2024
Heartland Fire & Rescue
Community Risk Assessment
City of La Mesa, California

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Emergency Services Consulting International
Providing Expertise and Guidance that Enhances Community Safety

Community Risk Assessment
City of La Mesa
California

Contents

Executive Summary

The City of La Mesa and Heartland Fire & Rescue contracted with Emergency Service Consulting International (ESCI) to perform a Community Risk Assessment (CRA) and establish a baseline Standards of Cover (SOC). The CRA is an identification of a community's risks, vulnerabilities, and hazards and its ability to reduce those risks through planning and coping strategies. Once identified, the risks are evaluated in a Standards of Cover for the Fire Department. The SOC provides a numerical benchmark that the community and fire department can utilize over the next three to five years to assess its abilities to handle and mitigate the risks identified in the CRA. La Mesa is well protected by its fire department under the management of Heartland Fire & Rescue. Heartland Fire & Rescue is a collaboration between El Cajon, La Mesa, and Lemon Grove. The progressive outlook and growth of the City of La Mesa are seen directly in its support of the fire service. As with any growing community, hazards and risks will always accompany that growth. Identifying those risks is a significant step in combating and minimizing them to ensure a safe and protected community for its citizens and visitors. ESCI has worked diligently with Heartland Fire & Rescue (HFR) staff to identify those specific risks and future needs for La Mesa to remain a safe place to live and work. Below is the summary of recommendations that ESCI has developed to ensure HFR can continue providing efficient and effective fire service to La Mesa and its citizens. These recommendations include:

- Research operational options for EMT-B/A level positions
- Perform an internal assessment of the workload of administrative staff positions
- Assess the need for increased staff in the Fire Marshal's Office
- Evaluate and consider the implementation of a Squad Unit for the Station 11 response zone.
- Continue expansion of the HOME (Homeless Outreach & Mobile Engagement) program to encompass more available hours
- Create a Capital Improvement Plan for the City of La Mesa with funding allocated directly for future growth and the replacement of fire department apparatus
- Introduce and combine efforts with the Nurse Navigator Program currently operating in El Cajon
- Expand or enhance the current MOUs (Memorandum of Understanding) to include cross-organizational promotional availability throughout all three cities under HFR

- Broaden cost-sharing measures among the three cities to include a pay parity of salaries and benefits for all fire department employees
- Research internally the most efficient and effective communication methods for repairs and maintenance with the Public Works Department from beginning to completion

Acknowledgments

Heartland Fire & Rescue

Fire Chief | Bent Koch

Division Chief | Brian Hayward

Battalion Chief | Jon Nevin

Senior Management Analyst | Barbara Watkins

City of La Mesa Officials

Mayor | Mark Arapostathis

Vice Mayor | Laura Lothian

Councilmember | Colin Parent

Councilmember | Jack Shu

Councilmember | Patricia Dillard

City Manager | Greg Humora

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Organizational Overview:

Service Area Population & Demographics

In analyzing the community of La Mesa based on the given data, several elements stand out from a risk standpoint, notably the socio-economic and housing characteristics that could potentially impact community resilience and quality of life. The percentage of households with a disability in La Mesa is 22%, a significant figure that suggests a considerable portion of the population may require additional support services and accessible infrastructure. The daily population shift is -1,103, indicating a decrease in population during the day, possibly due to residents commuting outside the area for work or education, which could impact local businesses and daytime service provision.

The percentage of households with public assistance is relatively low at 3%, yet 10% of households are below the poverty level, highlighting a disparity between those receiving aid and those potentially in need. The housing situation presents a mixed picture; 57% of housing units are renter-occupied, and 43% are owner-occupied. This reflects a balanced but potentially unstable housing market, especially for renters more vulnerable to rent hikes and eviction. Additionally, the community has a 5% vacancy rate in housing units, which could indicate a healthy turnover rate or, conversely, a lack of affordable housing options.

A critical risk factor is the high percentage of houses built before 1980. Hovering at 73%, this percentage raises concerns about the buildings' energy efficiency, safety standards, and the potential need for costly renovations. The median-year structures were built in 1969, further emphasizing the aging infrastructure. From an environmental health perspective, 48% of households use gas appliances, necessitating robust carbon monoxide alarm systems to prevent poisoning incidents.

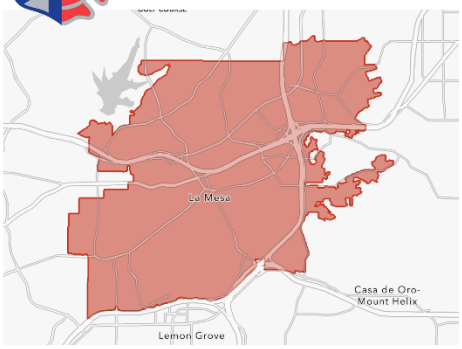
On the education front, the community has a modest school-aged population (grades 1-8) of 8%, with a slightly lower high school-age population of 4%, indicating potential challenges in maintaining school enrollments and funding.

