions. However, individuals can perform multiple evolutions and develop proper sequencing for critical tasks and objectives by de-centralizing fire or special team training.

### **Focused Training**

Another component of a balanced training program includes focused training. An organization's training schedule should consist of a percentage of activity reflecting retrospective statistical data from actual incidents. In addition, the department should look for areas of improvement relating to actual emergency responses. The preceding "Balanced Training Program" figure shows the department lacks a balance between actual incident volume and training topic percentage. This gap is often attributed to the necessity to maintain regional and State certification requirements. Also, organizations must allocate disproportionate training to high-risk/low-frequency incidents to maintain fire-ground safety. AP Triton recognizes these limitations, but there should be a focus on activity relating to service demand when possible.

A good example is the region's training regarding the current COVID-19 pandemic. Responders were required to learn enhanced body substance isolation, triage protocols, and critical interventions specific to the pandemic. In addition, SFD records indicate that mental health-related or altered mental status incidents, currently at 8% of the volume, are increasing. Therefore, the training program should look for opportunities to add patient services with this increase.

### Recertification Training

Regional and State requirements for certifications are generally not an option for non-compliance. However, organizations should perform a cost/benefit analysis on the various optional certifications when an opportunity exists.

### Training Delivery & Scheduling

The following figure summarizes the training methodologies utilized by SFD. As discussed earlier, there appears to be an opportunity for improvement by focusing on better training documentation.

**Figure 148: Methodologies Utilized in Training**

Training Methodologies	Santee FD
Manipulative skills & tasks	6 hours/month
Fire training hours requirements	Yes
EMS training hours requirements	Yes
Annual training hours tracked	Target Solutions
Use of lesson plans	Yes
Night drills	Yes
Multi-agency drills	2 per month
Disaster drills	Annual
Pre-fire planning included	Yes

An organizational challenge identified in the analysis relates to a high-turnover rate and the need for initial firefighter training. The limited dedicated training resources require training to focus on initial training for recruits. In addition, necessary training for experienced firefighters has been limited. The staffing challenges in the future will require a balanced training program based on experience levels.

## Training Funding

SFD has demonstrated a conservative fiscal responsibility concerning its training program. The department utilizes numerous funding sources and programs to support training activities. After their probationary period, all firefighters are placed in the full-time equivalent student (FTES) program through the Miramar Community College. The program provides a variety of training opportunities and supports funding. Additionally, the department takes advantage of the CPFA opportunities providing training and education for officer development and promotional positions. The current department budget allocated to training is shown below.

**Figure 149: Training Budget 2022**

Training Topic	Training Budget Amount
EMS	\$13,260
Fire	\$18,260
Administration & Leadership	\$20,990
<b>Total:</b>	<b>\$52,510</b>

As previously discussed, the department must consider increasing funding for the training program. This additional funding is due to increased service demand and training of recruits to support staffing,

## Training Facilities & Resources

In today's fire service, multiple resources are necessary to arm the trainer with the tools to provide realistic, practical, and verifiable training. The well-known and well-respected research consultant, Gordan Graham, described the necessity to focus on "high risk/low frequency" events<sup>55</sup>. This concept is evident in the required training for structure fires compared to actual call volume. Therefore, an organization must have adequate training facilities to prepare for structure fires' infrequency and inherent danger.

Following is a summary of the current training resources and facilities utilized by SFD.

**Figure 150: Training Facilities & Resources**

<b>Facilities &amp; Resources</b>	<b>Santee FD</b>
Adequate Training Ground Space	No
Training Building/Tower	Yes
Burn Room at Training Building	Yes
Live Fire Props	Yes
Driver's Course/Rodeo	No
SCBA Obstacle Course	No
Adequate classroom facility	Small
Computers & Simulations	Yes
EMS Equipment Assigned to Training	Yes

SFD has access to excellent training facilities through the Heartland Fire Training JPA. However, the facility is outside the city limits and requires a 10–15-minute drive to the location. A challenge faced by all organizations is limited access to the training facility. Most departments are experiencing increased demand for recruit training, and the necessity to maintain firefighter skill competency is putting scheduling restrictions on the facility. Other training facilities in San Miguel and the City of San Diego require apparatus and crews to travel 20-30 minutes for utilization.

These facilities are also at capacity limiting outside access. Future growth will require additional training facility capacity. It is necessary for continued regionalization of training resources to promote fiscal responsibility and efficiency. Combined training programs will improve the program's cost-effectiveness and foster interagency cooperation.

## Special Operations

Through the years, the fire service has added specific operational responses. These responses include hazardous materials (HazMat) and technical rescue responses. Absorbing these emergency response capabilities developed from an increasing need and associated risks to responders and limited similarities to fire incident mitigation. This section describes SFD's limited technical rescue and HazMat capabilities.

### HazMat Response Services

Hazardous materials are common in most, if not all, communities across the United States. Since the 1970s, fire departments have become the standard responding agency for mitigating hazardous materials events. However, each agency must try to match the level of service to the risk associated with their areas of responsibility, utilizing sound fiscal and risk management policies. Although no agency should ignore this risk, they can choose several approaches for a response. First, agencies may take a non-active role, just being aware of the hazard and contacting agencies to deal with the incident by training their responders to the awareness level. They may take a response and defense stance, whereby responders are moderately equipped and trained at the operational level to defend people and property without entering the hazardous zones. Finally, some agencies may choose to equip and train their responders to directly enter the dangerous zones, utilizing specialized equipment and technician-level training. Agencies also have the option to take any combination of these three approaches.

### General Risk

The SFD community has a moderate level of hazardous materials risk. This is like most communities across the nation. The small quantities of dangerous materials faced are generally in small manufacturing processes, private dwellings, and mercantile businesses. However, they may face a significantly elevated HazMat risk, primarily through the highways. A more complete list of these risks is in the community risk section of this master plan.

### Response

SFD trains and equips its responders with defensive tactics in mind. All responders receive HazMat training, and all members are certified at the HazMat operations level. In addition, the chief and company officers receive HazMat incident command training. Firefighters are required to attend 12 hours of specific HazMat training annually.



SFD units carry minimal gross decontamination and runoff containment equipment and supplies. The tools and supplies on the apparatus include limited absorbent materials and gas monitoring. They do not have specific personal protective equipment, such as Level A or B suits or a designated vehicle.

Extended or specialized response requires outside assistance from the San Diego Fire-Rescue Department Hazardous Materials Incident Response Team (HIRT). The HIRT is developed by and responds based on a San Diego County Joint Powers Agreement. The HIRT comprises hazardous materials technicians from the City of San Diego Fire Department and San Diego County Department of Environmental Health, Hazardous Materials Division.<sup>56</sup>

### Technical Rescue Services

Another area of specialized response typically part of the fire service's responsibility is the ability to rescue people from dangerous situations. Historically, the fire service was responsible for getting people out of harm's way during fires. However, these rescues eventually transformed into the need to remove victims from any hazardous situations, some of which required specialized equipment and training. Collectively this specialty became known as technical rescue.

The Office of the State Fire Marshal of California does not list technical rescue among the standardized and recognized certifications.<sup>57</sup> This leaves the level of hazard and certification up to the responding agency. However, the National Fire Protection Association (NFPA) standard 1006: *Technical Rescue Personnel Professional Qualifications* does specify 20 rescue specialties. Each rescue specialty is broken into the awareness, operations, and technician levels. The following figure lists the various hazards and technical rescue certification levels from NFPA.

**Figure 151: NFPA Technical Rescue Certification<sup>58</sup>**

Rescue Type	Certifications
High-Angle & Low-Angle	<ul style="list-style-type: none"> <li>• NFPA Tower Rescue</li> <li>• NFPA Rope Rescue</li> <li>• NFPA Helicopter Rescue</li> </ul>
Collapse, Confined Space, Trench, and Below Grade	<ul style="list-style-type: none"> <li>• NFPA Structural Collapse Rescue</li> <li>• NFPA Confined Space Rescue</li> <li>• NFPA Trench Rescue</li> <li>• NFPA Cave Rescue</li> <li>• NFPA Mine and Tunnel Rescue</li> </ul>
Vehicle and Machinery	<ul style="list-style-type: none"> <li>• NFPA Common Passenger Vehicle Rescue</li> <li>• NFPA Heavy Vehicle Rescue</li> <li>• NFPA Machinery Rescue</li> </ul>
Wilderness and Animal	<ul style="list-style-type: none"> <li>• NFPA Animal Technical Rescue</li> <li>• NFPA Wilderness Search and Rescue</li> </ul>
Moving and Standing Water	<ul style="list-style-type: none"> <li>• NFPA Surface Water Rescue</li> <li>• NFPA Swiftwater Rescue</li> <li>• NFPA Dive Rescue</li> <li>• NFPA Ice Rescue</li> <li>• NFPA Surf Rescue</li> <li>• NFPA Watercraft Rescue</li> <li>• NFPA Floodwater Rescue</li> </ul>

**General Risk**

SFD's general risk is like other urban areas along the west coast of California. Roadways, including highways, pose a vehicle extrication risk. Areas inland from the ocean and hills may require a high or low-angle approach. Any built-up area may be subject to building collapse, confined space, or below-grade rescues. The response area does not include a significant wilderness hazard. However, some more sparsely populated areas outside the urban corridor may resemble a wilderness rescue approach. A more complete description of these hazards is found in the community risk section of this master plan.

### **High-Angle & Low-Angle Response**

Removing a victim from an elevated or below-grade situation may require a high- or low-angle rescue approach. The high-angle rescue typically has the entire weight of the rescuer and/or victim suspended perpendicular to the ground. When rescuers use a low-angle rescue technique, the victim and responders are hoisted out of a situation with the assistance of ropes. In a low-angle case, the weight bearing is accomplished by direct or indirect ground contact.

SFD's personnel are trained in operations, or incident support, for high- and low-angle situations. Some of its personnel receive additional training, and the truck company has specialized equipment. However, technical high-angle rescues are accomplished through mutual aid with San Diego or Chula Vista fire departments.

### **Collapse, Confined Space, Trench, & Below Grade Response**

Building collapses, extrication from limited mobility and potentially hazardous atmosphere, trench collapses, and rescues below grade require additional equipment and training. Understanding the physics and balance of rubble or earth during the collapse of buildings or trenches requires special training. The collapse scenario hazards, equipment, and human limitations of confined and below-grade responses also need additional equipment.

SFD personnel are trained and allowed to operate at the awareness level in incident support for building and trench collapse and confined space rescues. Units carry no specialized collapse equipment or supplies. All collapse, confined space, trench, and below-grade response technical support is received through mutual aid with San Diego, Chula Vista, and CAL Fire fire agencies.

### **Machine & Vehicle Response**

Vehicle extrication and removal of trapped persons from machinery require specialized equipment. The equipment removes what is entrapping a victim, typically including hydraulic, electric, or manual pushing, pulling, or cutting tools. SFD Truck 4 crew is equipped with vehicle extrication and stabilization capabilities. Some of the vehicle extrication skills transfer to other incidents. In addition, SFD operates and cross-staffs a Governor's Office of Emergency Services Type 1 engine, rated as a light rescue. 27 department members have completed Rescue Systems 1, Basic Rescue Systems training.

**Moving & Standing Water Response**

Moving and standing water presents an exceptional hazard and unique rescue situation to responders. Shallow, rapid-moving water can and has been known to wash potential rescuers away, resulting in injury or death. As discussed in the community risk assessment, water rescue is a higher priority for SFD due to the San Diego River running through town.

All SFD's apparatus are equipped with basic water rescue tools, and crews are trained to provide limited rescue capability. Advanced response capability and technical rescue personnel are available through San Diego Lifeguards or Cal Fire mutual aid.