In summary, La Mesa's community faces several risks primarily related to aging infrastructure, socioeconomic disparities, and housing stability. Addressing these risks would require targeted interventions focusing on infrastructure upgrades, enhanced support for vulnerable populations, and strategies to improve housing affordability and stability.

Figure 1. La Mesa Community Profile

COMMUNITY PROFILE

Area: 9.04 square miles



61,390 Population

25,117 Households

2.40 Avg Size Household

AT RISK POPULATION

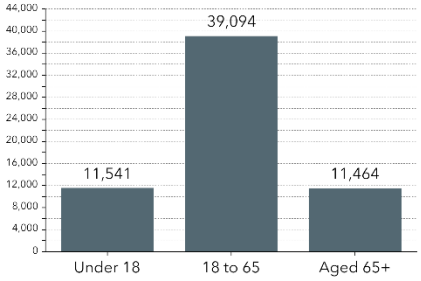
- 5,569 Households With Disability
- 11,464 Population 65+
- 1,860 Households Without Vehicle

HOUSING PROFILE

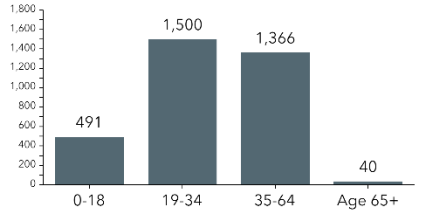
- **39.4** Median Age
- **$79,802** Median Household Income
- **$690,149** Median Home Value

Language Spoken (ACS)	Age 5-17	18-64	Age 65+	Total
English Only	**6,305**	**29,838**	**7,370**	**43,513**
Spanish	**994**	**5,517**	**763**	**7,274**
Spanish & English Well	982	4,844	616	6,442
Spanish & English Not Well	12	548	91	651
Spanish & No English	0	124	56	180
Indo-European	**140**	**1,178**	**404**	**1,722**
Indo-European & English Well	140	1,122	269	1,531
Indo-European & English Not Well	0	56	57	113
Indo-European & No English	0	0	79	79
Asian-Pacific Island	**332**	**2,084**	**290**	**2,706**
Asian-Pacific Isl & English Well	318	1,788	149	2,255
Asian-Pacific Isl & English Not Well	14	293	102	409
Asian-Pacific Isl & No English	0	3	39	42
Other Language	**262**	**972**	**83**	**1,317**
Other Language & English Well	212	866	83	1,161
Other Language & English Not Well	50	106	0	156
Other Language & No English	0	0	0	0

POPULATION BY AGE



POPULATION NO HEALTH INSURANCE (ACS)



POPULATION AND BUSINESSES

- 60,287 Daytime Population
- 3,068 Total Businesses
- 30,203 Total Employees

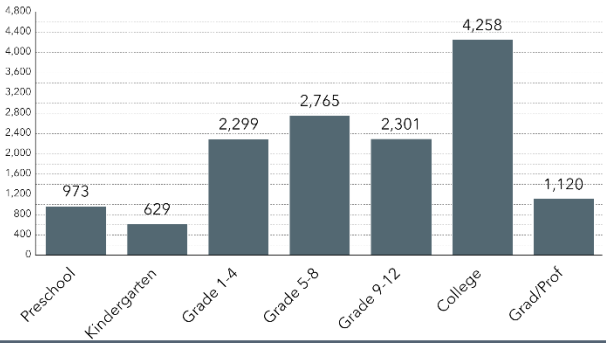
POVERTY AND LANGUAGE

- 10% Households Below the Poverty Level
- 2,557 Households Below the Poverty Level
- 56 Pop 65+ Speak Spanish & No English

WEALTH PROFILE

- **86** Wealth Index
- **48** Housing Affordability
- **77** Diversity Index

SCHOOL ENROLLMENT (ACS)



Source: Esri, ACS, Esri Data Axle, U.S. Census Bureau 2023, 2028, 2017, 2021.

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La Mesa & San Diego County Comparison

From a population and demographics perspective, La Mesa's community presents a unique profile compared to the broader San Diego County. La Mesa is significantly denser in population, with 6,793.5 people per square mile compared to San Diego County's 790.6, indicating a more urbanized and possibly more tightly-knit community structure. Despite a higher density, La Mesa exhibits a lower median household income ($79,802) compared to San Diego County's ($95,879), which may reflect differing economic opportunities or living costs between the two. Moreover, La Mesa's community demonstrates higher engagement in rental housing, with 57% of housing units being renter-occupied, in contrast to San Diego County, where a more significant proportion of housing units are owner-occupied (55%). This difference could suggest a more transient or younger demographic in La Mesa or potentially higher demand for affordable housing options.