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## **Section III: FINDINGS & RECOMMENDATIONS**

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## Findings & Observations

- Earthquake liquefaction is a potential problem along the San Diego River basin within the City.
- There are minimal wildland-urban interface mitigation or prevention efforts in the City.
- Wildland fire risks are generally minimal. However, the City's southwestern, northern, and eastern areas pose the greatest threat.
- A detailed map of high-pressure and liquid gas pipelines is unavailable for public consumption. However, SFD can request this information for internal hazard planning purposes if the document is not publicized.
- Historic overtime use by Emergency Operations and EMS Divisions is approximately 30% and 25%, respectively. This level of overtime may lead to early career burnout, fatigue, and injuries.
- Additional funding opportunities may exist within the community, especially around providing ALS services from front-line fire apparatus.
- The economy of the City of Santee has remained strong and, through conservative budgeting policies, was able to withstand the challenges of the COVID pandemic.
- Property and sales tax revenue have historically shown steady growth, which is expected to continue.
- The City has accumulated an unfunded actuarial liability (UAL) in its pension system. However, it addresses the issue with additional payments above the required amortization amount.
- Due to the pending dissolution of County Service Area 69 (CSA 69), the funding and administrative oversight of emergency medical service transport program responsibilities are being transferred to a joint powers authority (JPA) to be formed between the City and Lakeside Fire Protection District. This JPA will provide additional funding for both operations and capital programs.
- The City has established a General Fund Reserve Policy that requires a minimum of 20% of annual operating expenditures to be maintained.
- The City has established a Vehicle Acquisition and Replacement Fund to replace heavy-duty vehicles such as fire trucks and ambulances.

- The City has established reserve funds to self-insure its risk management and worker's compensation insurance programs up to applicable retention amounts of \$150,000 and \$350,000 per claim, respectively.
- The mission, vision, and values statements do not appear to have been updated since 2008.
- SFD does not have a current strategic plan or planning process specific to the fire department.
- The City of Santee's Capital Improvement Program identified replacing station 4 and the maintenance facility but does not detail specific vehicle, equipment, or facility updates required for ongoing operations.
- There is no formalized process for pre-incident planning.
- SFD is well below national and regional averages for firefighters per capita.
- The span of control levels is within the industry's best practice size.
- The one floating position per shift did not appear adequate to fill all vacancies and was not used to improve daily staffing levels.
- Both fire stations are functioning at or above their operational limit for size and function.
- Station 4 is at the end of its useful life expectancy, and a replacement plan should be identified and implemented.
- The building serving as the fire and city vehicles fleet is unsuitable for this use. For example, the building lacks space, power requirements, and flammable and combustible liquids handling.
- Station 5 meets most of the modern fire station requirements.
- The number of facilities does not provide exceptional coverage for areas outside the city core. Notably underserved are the northern and southwestern regions.
- Equipment replacement appears well-established and successful.
- Engine 5 and Engine 205 are considered in fair condition and should be considered for replacement.
- Both reserve engines are considered in poor condition.
- Truck 4 is in excellent condition.
- All ambulances are considered in good condition.



- All unit responses appeared to be captured between the RMS, CAD, and ePCR systems. However, all unit records were not documented in the RMS system.
- SFD responds to a large volume of incidents outside the city boundaries. These responses account for approximately 1 out of every 10 outside the city and CSA 69 boundaries.
- The highest concentration of all EMS incidents specifically centers around Station 4. However, the highest concentration of fire incidents is closer to Station 5.
- Over 70% of all incidents happen between the 12 hours between 8:00 AM and 8:00 PM. This remains consistent throughout the days of the week.
- Most areas in the City are within 5 miles of a fire station. Still, there are significant gaps in the 1.5-mile engine and 2.5-mile truck coverage areas. This translates into higher response times in those underserved areas.
- Service demand and system analysis for 2020 and 2021 may be driven by the COVID pandemic and associated societal measures taken to prevent its spread. The research indicated a significant change in the utilization of emergency services. It is supposed that many people were reluctant to call for medical aid, leave their homes, or travel during the pandemic. As a result, incident volumes for these years may not be what agencies might expect in less restrictive times. For this reason, further evaluation is warranted as non-pandemic data becomes available.
- The incident volume indicated a significant dip during 2020, with a rebound in 2021 to levels more like pre-COVID years. However, the number of responses may change significantly as the community recovers.
- Both Medic 4 and Medic 5 have cautionary utilization rates. For example, in 2022, the UHUs were 39.4% and 30%, respectively. However, this may be closer to 49% and 37% when including possible travel time from the hospital.
- Engine 4 exceeds the typically acceptable 10% UHU with an average of 12.7% over the study period.
- SFD has not adopted a general time performance baseline and benchmark.
- Call processing time is 1 minute and 20 seconds 90% of the time or faster overall.
- The general turnout time for all front-line units is nearly 2 minutes regardless of incident type.
- General travel time performance for the first due engine, truck, or ambulance is just over 6 minutes citywide.

- The second and third-unit responses are over 7 and 8 minutes, respectively.
- The total response time for all incidents is 7 minutes 30 seconds 90% of the time or better.
- The North and Southwest populated portions of the City have the slowest first-due response times.
- Travel from the hospital back into the service area is not captured. It may add significantly to overall unit commitment times.
- Data from the organization is consistent with national trends, where most emergency responses are EMS-related. The overall breakdown was 73% EMS compared to 27% fire for service demand.
- Wait time at the hospitals for patient transports is 1 hour and 7 minutes at the 90<sup>th</sup> percentile.
- The US Census and CDF data project only slight growth for the City through 2041, to between 60 and 70 thousand people.
- The HCFA is a modern, state-of-the-art fire and EMS communications center. It provides the Santee Fire Department and the southeast region of San Diego County with highly effective and efficient 911 communications service.
- Consistent with the stakeholder interviews conducted in October 2022, staffing and retention are considered areas for improvement.
- The data did not indicate the need for ALS interventions for all medical responses. Therefore, future staffing models should consider increased utilization of firefighter/EMT-Basic.
- California is among the highest states for Alzheimer's disease, diabetes, and hypertension. Therefore, training emphasis should be placed on EMS responses to these medical events.
- Oversight/quality assurance is primarily motivated by complaints and negative results. According to department interviewees, there is little engagement with the San Diego County Medical Director.
- SFD does not currently utilize an electronic system for logistical support. Instead, SFD uses a manual, crew-performed system during daily truck checks.
- SFD will experience a rise in EMS due to the more significant percentage of utilization by the elderly category.

- The population of persons 65 and older living in the City of Santee, California, was 8,489, or 15.6% of the population. This is according to the 2020 estimate.<sup>59</sup> Over the next ten years, assuming the current 65 and older demographic stays in the area, this group will increase by 31% by 2030.
- SFD does not have a periodic inspection program for all public occupancies. Instead, it only inspects those required by state law, the R-1, R-2, and E occupancies.
- SFD does not have a positive economic incentive program for fire prevention and life safety.
- SFD's occupancy information appeared to be incomplete. For example, over 80% of the approximately 2,400 provided commercial occupancies did not have an occupancy class associated with the file.
- SFD does not appear to have a life safety or risk reduction program evaluation system.
- Padre Dam Municipal Water District only inspects fire hydrants every three years.
- A line Battalion Chief serves in multiple roles, including training, line officer, and administrative duties. The department's growth and complexity of training support a full-time training position.
- SFD has demonstrated the capacity to manage critical incidents with limited resources.
- This analysis identified an opportunity for improvement regarding individual firefighter annual training requirements. The training requirements are defined but lack consistency between shifts and individuals.
- Although the EMS service demand is high, the limited patient volume per paramedic resulted in limited procedures per paramedic.
- For SFD to ensure that 100% paramedic staffing has the training resources to maintain competency, additional mid-fidelity training manikins can support skill competency. SFD has one mid-fidelity ALS manikin at Station 4.
- SFD has demonstrated fiscal responsibility in its training program.
- A challenge faced by SFD is limited access to the training facility. The Heartland Fire Training Facility is experiencing increased demand for recruit training, and the necessity to maintain firefighter skill competency is putting scheduling restrictions on the facility.

## Recommended Short-Term Strategies

### **Recommendation 1: Consider Trying to Keep the Firefighter per 1,000 Population Size In Line With Regional And National Averages.**

**Description:** Fire agencies struggle with determining how many firefighters it takes to provide adequate service. As this report has shown, there is a high volume of work required by SFD as compared to similar and larger organizations. As the overtime recommendation states, this significantly impacts employee health and longevity. Therefore, the city and SFD should attempt to set a realistic goal of how many firefighters are needed. The current population and regional and national comparisons place the SFD's needed operational staff target between 63 and 77 instead of the 54 now on staff.

Adding 3 positions to the minimum staff per shift (6 total personnel) will increase operational flexibility. For example, it would increase the first alarm response for structure fires to 18 firefighters, assuming one ambulance is not assigned to the incident. Of note, the minimum identified emergency incident staffing during a moderate-risk structure fire is 19. Achieving this staffing level requires at least one mutual aid engine company and one battalion chief. Therefore, adding staff will reduce the aid need to one mutual aid unit.

**Outcomes:** Reduce burnout and injuries due to overutilization to improve employee turnover rates. Increase crew availability for hands-on training and less strenuous collateral duties. Increase the number of personnel available to respond to emergencies

**Estimated Financial Cost/Savings:** The cost of adding firefighters is extensive. As shown in the recommendation for additional firefighters to mitigate overtime coverage, each additional firefighter paramedic will cost \$154,501 annually. The annual costs include benefits and other costs. Firefighter EMTs may cost slightly less, and officers will cost more. This is an ongoing yearly expense.

### **Recommendation 2: Increase Staffing at Each Fire Station By One Firefighter Per Shift To Reduce Overtime Use.**

**Description:** SFD is experiencing a significant use of overtime annually. Based on the leave numbers provided, enough annual leave hours are being applied to account for 6.15 additional employee yearly hours. This includes and is beyond the current 3 floating positions. Requiring too much overtime, especially for a smaller staff, can have severe other employee effects. For example, firefighters required to do too much overtime may experience a higher incidence of work-related injuries, burnout, fatigue, and home-life disruptions due to extended absences.

**Outcomes:** Improve budget performance by reducing overtime costs. In addition, reducing employee fatigue and early career burnout and improving the employee's work-life balance.

**Estimated Financial Cost/Savings:**

**Figure 152: Overtime Reduction Cost Estimation**

Expenses	Factor	Amount
<b>Salaries</b>		
FF/PM - Station 4		97,194
FF/PM - Station 5		97,194
Total salaries per shift		194,388
Number of shifts		3
<b>Total Salaries:</b>		<b>\$583,164</b>
Payroll taxes	.0145	8,456
Pension costs	.238	138,793
Health insurance		144,462
Other Costs		52,134
<b>Total Benefits/Other Costs:</b>		<b>\$343,845</b>
<b>Total Cost:</b>		<b>\$927,009</b>

**Recommendation 3: Consider Implementing A First Responder Fee To Recover The Cost Of Providing An ALS Staffed Fire Apparatus On Medical Incidents**

**Description:** SFD provides paramedic-staffed fire apparatus on medical incidents at a high cost to the response system's budget. The Department can evaluate its operational needs and address the costs of its First Response System that may be eligible to be included in a "First Responder Fee" calculation. Operating costs include staffing and all associated costs, dispatching services, etc.

**Outcomes:** The revenue generated from implementing this fee would offset the service's costs, freeing up General Fund Revenues for other needs, such as added employees.

**Costs:** The cost to develop a First Responder Fee would be those costs of either staff time to research the relative costs and develop the necessary amendment to the City's Schedule of Fees ordinance or third-party costs for those services.