The comparison between La Mesa and San Diego County highlights several critical distinctions:

- **% Households with a Disability:** La Mesa has a higher percentage (22%) compared to San Diego County's 21%, which might imply a greater need for accessible services and infrastructure in La Mesa.
- **% Households Below Poverty Level:** Both communities (La Mesa and San Diego County) report a 10% rate despite the disparities in median household income and population density.
- **% Renter Occupied vs. % Owner Occupied:** La Mesa has a higher percentage of renter-occupied housing units (57%) than San Diego County (45%), suggesting a more fluid or possibly younger demographic.
- **% Houses Built Before 1980:** La Mesa has a significantly higher percentage (73%) than San Diego County's 51%, indicating older housing stock that may require more maintenance and updates to meet modern efficiency and safety standards.

These differences paint a picture of La Mesa as a denser, more renter-focused community with older housing stock and specific social service needs, contrasting with

San Diego County's more extensive, more owner-occupied, and possibly more economically diverse environment.

History, Formation, & General Description

La Mesa is a city in the state of California. It was founded in 1869 and incorporated on February 16, 1912. Originally, La Mesa was part of Rancho El Cajón. This Mexican-era ranch grant belonged to the family of Don Miguel de Pedrorena, a Californio ranchero who signed the Californian Constitution. The name "La Mesa" means "the table" or "the plateau" in Spanish, which refers to its geography. Spanish missionaries previously used La Mesa as part of a larger tract, Mission San Diego de Alcalá. Spanish, Mexican, and American settlers highly valued the natural springs in La Mesa. In 1868, stockman Robert Allison moved to the area and bought 4,000 acres of land from the heirs of Santiago Arguello, the commandant of the Presidio of San Diego. Allison's land became La Mesa, and the "Allison" natural springs were renamed the "La Mesa Springs." The significance of the springs is still evident today in the name of the famous "Spring Street," which runs through downtown La Mesa and with the preservation of the spring house in Collier Park.

Description of the Current Service Delivery Infrastructure

Heartland Fire & Rescue manages fire and non-transport EMS services to El Cajon, La Mesa, and Lemon Grove. Operational authority is afforded under a Joint Powers Agreement. Heartland Fire & Rescue is the collective operational name for the El Cajon, La Mesa, and Lemon Grove fire service delivery agency. Heartland Fire & Rescue does not have the purchasing or hiring authority as seen under a Joint Powers Authority. Constructed as an “Agreement” instead of an “Authority,” cost is shared based on an annual review of the previous year’s service delivery and cost per city. Each of the cities then provides a cost share based on their individual prior year usage. Personnel, apparatus, supplies, and facilities are funded by each city individually. Personnel are hired by a city and paid according to that city’s pay scale to obtain that city’s benefits. Each city buys apparatus and facilities, and each city retains ownership. Each city funds the repair and maintenance of its respective fleet and facilities. Expendable goods are also allocated and accounted for per usage within each city’s boundaries. The Heartland Fire & Rescue is branded on all apparatus with the respective city’s name under the HFR logo. HFR currently staffs three stations within the city of La Mesa. These are designated as Stations 11,12 and 13. These stations operate three engines, one ladder truck, one battalion, and one CALOES Type-1 Engine. They are staffed daily

with a minimum of 13 personnel, plus the battalion chief. Most personnel are trained to a paramedic level but do not provide transport functions.

HFR stations and equipment respond to all calls for service in any of the overall jurisdictional boundaries of HFR's geographic territory. Even though personnel are employees of each city, they can move up or move to other stations in another city's jurisdiction. Overtime is paid to the staff members from their city of employment, regardless of which station they are working, and the cost is then billed back to their home city. Personnel have varying pay scales, but disparity is minimal across the three cities. The Fire Marshal's office is also a shared service under the fire department's direction and the Fire Chief's authority. Per California State Law, the Fire Marshal's office is the direct authority of the Fire Chief or his/her designee. Under this law, the Chief has a Fire Marshal and staff to handle the inspections and investigations required by state and local laws and ordinances. Each city has its own code adoption process and separate municipal codes that the Fire Marshal and staff must utilize when performing code inspections.

Governance & Lines of Authority

The California State Constitution provides for two forms of municipal government: Charter and General Law. Three principal systems are available under these forms: an equal council, a council-manager, and a strong mayor. The legal distinction between general law and charter cities is that provisions of its charter subject establish the latter's powers to any limitations imposed by federal or state law. A general-law city, on the other hand, may exercise only those powers authorized by state law. However, these powers are sufficiently broad to meet the needs of most municipal entities. In general-law cities, the equal council system consists of five council members, including the mayor, each with an equal vote. Acting as a body, it is the chief governing authority. In charter cities, the size of the council may be more significant, as is the case in San Diego. The council elects one of its members as mayor annually unless a municipal ordinance approved by the electorate provides for election by popular vote.

The council-manager system has become the most popular one utilized in California. It was developed to avoid corruption and inefficiency, which began to surface in some eastern cities in the late nineteenth century. It envisions a professional, nonpolitical public administrator responsible to the council for enforcing city ordinances, providing direction for administrative operations, and dispensing technical advice. The committee

appoints the manager and serves at its pleasure. The council retains sole authority to enact local laws, make policy decisions, approve programs, adopt the budget, and provide general direction to the manager.