**Recommendation 4: Conduct A Staffing Analysis to Determine The Efficacy Of Converting The Department From A 100% Paramedic Staffing Plan To A Mixed EMT/Firefighter And Paramedic/Firefighter Staffing Plan.**

**Description:** Based on the current staffing shortage, cost of paramedic staffing, and challenges relating to maintaining paramedic-level competency, future models should consider increased utilization of firefighter/EMT-Basic.

**Outcome:** Improved hiring and retention of paramedics with potential staffing cost savings.

**Estimated Financial Cost/Saving:** Cost savings are based on a change in the deployment model to include firefighter-EMTs with the firefighter-paramedics. This model would allow one medic per unit instead of multiple medics. Based on current spreads in the rank structure, this could save approximately \$15,000 - \$18,000 annually per employee.

**Recommendation 5: Plan and Execute a Strategic Planning Process After Completing The Long-Range Master Plan And Community Risk Assessment (CRA).**

**Description:** A strategic planning process is required to provide tangible guidance and results in this and other planning documents. A strategic plan prioritizes goals and objectives, establishes timelines, and assigns responsibility. Strategic planning also updates and clarifies the agency's mission, values, and vision. The strategic planning process is designed to provide guidance for the next 5 years and should be periodically updated and renewed.

**Outcome:** Systematic approach to change, including prioritization of goals and objectives.

**Estimated Financial Cost/Saving:** If outside consultant assistance is required, the process would cost approximately \$17,000.

**Recommendation 6: Establish A Station Fire and Life Safety Inspection Program.**

**Description:** SFD should develop a periodic life safety inspection program for its facilities. Systems designed to improve employees' safety and health are essential for reducing the number and severity of injuries and health concerns. These systems, such as smoke and carbon monoxide detectors, need ongoing maintenance and evaluation.

**Outcomes:** Systematically evaluate, repair, and potentially improve all facilities' emergency and life safety systems.

**Estimated Financial Cost/Savings:** Initial costs will include staff time developing, adopting, and completing a custom or currently available inspection system. Ongoing costs will consist of maintenance requirements such as system repair and replacement of consumable goods.

**Recommendation 7: Refurbish, Replace, Or Move Station 4 And Develop A Station Plan To Improve Service Throughout The Community.**

**Description:** With the desired number and locations of fire stations needed to serve the community into the foreseeable future identified, the fire department can begin planning the replacement of station 4. A replacement plan cannot start without a known best location for the station. If the current site does not meet the city's needs, a search for available lots can be initiated. In addition, adding a station and moving station 4 may allow for normalizing the unit usage and call volumes and improve overall time performance. This should be completed very soon to facilitate the needed replacement or refurbishment of Station 4.

**Outcomes:** Before significant revenue is spent on updating or maintaining Station 4, it should be determined if the location fits into the long-term strategy of covering the city. However, the necessity for starting this replacement plan immediately is vital.

**Estimated Financial Cost/Savings:** When the desired number of stations and facility design are identified, each station's needed size can be determined. Without that information, no cost estimates can be accurate. In addition, choosing if Station 4's location fits into the long-term strategy of covering the city is crucial to starting the station's replacement process.

**Recommendation 8: Consider The Immediate Order And Replacement Of Engine 5 And Engine 205, And Placing Them Into Reserve Status.**

**Description:** Both Engine 5 and Engine 205 are considered in only fair condition and are over 10 years old. The two reserve apparatuses are considered in poor condition. One is over 25 years old. By accelerating a replacement plan for the front-line engines, they can be moved to reserve status. Thus improving response capability while the front-line apparatus is out of service for maintenance. However, considering the current state of the apparatus manufacturer's ordering cycle, these units may not be available until two years after the order date.

**Outcomes:** Improving the effectiveness and reliability of the reserve apparatus and improving the front-line engines.



**Estimated Financial Cost/Savings:** Costs will depend on the engine type and can be managed. These prices are currently highly variable, and delivery times may be extended.

**Recommendation 9: Consider Adding A Peak Demand ALS Transport Unit To Minimize The System Impact Due To The Increasing Number Of ALS Interfacility Transfers.**

**Description:** The EMS analysis identified that the system responds to a high percentage of ALS service demand. Additionally, there has been a 13% increase in ALS transfers from 2020 to 2021. An additional ALS transport unit would increase the availability of ALS units during peak demand (noon to midnight).

**Outcomes:** With a 36% ALS criticality, adding another ALS transport unit would improve response times and the availability of SFD ALS units during peak demand.

**Estimated Financial Cost/Savings:** The estimated cost of purchasing an additional ambulance is \$200,000–\$300,000. Assuming the peak time unit operates 12 hours per day, seven days per week, the deployment model would require at least two shifts. Personnel would work approximately 40 hours per week, and the unit would have 84 operational hours. The cost models assume a firefighter/paramedic and firefighter/EMT team or a single-role (non-firefighter) paramedic and EMT. The following is the estimated annual cost of adding a peak-demand ambulance.

**Figure 153: Peak-Hour Medic Unit Cost Estimation**

Expenses	Factor	FF/PM Model (2)	FF/EMT & FF/PM Model	Single-Role EMT/PM Model
Firefighter/Paramedic (FF/PM)		194,388	97,194	
Firefighter/EMT (estimated)			82,000	
Single-Role Paramedic				75,000
Single-Role EMT				60,000
Total salaries per shift		194,388	179,194	135,000
Number of shifts		2	2	2
Total Salaries		388,776	358,388	270,000
Payroll taxes	.0145	5,637	5,196	3,915
Pension costs	.238	92,529	85,296	27,000
Health insurance		54,064	54,064	54,064
Other costs		34,756	34,756	34,756
Benefits		186,986	179,312	119,735
<b>Total Operating Costs:</b>		<b>\$575,762</b>	<b>\$537,700</b>	<b>\$389,735</b>
Medic Unit		275,000	275,000	275,000
Gurney & other equipment		100,000	100,000	100,000
<b>Total Capital Outlay:</b>		<b>375,000</b>	<b>\$375,000</b>	<b>\$375,000</b>
<b>Total First-Year Costs:</b>		<b>\$950,762</b>	<b>\$912,700</b>	<b>\$764,735</b>

**Recommendation 10: Review Incident Data Annually At A Minimum.**

**Description:** The potentially distorted data during the COVID pandemic years, trends, and predicted demand may be flawed. It is essential to understand the full effect of the pandemic on service delivery, and that will only be possible with continued analysis. Evaluating demand, service types, and other information annually until the pandemic-specific effects are fully accounted for and understood is critical. Until that effect is fully understood, the analytics created using the pandemic-era data have the potential to be misleading.

**Outcomes:** Creating an understanding of the pandemic era effect on, and creating appropriate adjustments to, service delivery and performance analytics.

**Estimated Financial Cost/Savings:** Costs will vary depending on the approach adopted. At a minimum, staff time will be required. Though the National Fire Academy offers a free NFIRS class, costs may include training. Additional charges may be increased staff levels, compensation, equipment, or fees paid to outside vendors.

**Recommendation 11: Place Greater Emphasis Upon Quality Assurance Of Time Data Inputs.**

**Description:** Correct documentation of events for the fire department is critical. This can be especially true for those requesting them, such as attorneys, insurance companies, and property owners. In addition, reliable and accurate performance analysis cannot occur without quality control.

The first step is to establish a written policy and publish it. For quality reports, the best practice is for the officers in charge to review and verify that the information is complete and correct. If not, correct it or return it to the author for revision. Once the report is complete, it must be evaluated for quality control, typically by another officer or chief officer. In addition, data points should be added to the data collection, including the time leaving the hospital and the time back at the station for ambulances.

**Outcomes:** An accurate and defensible analysis of performance can be completed regularly.

**Estimated Financial Cost/Savings:** Staff time to review individual documentation for errors and omissions.

**Recommendation 12: Consider Specific Annual Training Requirements For Each Firefighter Based On A Balanced Training Curriculum.**

**Description:** Additional training requirements should be considered for individual firefighters. EMS constituted approximately 68% of the demand for service but only 10.8% of the training hours in 2022. The training requirements are defined but appear to lack consistency between firefighters.

**Outcomes:** A balanced training program and philosophy can result in a standardized program that meets the community's needs.

**Estimated Financial Cost:** Staff/training time.

**Recommendation 13: Purchase An Additional Mid-Fidelity Manikin To Support The EMS Training Program.**

**Description:** A cost-effective and proficient solution is the use of mid-fidelity manikins. Multiple manikins can be purchased and deployed throughout the organization for the same amount of funding. This option can provide training without significant drive times to central training facilities and allows EMTs to have repetitive skill practice sessions.

**Outcomes:** A benefit of mid-fidelity training manikins is the opportunity to develop proper sequencing. Identifying the order of critical interventions is critical to successful patient outcomes.

**Estimated Financial Cost/Savings:** Costs depend on the number and model of manikins.

## Recommended Mid-Term Strategies

### **Recommendation 14: Add A Department Training Officer Position.**

**Description:** The analysis suggests that SFD cannot adequately support the programmatic needs of the department-wide training program by a shift Battalion Chief serving in multiple operations and administrative roles. Consideration should be given to establishing this position at the captain/chief level. The position is heavily involved with classroom delivery, interaction with shift crews, and programmatic coordination and monitoring of training documentation. In addition, the position could be established as a rotational position. However, any rotational assignment should be at least two years, and the officer must maintain a minimum training certification level.

**Outcomes:** SFD's capacity to deliver operational training effectively and efficiently.

**Estimated Financial Cost:** Dependent on the level of rank and system design and additional equipment needs.

### **Recommendation 15: Increase Wildland-Urban Interface Efforts To Reduce Risks.**

**Description:** The ability to prevent or mitigate a wildland fire is a primary goal in the wildland-urban interface. SFD provides some WUI efforts, but San Diego County delivers most, and no Fire Safe Council exists in Santee. Current staffing levels do not allow for additional efforts in Santee.

**Outcomes:** Developing WUI prevention and mitigation programs specific to Santee should be a goal for the city and SFD. The approval of Fanita Ranch will create more properties in the WUI and increase risks in the community. The priority is to develop programs to reduce the threat to local homeowners and provide specific action plans based on the fuel type. Annual progress reports can focus on the high-risk areas for mitigation efforts. A new position could be coupled as a Community Risk Reduction (CRR) Coordinator to manage all risk reduction programs for the city.

**Estimated Financial Cost/Savings:** The personnel cost to hire a CRR Coordinator with benefits would be approximately \$100,000.

**Recommendation 16: Work With The City To Establish An Ongoing Capital Improvement And Replacement Program.**

**Description:** The Fire Department should work with the city to develop, adopt, and fund a facilities capital improvement and replacement program. Each capital system should be identified and put on a repair and replacement schedule. Each building should continue to be evaluated for its ability to meet the agency's needs. A replacement schedule should be negotiated years in advance.

**Outcomes:** Systematically evaluate, repair, and potentially improve the facilities required for ongoing operations.

**Estimated Financial Cost/Savings:** Initial costs will include either contract costs for the development of the program or staff time to audit facilities, negotiate with the city, finalize, and adopt a plan. Ongoing costs will consist of maintenance requirements such as system repair and replacement of consumable goods.

**Recommendation 17: Begin Working With The City On Splitting Fleet Services Into Multiple Locations Or A Larger Location To Meet Their Needs.**

**Description:** The current fleet space does not meet the needs or safety requirements of the service. The space could serve the fire department only but not the entire city fleet. Either a larger facility or multiple sites are needed to operate safely.

**Outcomes:** Provide safe, efficient, and code-compliant space for fleet services.

**Estimated Financial Cost/Savings:** There will be initial costs to attain new or additional space for fleet services. Ongoing costs to maintain a larger facility will be minimal. There will most likely be efficiently saving as much time is spent moving vehicles around in the tight space they have today.

**Recommendation 18: Research and Implement Measures to Reduce Patient Offload (Wait) Times.**

**Description:** The excessive patient offload times, also known as wait or "wall" times, negatively affect the ambulance's response availability. This is identified by the San Diego County EMS office as an area of concern for all emergency departments and transport agencies and recommends this time to be less than 20 minutes, 90 percent of the time or less. Improvement of this performance will require specific attention and likely multiple approaches by the newly formed Santee-Lakeside Emergency Medical Services Association (SLEMSA).

**Outcomes:** Reducing the unit inefficiencies, overall workload, and unit availability.

**Estimated Financial Cost/Savings:** Staff time and potential legal costs, depending on the agency approach and cooperation of receiving emergency departments.

**Recommendation 18: Perform A Cost-Benefit Analysis For Medications/Procedures Performed/Administered By SFD.**

**Description:** All staffing, equipment, and supplies not mandated by the government or industry norms should be subjected to a cost-benefit study by SFD.

**Outcomes:** A statistical study is required to determine the overall efficacy of the resource under consideration.

**Estimated Financial Cost:** Staff time.

**Recommendation 19: Increase The Use Of A Statistically-Based Quality Management Program.**

**Description:** Completing a formal and systematic incident and training data analysis will improve program delivery and asset allocation. This report indicated an opportunity for improvement regarding data collection and analysis. Currently, SFD is using Image Trend Reporting® for patient care reporting. The program will export data to an Excel format if adequately documented. The data can be easily interrogated to provide various evaluations to improve understanding specific to EMS service delivery

**Outcomes:** Evidence-based data can offer objective information measuring the level of care provided.

**Estimated Financial Cost:** Staff time.

**Recommendation 20: Implement A Partially Automated Inventory Control System.**

**Description:** A routine utilization study would help identify opportunities for improved inventory control. SFD does not currently utilize an electronic system for logistical support. SFD now uses a manual system performed by crews during daily truck checks. Station 4 holds the primary cache of EMS supplies managed by one of the line paramedics. Due to the organization's size, an automated program can improve efficiency.

**Outcomes:** Various systems have proven cost-effective in the long run, notably when eliminating waste and lost supplies due to expiration.



**Estimated Financial Cost:** Cost depends on the type of system/process selected. The actual cost would be partially offset by eliminating waste and lost supplies.

**Recommendation 21: Increase Interaction And Involvement With The Medical Director For San Diego County.**

**Description:** Oversight is primarily complaint/adverse outcome-driven. A more proactive approach can support the future challenges of EMS.

**Outcome:** Improved medical oversight and emphasis on a continuum of care.

**Estimated Financial Cost/Saving:** Potential cost increase would depend on the current medical director agreement.

**Recommendation 22: Improve Collection And Analysis Of Life Safety And Public Education Efforts.**

**Description:** Understanding the effectiveness of long-range programs, such as an adopted community risk reduction plan and a fire and life safety inspection program, requires understanding current conditions. Specific incident loss data is available. First, however, its reliability should be evaluated. Additional data points such as staff hours used in life safety and public education and the number of contacts and educational programs will aid in assessing effectiveness against future loss. Regardless of what system is adopted, starting the data collection process is the only way to evaluate it quantitatively. This occurs even before a program is fully developed or deployed.

**Outcomes:** Collecting specific data points will enable leadership to evaluate the effectiveness of any life safety or public education efforts. Early adoption of data collection is a short-term investment in a long-term outcome.

**Estimated Financial Cost/Savings:** Costs can vary depending on the program's adoption. Staff time to create a data collection process, collecting and storing data is universal in any program. Additional costs may be incurred if technological solutions are adopted.

**Recommendation 23: Develop Enhanced Inspections Of Fire Hydrants.**

**Description:** The Padre Dam Municipal Water District only inspects fire hydrants every three years. SFD only received 33% of the available credit from ISO for the frequency of hydrant inspections.

**Outcomes:** Increasing the frequency of hydrant inspections can gain additional credits for water supply and ensure hydrants are accessible and operate correctly. Inspections allow firefighters, especially new employees, to see the locations of hydrants in their first-in response area.

**Estimated Financial Cost/Savings:** Staff time is needed to inspect the hydrant. An increase in fuel is expected depending on the type of vehicles required to inspect the hydrants.

**Recommendation 24: AP Triton Recommends Establishing A Cooperative Agreement With Regional Hospitals So Paramedics Can Support Skill Competency.**

**Description:** This analysis identified an opportunity for improvement relating to clinical resources. In 2022, the Department treated and transported 5,760 patients. Although the EMS service demand is high, the limited patient volume per paramedic translated to an average of 3.4 airway procedures per paramedic. Based on the data in the EMS section, there is a high incidence of criticality requiring advanced-level care. Combining high acuity and dilution of skills requires an emphasis on EMS skills competency.

**Outcomes:** A balance of field care skills, training manikin skills, and abilities in the clinical setting can maintain skills competency and support overall patient care.

**Estimated Financial Cost/Savings:** Cost dependent on regionalized support and coordination with the local hospitals.

## Recommended Long-Term Strategies

### **Recommendation 25: Evaluate the Potential For A Community Paramedic Program.**

**Description:** As noted in the report, the current population of persons 65 and older living in the City of Santee, California, according to the 2020 estimate, was 8,489, or 15.6% of the population.<sup>60</sup> Over the next ten years, assuming the current 65 and older demographic stays in the area, this group will increase by 31% by 2030.

Fire and EMS agencies across the Country have implemented innovative EMS outreach programs to address issues with chronic EMS system users, mental health patients, and others with socio-economic issues that manifest into medical problems that often result in an EMS response. The Department should engage with local governments, healthcare providers, and social service agencies to determine the financial and altruistic feasibility of implementing a Mobile Integrated Healthcare-Community Paramedicine (MIH-CP) Program.

The Department should also ensure that EMS personnel accurately report and quantify vulnerable patients who may benefit from non-traditional medical and social outreach services. This would be critical in clearly defining the need and scope of a non-traditional EMS outreach program.

**Outcomes:** A community paramedicine or mobile intensive healthcare program could improve overall service delivery throughout the region through a cooperative venture between the hospitals and SFD.

**Estimated Financial Cost:** Unknown depending on cooperative agreements with local hospitals.

### **Recommendation 26: AP Triton Recommends A Focused Study To Identify Opportunities/Facilities For Additional Regionalized Training Resources.**

**Description:** A challenge faced by SFD is limited access to the training facility. The Heartland Fire Training Facility is experiencing increased demand for recruit training, and the necessity to maintain firefighter skill competency is putting scheduling restrictions on the facility.

**Outcome:** Additional access to training resources translating to improved training efficacy.

**Estimated Financial Cost/Saving:** The cost would be identified in the focused analysis involving all agencies in the JPA.

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## **Section IV: APPENDICES**

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## Appendix A: Strategic Partners—Stakeholder Interviews

On October 26 and 27, 2022, AP Triton associates interviewed various Santee Fire Department internal and external stakeholders. Approximately 45 stakeholders were interviewed during the two-day sessions. These interviews were designed to better understand issues, concerns, and options regarding the emergency service delivery system, opportunities for shared services, and expectations from community members.

It is important to note that the information solicited and provided during this process was in the form of "people inputs." Stakeholders individually responded to each question, some of which were perceptions reported by stakeholders. All information was accepted at face value without an in-depth investigation of its origination or reliability. The project team reviewed the answers for consistency and frequency of comment to identify specific patterns and/or trends. Multiple sources confirmed the observations, and the information provided was significant enough to be included in this report. Based on the information reviewed, the team identified a series of observations and recommendations and felt they were significant enough to be included in this report.

Stakeholders were identified and grouped based on their relationship type with SFD. Then, individual interviews were conducted based on one of three groups. Elected officials, city management, and department heads were one group. Additionally, SFD members were grouped together, including chief officers, labor leaders, administrative staff, and the rank and file. The final group comprised businesses, community, and volunteer leaders and members.

### Elected Officials, City Management & Department Heads

#### What strengths contribute to the success of the fire department? (What do they do well?)

- They now have good leadership and a solid succession planning process.
- The city and fire department are creating a team environment.
- An effective, rigorous training program starting with the academy.
- Values of camaraderie, professionalism, customer service, family, and how they show they care about the city and their profession.
- Community involvement and new public -education and outreach strategies.
- Good equipment.
- Recruit good people and are committed to being fully staffed and having a work-life balance.

- The firefighter paramedic program.
- Overall, the department does a great job and has achieved an ISO-1 rating.
- The Santee community loves its fire service.

**What are some areas in which you think the fire department could make improvements?**

- Staffing, retention, and recruiting.
- Address workforce changes, including a generation gap.
- Stations are not located to provide the best coverage, especially to the south and southwest.
- Both stations are north of mission gorge, so the southern part of the city appears to be underserved.
- The stations are getting older
- The CSA69-JPA change needs to be done properly.

**What opportunities, in your view, are available to improve the service and capabilities of the fire department?**

- Improve service to the homeless and responses to the trails along the riverbed.
- Brush clearing and structural protection in the riverbed and mountain areas.
- There may be different ways of delivering services, maybe fewer apparatus on an incident.
- There are financial opportunities such as grants, fee schedules, and perhaps a phased approach to implementing new stations.
- They need a service study and educate the public, so they understand the information.

**Please share your thoughts with us regarding staffing utilizing 12-hour shifts and peak-hour units.**

- Data will help guide the creation of a policy and how service is delivered.
- Be open and review all aspects, such as incident timing, surge units, and senior citizen facilities.
- Address hospital transfer time.
- Research and be open to other ways of doing business, such as adding medical sub-stations or units for peak demand.

**What do you see as the top three critical issues faced by the fire department today?**

- Staffing and retention.
- Services need to match the fiscal resources
- Supply chain issues, especially for vehicles.
- Recruitment, workforce housing, and more female firefighters.
- Response time to medical emergencies and a work-life balance.
- Funding, medical call volume, staffing/recruitment.
- Wait times, transitioning from a County Services Area (CSA) to a Joint Powers Authority (JPA), and funding.
- Community interface, professional development, and a possible lack of tools and equipment.

**If you could change one thing in the fire department, what would it be?**

- Facilities, one station is really bad.
- Recruit and retain employees.
- Additional funding.

**How would you describe the level of services provided by the fire department (1-10)?**

- 9 to 9.5 because they are excellent, have great character, their people are great and getting better, do a good job, are professional, ISO 1, and the staff kills it.
- 10 and very high because they are responsive, and they provide excellent customer service.

**Chief Officers, Labor Leaders, Rank & File, Administrative Staff****What strengths contribute to the success of the fire department? (What do you do well?)**

- Our dedicated people are our strength.
- Our people are passionate about seeing the department succeed and have a strong sense of duty, passion, drive, and integrity.
- Motivated people are capable, display pride and ownership in the department, are professional, and demonstrate a strong work ethic.
- The emergency medical services and paramedic program are a source of pride and success.



- Paramedic program enjoys a great reputation, and we work to deliver the best paramedic ambulance service to the community with the highest possible standards.
- Training our new firefighters and have a high level of paramedic and firefighter training.
- Our people accept constructive criticism well and approach each other and our community as adults.
- We are committed to fitness training and willing to commit to a high volume of difficult hands-on training.
- Customer service, response times, and fire ground engine and truck operations are excellent.
- Small, close-knit, well-informed team that functions with comradery and knows where to get answers.
- Community outreach and are doing much better at public education and fire prevention.
- Transparent with our expectations.

**What are some areas in which you believe the fire department could make improvements?**

- The training is too focused on administrative, computer-based, and compliance.
- The in-house training has become stale and focuses on quantity over quality and does not support operational proficiency.
- The training budget is not stable, and there is rarely a budget for training supplies and equipment.
- The distribution of the Joint Apprentice Committee (JAC) program is not well defined.
- There is a very heavy workload, and the people are spread very thin.
- Firefighters are getting burned out, spending over half of their time on an ambulance where the emergency workload is very heavy.
- Burnout prevention.
- The administrative workload on captains is very high, and other staff as well too
- The staffing levels are a weakness.
- There is a high turnover rate, and our retention is becoming problematic.
- We need more support staff, especially in EMS and prevention.