La Mesa operates under a Council-Manager system. There are five council members, one of whom is the mayor and a City Manager appointed to manage day-to-day operations.

Review of Services Provided

Emergency Services Response Types

Emergency services are provided by Heartland Fire & Rescue as an all-hazards response agency. Heartland Fire & Rescue covers the cities of El Cajon, La Mesa, and Lemon Grove with a total of eight stations, staffed 24/7/365. Three of these fire stations are within the city limits of La Mesa. Heartland Fire & Rescue responds to all fires, medical emergencies, vehicle accidents, hazardous material incidents, and any request for services by the community. Heartland Fire & Rescue also conducts annual fire inspections and plans review through its Fire Marshal's division to ensure the safety of all its residents. Heartland Fire & Rescue has a highly active community presence with its "Community Emergency Preparedness" programs and initiatives.

Operational Staffing and Assignment Evaluation

Heartland Fire & Rescue, with its three fire stations in the city limits of La Mesa, is manned by a dedicated staff of thirty-nine line personnel. With their unwavering commitment, these personnel staff three Engines, one Ladder Truck, and a Rescue Engine, ensuring a daily staffing minimum of thirteen staff members. Each apparatus is manned by three personnel per engine, and four are on the ladder truck. La Mesa also maintains one Battalion Chief Officer per shift, a testament to our team's high level of commitment and readiness.