- We lost the 4<sup>th</sup> firefighter on the truck to staff the rescue.
- There is a lack of work avenues, such as specializations or promotions, creating a retention problem.
- The right behavior is not rewarded, creating a less-than-optimal culture.
- The service delivery model needs to be evaluated and improved with perhaps better emergency medical dispatch programs, more staffing for squads, and maybe EMT ambulances.
- The budget is lean, and there appears to be complacency in working with the city to improve the budget.
- Stations need to be improved, and we need better locations to better serve the community.
- There needs to be a better connection between prevention and suppression, and we should improve our understanding of each of the roles within the organization.
- We need to have a strategic vision and an updated mission statement with better communication up and down to improve the decision-making processes.

**What opportunities, in your view, are available to improve the service and capabilities of the fire department?**

- Increase staffing and add additional equipment like ambulances and squads.
- Improve funding by improving the grant program, applying development impact fees to the fire department, and overall budget management.
- There is an opportunity to improve training through better funding in the budget and getting JAC funds back to the department.

**What do you see as the top three critical issues faced by the fire department today?**

- Staffing.
- Stations, station locations, and funding for more stations.
- Budget and finances.
- Retention.
- High workload with limited staff.
- Culture, leadership, morale, vision, and mission.

**Please share your thoughts/ideas regarding alternative staffing models and dynamic deployment.**

- If it improves workload, then it would be beneficial.
- We have tried it in the past with current staffing levels as an overtime concept, and it did not work.
- The firefighters are open to concepts such as single-role ambulances if it aligns with the mission and there is no loss of firefighter positions.
- It could improve the quality and quantity of the applicant pool for firefighters.
- The new Joint Powers Authority (JPA) will make more options available.

**If you could change one thing in the fire department, what would it be?**

- Improve the ambulance response model.
- Distribution of the workload.
- Improve staffing levels, retention, and the experience gap.
- Improve morale.
- Budget, finances, and other areas of funding.
- Wipe out the culture of administrative versus operational competencies.
- Combine HQ with a station to improve communication and cohesiveness.

**How would you describe the level of service provided by the fire department (1-10)?**

- 6 or between 6 and 7 due to the people, workload, and the ability to adapt.
- 5 due to experience, progressiveness, burnout, and training.
- 7 because of pride, professional care, and the people.
- 8 or between 8 and 9 due to the EMS program.
- 10 because we meet expectations.

**Businesses, Community Groups, Community Members, and Volunteers.****Can you please describe your expectations of the fire department?**

- Be professional with a well-run department utilizing their downtime efficiently.
- Be a good response partner, working together as a team and communicating with the other agencies and groups.
- A good public face and do public education, expand the communities understanding of what the fire department does, and continue to come to community events.

- Response timeliness with the appropriate tools and the highest level of operational ability.
- Communicate to their partners when they find something that needs attention.
- Regionally, they should maintain their excellent response partnership with the surrounding fire agencies, law enforcement, water district, and other public service agencies.
- Continue to maintain a collaborative relationship between the labor unit and the city during the bargaining.
- Continue to partner with regional training.

**Which of these expectations are not being met to your satisfaction?**

- All is good, and they are a good response partner.
- They used to be cutting edge but lost that, although they are trying to move back to that.
- Shared services with a fire marshal, fire prevention, and arson investigation.
- Increased interagency communication would be a nice addition, especially when they need to use our services.

**What do you think the fire department is doing particularly well?**

- They are high performing team.
- They are accessible and willing to contribute.
- They grow and promote from within, including their chief and staff.
- Respond in a timely manner and are seen and heard throughout the community.
- Their responses and how they treat their patients, the public, and other agencies.
- They are out in public and learning about the hazards in the community.
- They are well trained with excellent ambulance service unmatched in the county.

**Are there services that you think the fire department should be providing that they are not providing now?**

- Printed materials for every home and business for home-bound senior citizens about safety and prevention.
- During COVID, some agencies had the fire department do vaccinations.
- Narcan training in the community.

**When you dial 9-1-1 to report an emergency, how long should it take for help to arrive?**

- The most common answer is 5–10 minutes, regardless of the call.
- The regional standard is 10 minutes, and these are being met, with 2nd and 3rd engines normally arriving within 2–6 minutes.
- If it is a real emergency, 2–3 minutes.

**Does that expectation change depending on where in the community you are located?**

- The most common answer is it should be similar regardless of where you live.
- Yes, definitely, even though the city is doing its best to adapt to the traffic flow during an emergency.
- The average citizen would not expect anything different despite the difficult areas to reach.

**Do you believe the first arriving response units should be staffed and equipped to take appropriate actions given the emergency?**

- Having everything is not always possible, but they carry a lot.
- Yes, for the standard responses, but some may need additional equipment.
- If the dispatch information is correct, they should arrive with the correct equipment.
- Yes, and they seem to have it.
- They are similarly equipped within the region, except for some breathing equipment.

## Appendix B: Risk Classifications

### Fire

#### Low Risk

These incidents are considered low in risk and are minor in scope and intensity. It requires a single fire apparatus and crew to manage fires involving passenger vehicles, fences, trash or dumpster, downed power lines, residential or commercial alarm investigations, or an odor investigation.

#### Moderate Risk

These are the first alarm response needed to manage a moderate-fire risk incident. These incidents include smoke in a building, small outside building fires, commercial vehicle fires, a single-family residence, a lightning strike on a building, an automatic fire alarm at a high-risk occupancy, or a hazardous materials pipeline fire.

#### High Risk

These are second-alarm responses needed to manage a high-fire-risk incident. These incidents include smoke in a high-life hazard property (school, skilled nursing, etc.), single-family residences with injured or trapped victims, multifamily residential buildings, or a moderate-sized commercial/industrial occupancy.

#### Maximum Risk

A third alarm response is needed to manage a maximum fire risk incident. These incidents include a hospital, assisted living facility, fire in an apartment building, high-rise building fire, a large commercial or industrial occupancy, hazardous materials railcar, or storage occupancy. Incident assignments include additional command staff, recalling off-duty personnel, and mutual aid assistance for other critical tasking needs.

### EMS Risks

#### Low Risk

A single EMS unit can manage a low-risk EMS incident involving an assessment of a single patient with a critical injury or illness, no-life threatening medical call, lift assist, or standby.

#### Moderate Risk

A two-unit response is required to control or mitigate a moderate-risk EMS incident. It involves assessing and treating one or two patients with critical injuries or illnesses or a motor vehicle crash with 1–2 patients.

**High Risk**

A multiple-unit response is required to control or mitigate a high-risk EMS incident. It involves 3-8 patients with injuries ranging from minor to critical. Patient care will involve triage, BLS, ALS treatment, and a coordinated transport of patients.

**Maximum Risk**

A multiple-unit response is required to control or mitigate a maximum-risk EMS incident. It involves more than nine patients with injuries ranging from minor to critical. Patient care involves triage, BLS, ALS treatment, and the coordinated transport of patients. If this is an active shooter incident, the response may require a casualty collection area unit to treat patients, not in the hot zone.

**Technical Rescue****Low Risk**

A single fire unit can manage a low-risk technical rescue incident involving minor rescues, such as a child locked in a vehicle, elevator entrapment, or minor mechanical entrapment.

**Moderate Risk**

This type of incident involves a motor vehicle crash that requires patient extrication, removal of a patient entangled in machinery or other equipment, or a person trapped by downed power lines. A two-unit response is required to control or mitigate a moderate technical rescue risk incident. Support is not usually required from a technical rescue team.

**High Risk**

A multiple-unit response is required to control or mitigate a high-risk technical rescue incident. This type of incident may involve full-scale technical rescue operations ranging from structural collapse to swift-water rescues. It may involve multiple motor vehicles that require extrication, commercial passenger carriers, or a vehicle impacting a building. Support is usually needed from a technical rescue team. This incident may require multiple alarms.



**Maximum Risk**

A multiple-unit response is required to control or mitigate a maximum-risk technical rescue incident. Support is required from a specialized technical rescue team and may have multiple operations locations. This type of incident involves full-scale technical rescue operations, such as victims endangered or trapped by structural collapse, swift water, or earth cave-ins. This incident requires multiple alarms and may expand beyond the identified critical tasking. Recall of off-duty personnel or assistance from auto or mutual aid may occur during a disaster or when additional alarms and command staff are needed.

**Hazardous Materials****Low Risk**

A single fire unit can manage a low-risk hazardous materials incident involving carbon monoxide alarms and other unknown hazmat investigations without symptomatic victims, less than 20 gallons of fuel, natural gas meter incident, downed power lines, equipment, or electrical problems, or attempted burning. Automatic alarms that may originate from a hazardous material.

**Moderate Risk**

A two-unit response is required to control or mitigate a moderate-risk hazardous materials incident. Direct support is not usually required from a hazardous materials team. This type of incident involves a carbon monoxide alarm with symptomatic patients, a fuel spill of 20–55 gallons, or a gas or petroleum products pipeline break not threatening any exposures.

**High Risk**

A multiple-unit response with a hazmat team is required to control or mitigate a high-risk hazardous materials incident. This response includes a release with 3-8 victims, gas leaks in a structure, hazmat alarm releases with victims, flammable gas or liquid pipeline breaks with exposures, fuel spills greater than 55 gallons, fuel spills in underground drainage or sewer systems, transportation or industrial chemical releases, or radiological incidents. Support is needed for a Level 2 hazmat incident that involves establishing operational zones (hot/warm/cold) and assigning multiple support divisions and groups. Additional assistance may be required to expand operations past the identified critical tasks.

**Maximum Risk**

A multiple-unit response is required to control or mitigate a maximum-risk hazardous materials incident. Support is required from an on-duty hazmat team and their specialized equipment. This type of incident involves establishing operational zones (hot/warm/cold) and assigning multiple support divisions and groups. Examples include nine or more contaminated or exposed victims, a large storage tank failure, a hazmat railcar failure, or a weapon of mass destruction incident. This incident will require multiple alarms and may expand beyond the identified critical tasking. Recall of off-duty personnel or assistance from auto or mutual aid may occur during a disaster or when additional alarms and command staff are needed.

**Wildland Urban Interface****Low Risk**

A single fire unit can manage a low-risk wildland firefighting incident involving a fire minor in scope, structures not threatened, and Red Flag conditions that do not exist. These include low-risk wildland or grass fires, an outside smoke investigation, illegal or controlled burns, or small vegetation fires.

**Moderate Risk**

Multiple units are needed to manage a moderate-risk wildland firefighting incident involving a significant fire in the brush or brush pile at a chipping site, grass, or cultivated vegetation. Red Flag conditions do not exist, and structures may or may not be threatened.

**High Risk**

Multiple units or alarms are needed to manage a high-risk wildland firefighting incident. The level is associated with Red Flag warnings with structures that may or may not be threatened. This fire involves a significant wildfire in the brush, grasses, and cultivated vegetation. And woodland areas. Additional alarm assignment, command staff, recall of off-duty personnel, and mutual aid assistance may require the operations to extend beyond the identified critical tasks.

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**MEETING DATE** March 22, 2023

**ITEM TITLE** RESOLUTION ESTABLISHING THE CLASSIFICATION OF A FULL-TIME AND A PART-TIME NON-SAFETY EMERGENCY MEDICAL TECHNICIAN (EMT); ADOPTING A REVISED SALARY SCHEDULE INCLUDING THE PAY RANGE FOR EMTs; AND AUTHORIZATION TO HIRE FOUR (4) FULL-TIME EMTs AND EIGHT (8) PART-TIME EMTs AND FINDING THE ACTION IS NOT A PROJECT SUBJECT TO CEQA.

**DIRECTOR/DEPARTMENT** Justin Matsushita, Fire Chief *AB For JUSTIN MATSUSHITA*

### **SUMMARY**

On January 1, 2023, the Santee-Lakeside Emergency Medical Services Authority (SLEMSA) assumed operational and administrative control of prehospital ambulance delivery services in place of the now-dissolved County Service Area 69 (CSA 69). The transition eliminated an unnecessary layer of governance that enhanced local control and decision-making for ambulance service in the City of Santee. A priority need identified by the newly established SLEMSA was increased ambulance service for Santee, Lakeside, and the unincorporated area referred to as Bostonia.

On February 9, 2023, the SLEMSA Commission voted to approve funding for two full-time Basic Life Support (BLS) transport ambulances, each to be operated using a 12-hour staffing schedule. The Lakeside Fire Protection Board of Directors granted the Lakeside Fire Protection District authorization to move forward with their BLS ambulance implementation, with a projected start date of May 2023. Staff is seeking authorization of the necessary steps to move forward with the City's BLS ambulance implementation. With the approval of the City Council, Santee will be operating an additional BLS transport ambulance with a target start date **on or before June 30, 2023**. Based upon the ambulance staffing model and the need for operational availability 365 days a year, the Santee Fire Department will need four full-time non-safety EMTs and up to eight part-time non-safety EMTs to ensure continuous staffing.

The total annual compensation and benefits four full-time EMTs will be approximately \$298,982. Additional annual anticipated program expenses for four EMT positions include uniform costs of \$2,160 and overtime costs of \$29,232. The total annual cost for four full-time EMT positions is estimated at \$330,373.

The total annual compensation and benefits for eight part-time EMT positions will be approximately \$46,263. Additionally, uniform costs are estimated at \$2,880 annually. The total annual cost for eight part-time EMT positions is estimated at \$49,143.



**ENVIRONMENTAL REVIEW**

The creation of the classification of full-time and part-time non-safety emergency medical technician (EMT), the approval of an amended salary schedule for hourly, general, and management employees, and the funding for four (4) full-time EMTs and eight (8) part-time EMTs is not a “project” under the California Environmental Quality Act (CEQA), as it involves an administrative activity of government as well as the establishment of a fiscal activity that will not result in a significant effect on the environment. (State CEQA Guidelines § 15378.)

**FINANCIAL STATEMENT** *df*

Funding in the amount of \$380,000 will be appropriated in the Emergency Medical Services Division of the City of Santee Fire Department from revenue generated by SLEMSA.

**CITY ATTORNEY REVIEW**     N/A   •    Completed

**RECOMMENDATION** *MAB*

Adopt the Resolution approving of the following items and finding that the action is not a project subject to CEQA:

- Establishment of the classification of EMT-Full-time and Part-time;
- An Amended Salary Schedule Including a salary range for full-time and part-time non-safety EMTs;
- Increase the appropriation in the Emergency Medical Services Division of the City of Santee Fire Department by \$380,000, and fund the increase with revenue generated from SLEMSA.

**ATTACHMENT(S)**

- SLEMSA Commission Item No: 6D
- EMT Program Resolution
- EMT Program Staff Report
- Amended Salary Schedule



## **SANTEE-LAKESIDE EMERGENCY MEDICAL SERVICES AUTHORITY**

**Meeting Date:** February 9, 2023

**Item No:** 6D

**Agenda Item Title:** *OPERATIONAL RECOMMENDATIONS*

**Recommended Action:** Approval of the operational recommendations outlined in this report to enhance Emergency Medical Services, delineated by the Board of Chiefs.

### **Discussion:**

With the creation of the Santee-Lakeside Emergency Medical Services Authority (SLEMSA), staff recognizes several operational changes are necessary to maintain the delivery of emergency medical services while focusing on; fiscal responsibility, operational efficiency, and system enhancements for internal and external customer service.

Staff has developed and is recommending the following improvements to be implemented in calendar year 2023. These enhancements are:

- 12-hour Basic Life Support (BLS) transport ambulance based and operated by Lakeside Fire. Timeline for implementation is May 2023.
- 12-hour BLS transport ambulance based and operated by Santee Fire. Timeline for implementation is July 2023.
- Implement an EMS Nurse Coordinator position as soon as possible. The Nurse will be a Lakeside employee and the position will be funded by both member agencies of the SLEMSA.
- Continue the temporary position of Transition Manager by utilizing a Santee Captain.
- Implement a Medical Director position for the SLEMSA. Staff will investigate the opportunities to leverage other Central Zone agencies and Heartland Fire Communications Authority needs into a comprehensive, consolidated position.



**FISCAL IMPACT:**

The following are the fiscal impacts of above system improvements for calendar year 2023:

**Remainder of 2023**

<b>Description</b>	<b>Expense</b>
12-hour BLS Unit (LKS)	\$300,000 (9-months)
12-hour BLS Unit (SNT)	\$200,000 (6-months)
EMS Nurse Coordinator	\$150,000 (9-months)
Temporary Transition Manager	\$80,000 (6-months)
Medical Director	\$20,000
<b>TOTAL</b>	<b>\$750,000</b>

**Annual Cost**

<b>Description</b>	<b>Expense</b>
12-hour BLS Unit (LKS)	\$435,000
12-hour BLS Unit (SNT)	\$435,000
EMS Nurse Coordinator	\$200,000
Medical Director	\$40,000
<b>TOTAL</b>	<b>\$1,110,000</b>

**Attachment(s):**

PowerPoint Titled "Santee-Lakeside EMS Authority – System Improvements \_ February 9, 2023.

RESOLUTION NO. \_\_\_\_\_

**RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SANTEE, CALIFORNIA,  
APPROVING THE CREATION OF THE CLASSIFICATION OF FULL-TIME AND  
PART-TIME NON-SAFETY EMERGENCY MEDICAL TECHNICIAN (EMT);  
APPROVING AN AMENDED SALARY SCHEDULE FOR HOURLY, GENERAL AND  
MANAGEMENT EMPLOYEES AND AUTHORIZING FILLING FOUR (4) FULL-TIME  
EMTs AND EIGHT (8) PART-TIME EMTs AND FINDING THE ACTION IS NOT A  
PROJECT SUBJECT TO CEQA**

**WHEREAS**, on January 1, 2023, the Santee-Lakeside Emergency Medical Services Authority (SLEMSA) assumed operational and administrative control of prehospital ambulance delivery services in place of the now-dissolved County Service Area 69 (CSA 69); and

**WHEREAS**, the newly established SLEMSA has identified increased ambulance service for Santee, Lakeside, and the unincorporated area referred to as Bostonia as a priority need; and

**WHEREAS**, on February 9, 2023, the SLEMSA Commission voted to approve funding for two (2) 12-hour Basic Life Support (BLS) transport ambulances, one to be operated by Lakeside Fire Protection District and one to be operated by the City of Santee; and

**WHEREAS**, the Lakeside Fire Protection District was granted authorization from their Board of Directors to move forward with their BLS ambulance implementation with a projected start date of May 2023; and

**WHEREAS**, the City of Santee desires to take the necessary steps to move forward with its BLS ambulance implementation; and

**WHEREAS**, the Hourly, General, and Management salary schedule has been updated to reflect the addition of the new classification which is included as part of Exhibit "A"; and

**WHEREAS**, the City has determined a salary range for that position and included it on an amended Hourly, General, and Management salary schedule; and

**WHEREAS**, the EMT position will be a non-safety miscellaneous employee; and

**WHEREAS**, all EMT positions will be fully funded by the SLEMSA budget; and

**WHEREAS**, with the approval of the City Council, the City of Santee will operate an additional BLS transport ambulance on or before June 30, 2023, with four (4) full-time EMTs and up to eight (8) part-time EMTs based on the ambulance staffing model; and

**WHEREAS**, the creation of the classification of full-time and part-time non-safety EMT, the approval of an amended salary schedule for hourly, general, and management

**RESOLUTION NO. \_\_\_\_\_**

employees, and the funding for four (4) full-time EMTs and eight (8) part-time EMTs is not a “project” under the California Environmental Quality Act (CEQA), as it involves an administrative activity of government as well as the establishment of a fiscal activity that will not result in a significant effect on the environment.

**NOW, THEREFORE, BE IT RESOLVED** by the City Council of the City of Santee, California, that the City Council does hereby:

1. Find that the foregoing recitals are true and correct.
2. Find, determine and declare the classification of EMT is created and the position may be filled with four full-time and up to eight part-time employees; and
3. Find, determine and declare that the amended salary schedule for Hourly, General and Management employees as provided in Exhibit “A” is approved effective March 23, 2023; and
4. Authorizes the appropriation of \$380,000 to fund the EMT positions in the Emergency Medical Services Division of the City of Santee Fire Department, funded by revenues generated from the Santee-Lakeside Emergency Medical Services Authority.

**ADOPTED** by the City Council of the City of Santee, California, at a Regular Meeting thereof held this 22<sup>nd</sup> day of March 2023, by the following roll call vote, to wit:

**AYES:**

**NOES:**

**ABSENT:**

**APPROVED:**

---

**JOHN W. MINTO, MAYOR**

**ATTEST:**

---

**ANNETTE ORTIZ, CMC, CITY CLERK**

## **STAFF REPORT**

### **RESOLUTION APPROVING THE CREATION OF THE CLASSIFICATION OF FULL-TIME AND PART-TIME NON-SAFETY EMERGENCY MEDICAL TECHNICIAN (EMT); APPROVING AN AMENDED SALARY SCHEDULE FOR HOURLY, GENERAL AND MANAGEMENT EMPLOYEES AND AUTHORIZING FILLING FOUR (4) FULL-TIME EMTs AND UP TO EIGHT (8) PART-TIME EMT's AND FINDING THE ACTION IS NOT A PROJECT SUBJECT TO THE CALIFORNIA ENVIRONMENTAL QUALITY ACT (CEQA)**

**MARCH 22, 2023**

#### **Background**

The Santee Fire Department (SFD) and the Lakeside Fire Protection District (LFPD) have jointly provided paramedic transport services to the former County Service Area 69 (CSA-69) since 1975. A CSA-69 Advisory Committee was established to provide a means of communication between the residents of County Service Area 69 and the County Health and Human Services Agency (HHSA) and the Board of Supervisors (BOS). Although SFD and LFPD maintained operational control of ambulance services, the authority to add transportation units historically rested with representatives from the County of San Diego HHSA. As call volume increased throughout the years, additional ALS units were placed in service to meet emergency service demand. The most recent addition of a paramedic transport unit occurred in 2005 when Medic 5 (M5) was placed in service. Over the last ten years, call volume within the CSA-69 service area has increased from 10,687 in 2012 to 14,621 calls in 2022. This represents a 37% increase over the ten-year period previously identified. Despite the significant increase in the demand for services, and continuous efforts by SFD and LFPD to increase prehospital ambulance transport service, no additional ambulances were approved by the County of San Diego HHSA representative since 2005.

On January 1, 2023, the Santee-Lakeside Emergency Medical Services Authority (SLEMSA) was formed to replace the simultaneously dissolved CSA-69. Decision-making authority was transferred to a newly formed SLEMSA Commission consisting of representatives of the City of Santee and LFPD. The transfer of decision-making authority removed an excess layer of government and empowered local leadership in being more responsive to the needs of their citizens. With the creation of SLEMSA, staff recognizes several changes are necessary to maintain the appropriate level of emergency medical services delivery while also focusing on: Fiscal responsibility; Operational efficiency; and, System enhancements to meet internal and external customer needs.