Figure 2: La Mesa Fire Stations

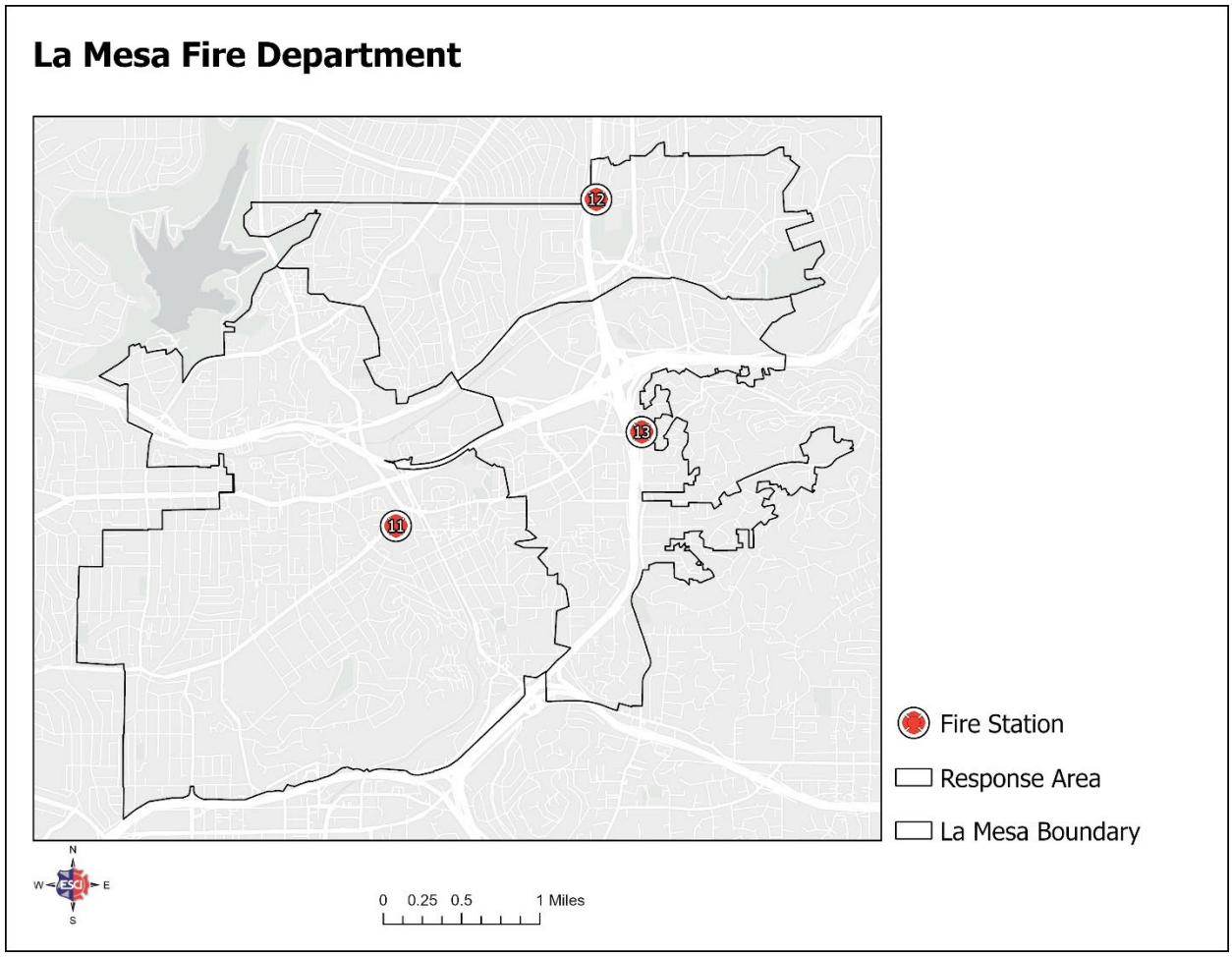
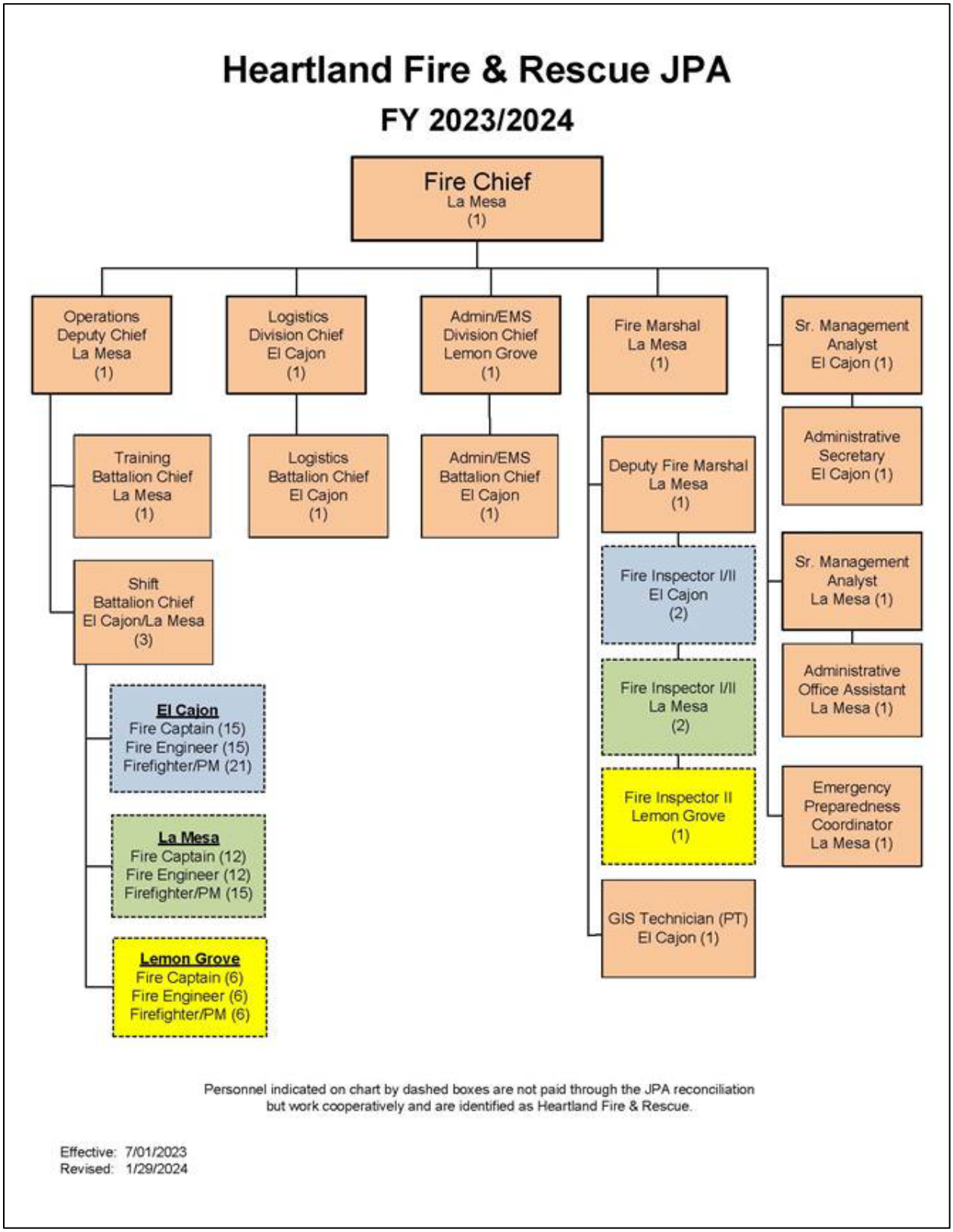


Figure 3: HFR Organizational Chart



Staff Allocation for Emergency Functions

Heartland Fire & Rescue efficiently allocates its staff for emergency functions. The La Mesa frontline engines are staffed with three personnel, and the ladder company has four as a minimum daily staffing. An Engine Company and an ALS (Advanced Life Support) transport ambulance provided by AMR are dispatched for minor EMS incidents. AMR, a contracted third-party EMS transport provider for La Mesa, ensures swift and effective response. Complex incidents such as Structure Fires or Specialty Rescues are met with four engines, one ladder truck, one ambulance, and one to two chief officers, demonstrating our preparedness and ability to handle high-pressure situations. As part of the San Diego Central Zone, we have a boundary agreement with all the agencies in the adjoining jurisdictions, and utilizing AVL (Auto Vehicle Location/GPS), the Central Zone dispatch will dispatch the closest unit from any jurisdiction, further enhancing our response efficiency.

Non-Emergency Staff

Heartland Fire & Rescue also provides fire prevention services in all three cities. As a designee of the Fire Chief, the Fire Marshal is tasked with fire prevention, public education, and fire inspections. (Note: engine companies handle the cause of origin on the scene. The Sheriff's Office handles any further investigation.) The Fire Prevention Division is staffed by the Fire Marshal and Deputy Fire Marshal (which both serve all three cities), five Fire Inspectors (two Fire Inspector II in El Cajon, one Fire Inspector I and one Fire Inspector II in La Mesa, and one Fire Inspector in Lemon Grove), one part-time Geographic Information Systems Technician. It is partially supported by two Senior Management Analysts, one Administrative Secretary, and one Administrative Office Assistant. Inspections are conducted by the Deputy Fire Marshal and Fire Inspectors, while Public Education delivery is shared among all Fire Prevention Division staff, which receives assistance from the Emergency Preparedness Coordinator. Plan Review is conducted by the Fire Marshal, Deputy Fire Marshal, and an El Cajon Inspectors (in El Cajon). La Mesa contracts with BPR to handle overflow reviews. The rate of new construction is heavily affecting the fire inspection process and causing strain on Fire Prevention Division staff, which creates prioritization challenges and a significantly increased re-inspection schedule.

The above positions are individual employees of each city who handle the inspections and plan review. As noted in a Comparative Study for El Cajon and again in this project review, the Fire Marshal's office is understaffed for the current and expected growth of the City of La Mesa. As development continues, re-inspections will become increasingly more challenging for both high and low-risk occupancies. This can lead

to potential oversight and missed hazards, directly affecting responding emergency personnel when an incident occurs.

Community Risk Assessment

Topography

La Mesa is characterized by a varied topography that reflects its Southern California setting. Mesa's landscape includes rolling hills, flat areas, and valleys, contributing to its diverse urban and suburban scenery. The city is approximately 12 miles east of Downtown San Diego, nestled among the geographical features that define the region.

The elevation in La Mesa varies, with some areas sitting higher on the mesas or hills, offering views of the surrounding landscapes, including urban San Diego to the west and the mountains to the east. These higher areas typically offer residential neighborhoods with homes that take advantage of the scenic vistas. The lower parts of La Mesa, including its valleys, are where commercial activities are concentrated, particularly along major thoroughfares like La Mesa Boulevard.

The natural topography has influenced the development patterns of La Mesa, with residential areas often spread out in the hills and commercial zones located in flatter, more accessible places. Despite its urban character, La Mesa has preserved green spaces and parks exploiting natural terrain. It offers residents and visitors areas for recreation and relaxation amidst the city's topographical features.

Overall, La Mesa's topography is a blend of natural hills, valleys, and flat lands that contribute to its charm and appeal as a residential and commercial community in the heart of San Diego County.

Transportation

La Mesa, California, benefits from a comprehensive transportation network that caters to the needs of its residents and visitors, facilitating easy access to and from the city and within its boundaries. This network includes a mix of roadways, rail lines, and proximity to major airports, though La Mesa does not have direct access to waterways given its inland location. Below, one will find an overview of the transportation options available to La Mesa’s residents and visitors:

Roads & Highways

- **Interstate 8 (I-8)**: This major freeway runs east-west and is a crucial route for La Mesa. It provides direct access to downtown San Diego to the west and extends eastward towards Arizona.
- **State Route 125 (SR-125)**: Also known as the South Bay Expressway, SR-125 runs north-south along the eastern edge of La Mesa, offering connections to the southern suburbs and Mexico via the Otay Mesa Port of Entry.
- **Local Roads**: La Mesa is crisscrossed by several significant streets that serve the local community, including Fletcher Parkway, La Mesa Boulevard, Spring Street, and University Avenue. These streets are vital for daily commuting, shopping, and service access.

Rail Lines

- **San Diego Trolley**: The San Diego Trolley's Orange and Green Lines serve La Mesa, providing efficient public transit to downtown San Diego and other destinations. Key stations in La Mesa include La Mesa Boulevard and Grossmont Center. This light rail service is integral for commuters and those seeking to avoid road traffic congestion.
- **Amtrak and COASTER**: While not directly serving La Mesa, nearby stations in San Diego provide access to regional and national rail services, connecting La Mesa residents to broader Southern California and beyond.

Airports

- **San Diego International Airport (SAN)**: Located approximately 16 miles west of La Mesa, SAN is the nearest international airport, offering a wide range of domestic and international flights.
- **Gillespie Field**: A smaller airport in El Cajon, just northeast of La Mesa, Gillespie Field caters to private and charter flights and is a convenient option for general aviation.