The recently completed Community Risk Assessment and Long-Range Master Plan reported that the Unit-Hour Utilization (UHU) of both paramedic ambulances in Santee are at a cautionary level. The UHU for Medic 4 (M4) is reported at 39.4% and M5 is reported at 30%. These numbers represent the percentage of time that the medic unit is assigned to an emergency response, and does not include travel time returning from the hospital after a transport. This report also indicated that 70% of calls for service occur between 8 am and 8 pm.

During the Fall and Winter of 2022, the contracted Nurse Coordinator for the SFD and LFPD conducted a review of all emergency medical responses to determine patient acuity and transport needs. This analysis aimed to determine in a patient needed ambulance transport by an Advanced Life Support (ALS) Paramedic staffed ambulance -or- transport by a Basic Life Support (BLS) Emergency Medical Technician (EMT) staffed ambulance. This study found that 50% of the patients transported by SLEMSA units could have been appropriately transported by an EMT-staffed BLS unit.

During the February 9, 2023 SLEMSA Commission meeting, the following operational recommendations were approved (Item No: 6D)

- Implement a 12-hour Basic Life Support (BLS) transport ambulance based and operated by Lakeside Fire. Timeline for implementation is May 2023.
- Implement a 12-hour BLS transport ambulance based and operated by Santee Fire. Timeline for implementation is July 2023.
- Implement an EMS Nurse Coordinator position as soon as possible. The Nurse will be a Lakeside employee and the position will be funded by both member agencies of the SLEMSA.
- Continue the temporary position of Transition Manager by utilizing a Santee Captain.
- Implement a Medical Director position for the SLEMSA. Staff will investigate the opportunities to leverage other Central Zone agencies and Heartland Fire Communications Authority needs into a comprehensive, consolidated position.

## **Recommendation**

Staff recommends implementing a 12-hour BLS transport ambulance. The implementation will require:

- Establishing a full-time EMT classification and approving the salary schedule
- Hiring four (4) full-time EMT positions
- Hiring eight (8) part-time EMT positions

Currently, a classification of EMT and a salary schedule for EMT positions does not exist within the City of Santee. Staff has collaborated with department representatives from Human Resources and Finance to determine the appropriate salary range and is in the process of creating a class specification (job description).

Four full-time EMTs will be necessary to staff the BLS ambulance 12-hours a day, 365 days a year. The current staffing model will be 12-hour shifts with personnel working 36 hours one week and 48 hours the following week. Hours worked beyond 40 hours in a 7-day workweek will require overtime compensation. Staff may consider alternative work schedules in the future based upon the operational needs of the SLEMSA.

Part-time EMTs will be necessary to fill vacancies for full-time staff when off on leave. Part-time employees will be compensated at the same hourly rate as full-time employees. Part-time employees will be only be permitted to work the designated hours that maintain "part-time" employee classification.

## **Financial Impact**

The total annual cost for this proposal is approximately \$380,000 annually. The cost projections are provided below.

### **Full-Time Staff (4)**

Total Compensation:	\$298,981.13
Annual Leave (Hours):	\$17,136.00
Sick Leave (Hours):	\$12,096.00
Uniform Costs:	\$2,160.00
<b>Full-Time Total Cost:</b>	<b>\$330,373.13</b>

### **Part-Time Staff (8)**

Total Compensation:	\$46,262.82
Uniform Costs:	\$2,880.00
<b>Part-Time Total Cost:</b>	<b>\$49,142.82</b>

### **Total Cost Combined**

Full-Time:	\$330,373.13
Part-Time:	\$49,142.82
<b>Total Cost:</b>	<b>\$379,515.95</b>

All funding for the newly established EMT positions, and any associated costs, will be provided through SLEMSA budget accounts.

CITY OF SANTEE  
 SANTEE FIREFIGHTERS' ASSOCIATION SALARY SCHEDULE  
 EFFECTIVE JULY 07, 2022

<u>Classification</u>		A	B	C	D	E
<b>Fire Captain / PM</b> <b>Base salary</b>	Hourly	34.35	36.07	37.87	39.76	41.75
	Annual	100,027.62	105,030.12	110,281.30	115,794.56	121,584.96
 <b><i>Educational Incentive</i></b>						
Fire Captain / PM 31-45 units = 1.5% over base	Hourly	34.87	36.61	38.44	40.36	42.38
	Annual	101,527.82	106,605.59	111,935.62	117,531.64	123,408.77
Fire Captain / PM 46 units and over = 3.0% over base	Hourly	35.38	37.15	39.01	40.96	43.01
	Annual	103,028.34	108,181.03	113,589.93	119,268.09	125,232.24
Fire Captain / PM A.A. Degree = 4.5% over base	Hourly	35.90	37.69	39.58	41.55	43.63
	Annual	104,528.86	109,756.17	115,243.89	121,005.17	127,056.01
Fire Captain / PM Bachelor Degree = 6% over base	Hourly	36.41	38.23	40.14	42.15	44.26
	Annual	106,029.05	111,331.61	116,898.21	122,742.28	128,880.16



CITY OF SANTEE  
 SANTEE FIREFIGHTERS' ASSOCIATION SALARY SCHEDULE  
 EFFECTIVE JULY 07, 2022

<u>Classification</u>		A	B	C	D	E
<b>Fire Captain</b> <b>Base salary</b>	Hourly	32.87	34.51	36.24	38.05	39.95
	Annual	95,720.07	100,506.97	105,532.05	110,808.09	116,348.51
 <b><i>Educational Incentive</i></b>						
Fire Captain 31-45 units = 1.5% over base	Hourly	33.36	35.03	36.78	38.62	40.55
	Annual	97,155.82	102,014.36	107,115.36	112,470.25	118,093.78
Fire Captain 46 units and over = 3.0% over base	Hourly	33.86	35.55	37.33	39.19	41.15
	Annual	98,591.89	103,522.07	108,698.01	114,132.09	119,839.05
Fire Captain A.A. Degree = 4.5% over base	Hourly	34.35	36.07	37.87	39.76	41.75
	Annual	100,027.62	105,029.80	110,280.99	115,794.56	121,584.32
Fire Captain Bachelor Degree = 6% over base	Hourly	34.84	36.59	38.41	40.34	42.35
	Annual	101,463.37	106,537.21	111,864.28	117,456.42	123,329.57

CITY OF SANTEE  
 SANTEE FIREFIGHTERS' ASSOCIATION SALARY SCHEDULE  
 EFFECTIVE JULY 07, 2022

<u>Classification</u>		A	B	C	D	E
<b>Fire Engineer/PM</b> <b>Base salary</b>	Hourly	29.47	30.91	32.43	34.09	35.70
	Annual	85,809.85	90,021.24	94,442.37	99,260.43	103,961.77
 <b><i>Educational Incentive</i></b>						
Fire Engineer / PM 31-45 units = 1.5% over base	Hourly	29.91	31.38	32.92	34.60	36.24
	Annual	87,097.23	91,371.40	95,858.68	100,749.41	105,521.06
Fire Engineer / PM 46 units and over = 3.0% over base	Hourly	30.35	31.84	33.41	35.11	36.77
	Annual	88,384.30	92,721.93	97,275.61	102,238.00	107,080.42
Fire Engineer / PM A.A. Degree = 4.5% over base	Hourly	30.79	32.30	33.89	35.62	37.31
	Annual	89,671.34	94,072.11	98,692.21	103,726.96	108,640.06
Fire Engineer / PM Bachelor Degree = 6% over base	Hourly	31.24	32.77	34.38	36.13	37.84
	Annual	90,958.72	95,422.63	100,108.81	105,215.93	110,199.40

CITY OF SANTEE  
 SANTEE FIREFIGHTERS' ASSOCIATION SALARY SCHEDULE  
 EFFECTIVE JULY 07, 2022

<u>Classification</u>		A	B	C	D	E
<b>Fire Engineer</b> <b>Base salary</b>	Hourly	28.06	29.44	30.88	32.46	33.99
	Annual	81,706.23	85,715.38	89,925.73	94,513.40	98,990.40
 <b><i>Educational Incentive</i></b>						
Fire Engineer 31-45 units = 1.5% over base	Hourly	28.48	29.88	31.34	32.94	34.50
	Annual	82,931.93	87,001.25	91,274.77	95,931.12	100,475.20
Fire Engineer 46 units and over = 3.0% over base	Hourly	28.90	30.32	31.81	33.43	35.01
	Annual	84,157.60	88,286.83	92,623.49	97,348.86	101,960.38
Fire Engineer A.A. Degree = 4.5% over base	Hourly	29.32	30.76	32.27	33.92	35.52
	Annual	85,382.96	89,572.70	93,972.50	98,766.60	103,445.19
Fire Engineer Bachelor Degree = 6% over base	Hourly	29.74	31.20	32.73	34.40	36.03
	Annual	86,608.95	90,858.25	95,321.21	100,184.35	104,930.00

CITY OF SANTEE  
 SANTEE FIREFIGHTERS' ASSOCIATION SALARY SCHEDULE  
 EFFECTIVE JULY 07, 2022

Classification		A	B	C	D	E	F	G	H
<b>Firefighter Paramedic</b>	Hourly	25.25	26.29	27.37	28.50	30.18	31.40	32.67	33.99
<b>Base salary</b>	Annual	73,538.44	76,559.44	79,706.09	82,981.65	87,892.90	91,443.60	95,138.00	98,990.40

***Educational Incentive (after completing 3 1/2 years of employment)***

	G	H
Firefighter Paramedic	33.16	34.50
31-45 units = 1.5% over base	96,564.89	100,475.20
Firefighter Paramedic	33.65	35.01
46 units and over = 3.0% over base	97,991.81	101,960.38
Firefighter Paramedic	34.14	35.52
A.A. Degree = 4.5% over base	99,419.37	103,445.19
Firefighter Paramedic	34.63	36.03
Bachelor Degree = 6% over base	100,846.27	104,930.00

CITY OF SANTEE  
 SANTEE FIREFIGHTERS' ASSOCIATION SALARY SCHEDULE  
 EFFECTIVE JULY 07, 2022

<u>Classification</u>		A	B	C	D	E	F	G	H
<b>Firefighter</b>	Hourly	21.43	22.50	23.52	24.81	26.05	27.35	28.72	30.15
<b>Base salary</b>	Annual	62,398.04	65,516.54	68,501.89	72,232.91	75,844.83	79,637.40	83,618.38	87,800.28
<b>Educational Incentive (after completing 3 1/2 years of employment)</b>								<b>G</b>	<b>H</b>
Firefighter								29.15	30.60
31-45 units = 1.5% over base								84,872.84	89,117.25
Firefighter								29.58	31.06
46 units and over = 3.0% over base								86,127.01	90,434.21
Firefighter								30.01	31.51
A.A. Degree = 4.5% over base								87,381.45	91,751.51
Firefighter								30.44	31.96
Bachelor Degree = 6% over base								88,635.60	93,068.14