La Mesa's robust transportation network provides residents and businesses with various local and long-distance travel options. Whether by road, rail, or air, the community is well-connected to the greater San Diego area and beyond, enhancing the city's appeal as a place to live, work, and visit.

Evaluation of Physical Assets Protected

Figure 4. Physical Assets Protected Legend

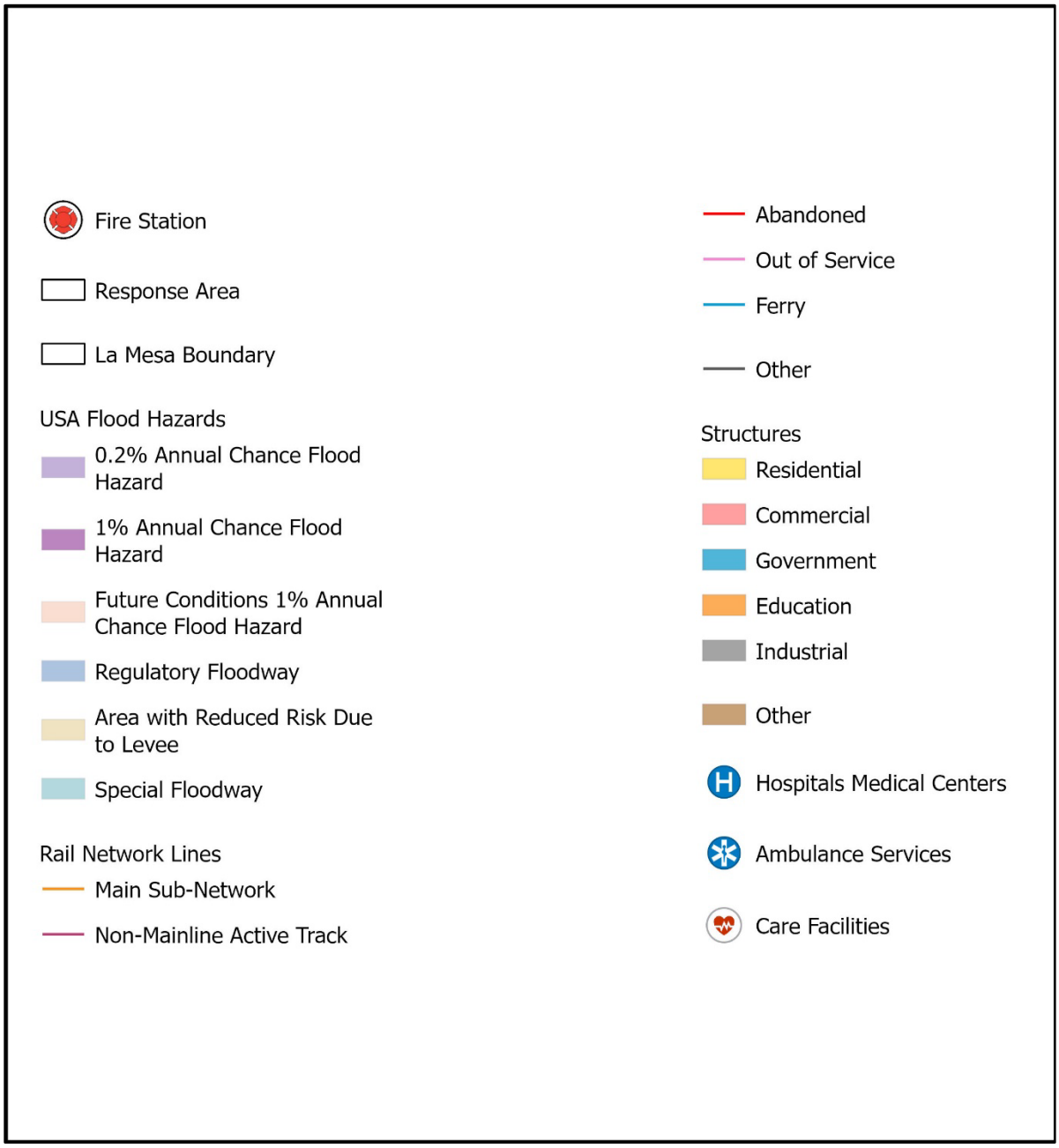
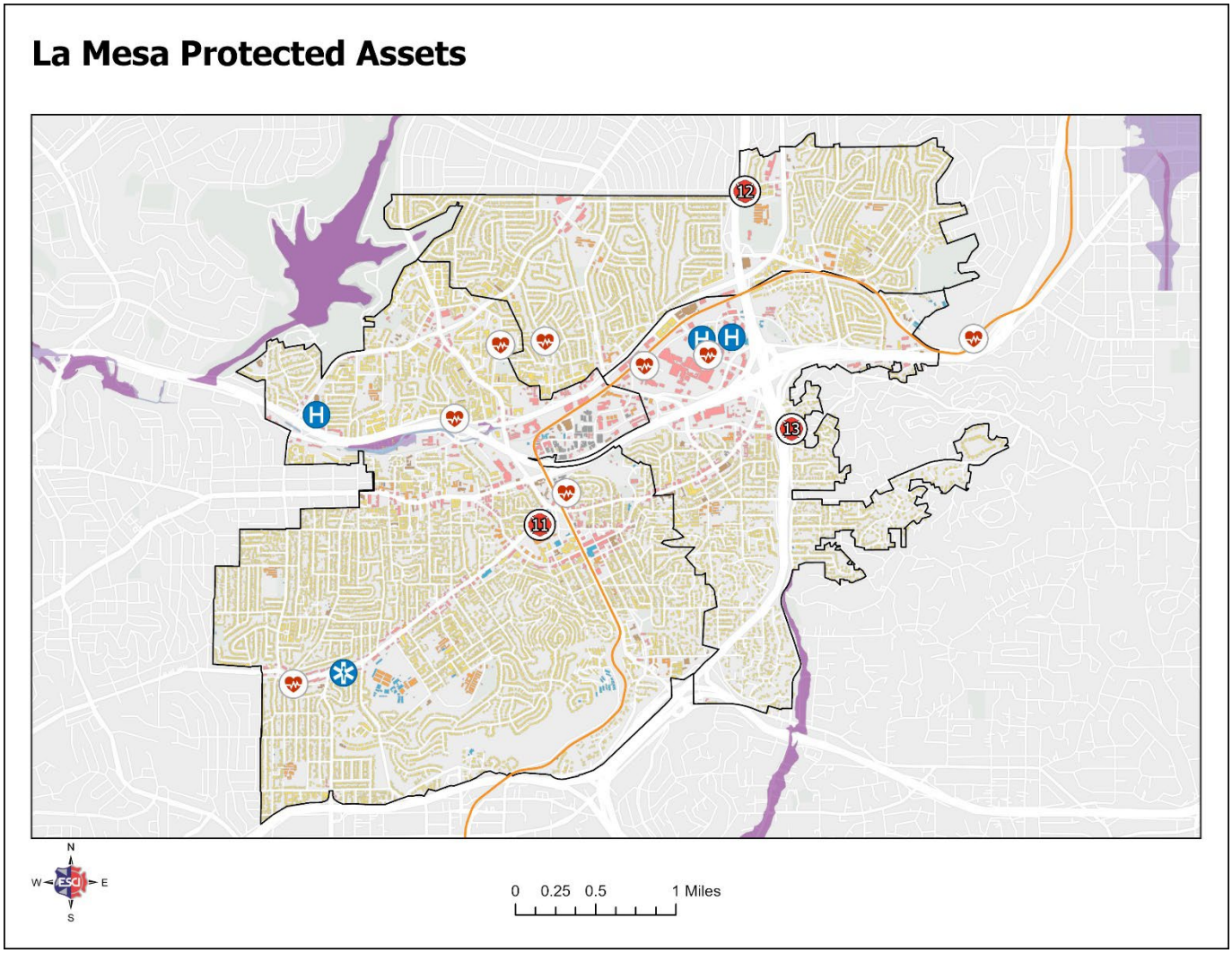