CITY OF SANTEE  
 HOURLY, GENERAL AND MANAGEMENT SALARY SCHEDULE  
 EFFECTIVE MARCH 23, 2023

Range	Classification		A	B	C	D	E
29	Account Clerk	Hourly	23.53	24.70	25.94	27.23	28.60
		Annual	48,932.36	51,379.05	53,948.06	56,645.69	59,477.76
35	Administrative Secretary	Hourly	27.28	28.65	30.08	31.58	33.16
		Annual	56,746.77	59,584.06	62,563.32	65,691.78	68,976.26
	Assistant City Clerk	Hourly		32.80	to	46.86	
		Annual		68,223.18	to	97,461.70	
	Assistant to the City Manager	Hourly		62.78	to	84.75	
		Annual		130,574.02	to	176,275.11	
50	Assistant Engineer	Hourly	39.51	41.49	43.56	45.74	48.03
		Annual	82,186.17	86,295.73	90,610.73	95,140.97	99,898.24
58	Associate Civil Engineer / Associate Traffic Engineer	Hourly	48.14	50.55	53.08	55.73	58.52
		Annual	100,135.74	105,142.97	110,400.42	115,920.27	121,716.54
49	Associate Planner	Hourly	38.55	40.48	42.50	44.63	46.86
		Annual	80,181.79	84,190.92	88,400.54	92,820.87	97,461.70
28	Building Development Technician I	Hourly	22.95	24.10	25.30	26.57	27.90
		Annual	47,738.95	50,126.10	52,632.33	55,263.86	58,027.20
32	Building Development Technician II	Hourly	25.33	26.60	27.93	29.33	30.79
		Annual	52,694.82	55,329.28	58,095.90	61,000.57	64,050.84
	Building Official	Hourly		57.67	to	75.25	
		Annual		119,959.00	to	156,519.00	
	City Clerk	Hourly		48.03	to	67.26	
		Annual		99,907.68	to	139,895.38	
	City Engineer	Hourly		64.14	to	86.87	
		Annual		133,406.84	to	180,690.27	
	City Manager (Single Rate)	Hourly		116.63	to	116.63	
		Annual		242,562.81	to	242,562.81	

CITY OF SANTEE  
 HOURLY, GENERAL AND MANAGEMENT SALARY SCHEDULE  
 EFFECTIVE MARCH 23, 2023

Range	Classification		A	B	C	D	E
26	Code Compliance Assistant	Hourly	21.85	22.94	24.08	25.29	26.55
		Annual	45,438.51	47,710.51	50,096.01	52,600.93	55,230.80
44	Code Compliance Officer	Hourly	34.07	35.78	37.56	39.44	41.41
		Annual	70,869.10	74,412.35	78,133.26	82,039.64	86,141.65
46	Confidential Accountant	Hourly	35.80	37.59	39.47	41.44	43.51
		Annual	74,456.86	78,179.70	82,088.71	86,193.00	90,502.77
46	Confidential Payroll Specialist	Hourly	35.80	37.59	39.47	41.44	43.51
		Annual	74,456.86	78,179.70	82,088.71	86,193.00	90,502.77
46	Confidential Secretary to City Manager/Council	Hourly	35.80	37.59	39.47	41.44	43.51
		Annual	74,456.86	78,179.70	82,088.71	86,193.00	90,502.77
	Crossing Guards ^ (Single Rate)	Hourly			15.53		
	Deputy Fire Chief	Hourly		63.19	to	86.47	
		Annual		131,445.32	to	179,849.01	
35	Development Services Technician	Hourly	27.28	28.65	30.08	31.58	33.16
		Annual	56,746.77	59,584.06	62,563.32	65,691.78	68,976.26
	Director of Community Services	Hourly		68.79	to	91.72	
		Annual		143,085.00	to	190,787.63	
	Director of Development Services	Hourly		68.07	to	91.76	
		Annual		141,578.79	to	190,867.16	
	Director of Engineering/City Engineer	Hourly		68.07	to	91.76	
		Annual		141,578.79	to	190,867.16	
	Director of Finance / City Treasurer	Hourly		71.92	to	96.76	
		Annual		149,585.02	to	201,268.81	
	Director of Fire & Life Safety (Fire Chief)	Hourly		81.67	to	106.61	
		Annual		169,882.83	to	221,746.68	



CITY OF SANTEE  
 HOURLY, GENERAL AND MANAGEMENT SALARY SCHEDULE  
 EFFECTIVE MARCH 23, 2023

Range	Classification		A	B	C	D	E
	Director of Human Resources	Hourly		67.16	to	90.67	
		Annual		139,699.80	to	188,594.96	
	Director of Planning & Building/City Planner	Hourly		68.07	to	91.76	
		Annual		141,578.79	to	190,867.16	
	Economic Development Manager	Hourly		42.29	to	57.10	
		Annual		87,972.65	to	118,763.86	
48	Engineering Inspector	Hourly	37.61	39.49	41.46	43.54	45.71
		Annual	78,226.16	82,137.46	86,244.06	90,556.41	95,084.36
39	Equipment Mechanic	Hourly	30.11	31.62	33.20	34.86	36.60
		Annual	62,637.92	65,769.94	69,058.38	72,511.36	76,136.71
17	Emergency Medical Technician	Hourly	17.49	18.37	19.29	20.25	21.26
		Annual	36,383.91	38,202.81	40,113.31	42,119.03	44,224.82
	Emergency Medical Technician ^	Hourly		17.49	to	21.26	
35	Equipment Operator	Hourly	27.28	28.65	30.08	31.58	33.16
		Annual	56,746.77	59,584.06	62,563.32	65,691.78	68,976.26
38	Facilities Maintenance Supervisor	Hourly	29.38	30.85	32.39	34.01	35.71
		Annual	61,110.18	64,165.66	67,373.91	70,742.83	74,279.87
25	Facilities Maintenance Technician	Hourly	21.31	22.38	23.50	24.67	25.91
		Annual	44,330.15	46,546.53	48,874.13	51,317.56	53,883.31
35	Field Inspector	Hourly	27.28	28.65	30.08	31.58	33.16
		Annual	56,746.77	59,584.06	62,563.32	65,691.78	68,976.26
	Finance Manager	Hourly		53.10	to	71.69	
		Annual		110,449.87	to	149,107.40	
	Fire Battalion Chief (2920 hours)	Hourly		40.27	to	54.59	
		Annual		117,590.66	to	159,411.02	

CITY OF SANTEE  
 HOURLY, GENERAL AND MANAGEMENT SALARY SCHEDULE  
 EFFECTIVE MARCH 23, 2023

Range	Classification		A	B	C	D	E
44	Fire Inspector	Hourly	34.07	35.78	37.56	39.44	41.41
		Annual	70,869.10	74,412.35	78,133.26	82,039.64	86,141.65
	Fire Marshal	Hourly		53.10	to	71.69	
		Annual		110,449.87	to	149,107.40	
	Graduate Intern ^	Hourly		15.53	to	21.32	
38	Human Resources Technician	Hourly	29.38	30.85	32.39	34.01	35.71
		Annual	61,110.18	64,165.66	67,373.91	70,742.83	74,279.87
53	Information Technology Analyst	Hourly	42.55	44.68	46.91	49.26	51.72
		Annual	88,505.56	92,930.80	97,577.82	102,456.47	107,579.48
	Information Technology Manager	Hourly		48.27	to	65.17	
		Annual		100,408.97	to	135,552.25	
29	Landscape and Irrigation Maintenance Worker	Hourly	23.53	24.70	25.94	27.23	28.60
		Annual	48,932.36	51,379.05	53,948.06	56,645.69	59,477.76
48	Lead Equipment Mechanic	Hourly	37.61	39.49	41.46	43.54	45.71
		Annual	78,226.16	82,137.46	86,244.06	90,556.41	95,084.36
29	Maintenance Worker	Hourly	23.53	24.70	25.94	27.23	28.60
		Annual	48,932.36	51,379.05	53,948.06	56,645.69	59,477.76
46	Management Analyst	Hourly	35.80	37.59	39.47	41.44	43.51
		Annual	74,456.86	78,179.70	82,088.71	86,193.00	90,502.77

CITY OF SANTEE  
 HOURLY, GENERAL AND MANAGEMENT SALARY SCHEDULE  
 EFFECTIVE MARCH 23, 2023

Range	Classification		A	B	C	D	E
	Marketing Aide^	Hourly		15.53	to	21.32	
	Marketing Coordinator	Hourly		32.80	to	46.86	
		Annual		68,223.18	to	97,461.70	
	Marketing Manager	Hourly		45.91	to	62.00	
		Annual		95,497.09	to	128,951.27	
28	Marketing Specialist	Hourly	22.95	24.10	25.30	26.57	27.90
		Annual	47,738.95	50,126.10	52,632.33	55,263.86	58,027.20
	Office Assistant ^	Hourly		15.53	to	21.32	
48	Parks & Landscape Supervisor	Hourly	37.61	39.49	41.46	43.54	45.71
		Annual	78,226.16	82,137.46	86,244.06	90,556.41	95,084.36
	Principal Civil Engineer	Hourly		59.66	to	80.81	
		Annual		124,099.39	to	168,083.97	
	Principal Planner	Hourly		47.28	to	63.83	
		Annual		98,345.52	to	132,768.55	
	Principal Traffic Engineer	Hourly		59.66	to	80.81	
		Annual		124,099.39	to	168,083.97	
38	Procurement Specialist	Hourly	29.38	30.85	32.39	34.01	35.71
		Annual	61,110.18	64,165.66	67,373.91	70,742.83	74,279.87
	Public Services Manager	Hourly		45.91	to	62.00	
		Annual		95,497.09	to	128,951.27	
43	Public Works Supervisor	Hourly	33.24	34.90	36.65	38.48	40.40
		Annual	69,140.49	72,597.39	76,227.35	80,038.85	84,040.43
	Recreation Aide ^	Hourly		15.53	to	18.21	

CITY OF SANTEE  
 HOURLY, GENERAL AND MANAGEMENT SALARY SCHEDULE  
 EFFECTIVE MARCH 23, 2023

Range	Classification		A	B	C	D	E
28	Recreation Coordinator	Hourly	22.95	24.10	25.30	26.57	27.90
		Annual	47,738.95	50,126.10	52,632.33	55,263.86	58,027.20
	Recreation Leader ^	Hourly		16.56	to	19.67	
	Recreation Services Manager	Hourly		45.91	to	62.00	
		Annual		95,497.09	to	128,951.27	
	Recreation Supervisor	Hourly		32.80	to	46.86	
		Annual		68,223.18	to	97,461.70	
36	Senior Account Clerk	Hourly	27.96	29.36	30.83	32.37	33.99
		Annual	58,165.56	61,073.86	64,127.71	67,334.03	70,700.96
53	Senior Accountant	Hourly	42.55	44.68	46.91	49.26	51.72
		Annual	88,505.56	92,930.80	97,577.82	102,456.47	107,579.48
50	Senior Building Inspector	Hourly	39.51	41.49	43.56	45.74	48.03
		Annual	82,186.17	86,295.73	90,610.73	95,140.97	99,898.24
	Senior Civil Engineer / Senior Traffic Engineer	Hourly		52.30	to	71.12	
		Annual		108,783.30	to	147,924.36	
	Senior Human Resources Analyst	Hourly		43.33	to	58.49	
		Annual		90,118.33	to	121,660.54	
	Senior Management Analyst	Hourly		41.26	to	55.71	
		Annual		85,826.99	to	115,867.17	
	Senior Planner	Hourly		41.11	to	55.51	
		Annual		85,517.21	to	115,451.06	
	Special Events Supervisor	Hourly		32.80	to	46.86	
		Annual		68,223.18	to	97,461.70	

CITY OF SANTEE  
 HOURLY, GENERAL AND MANAGEMENT SALARY SCHEDULE  
 EFFECTIVE MARCH 23, 2023

<u>Range</u>	<u>Classification</u>		A	B	C	D	E
	Storm Water Program Assistant^	Hourly		28.73	to	34.92	
50	Storm Water Program Coordinator	Hourly	39.51	41.49	43.56	45.74	48.03
		Annual	82,186.17	86,295.73	90,610.73	95,140.97	99,898.24
	Student Intern ^	Hourly		15.53	to	19.67	
	Technical Professional Expert ^	Hourly		50.00	to	160.00	

^Part-time, temporary status

CITY OF SANTEE  
 MAYOR AND CITY COUNCIL MEMBERS SALARY SCHEDULE  
 EFFECTIVE JUNE 24, 2021

<u>Range</u>	<u>Classification</u>		
	City Council Member	Monthly	1,754.33
		Annual	21,051.96
	Mayor	Monthly	2,956.58
		Annual	35,478.96