Figure 5: Physical Assets Protected Map



Community Risk Profiles

The risk factors across the communities of Station 11, Station 12, and Station 13 reveal distinct challenges that each face. Differences in population density, median household income, housing dynamics, and demographic characteristics underscore each area's unique needs and vulnerabilities.

Station 11, with a population density of 7,880.3 people per square mile, stands out for its significant daily population shift, with a decrease of 7,054. This suggests a high degree of commuter movement that causes congestion on main thoroughfares and tertiary streets, straining the local infrastructure during peak times and potentially reducing community cohesion. The community's reliance on utility gas (46%) and a high percentage of houses built before 1980 (73%) further highlight risks related to energy dependence and older housing stock, requiring attention to maintenance and safety standards.

In contrast, Station 12, despite its higher median household income of $85,203 and a lower population density of 6,811.6, has the highest percentage of households below the poverty level (12%) among the three communities. This paradox points to income disparity and economically vulnerable populations within an ostensibly wealthier area. Additionally, the community's high percentage of houses built before 1980 (82%) poses risks related to the aging infrastructure and the need for modernization.

Station 13 is notable for its dramatic daily population increase of 10,433, the only community among the three to experience a significant influx of people. This could indicate a robust economic activity or the presence of institutions (hospital) that draw non-residents, but it also introduces challenges in managing traffic, public services, and emergency response.

Each community presents a mix of socio-economic and infrastructural risk factors:

- **Station 11** grapples with commuter dynamics and older housing.
- **Station 12** faces challenges related to income disparity and the most significant proportion of older buildings, indicating potential housing stability and safety issues.
- **Station 13** deals with the complexities of a swelling daily population, stressing the need for effective community planning and safety measures.

Together, these communities illustrate the importance of targeted risk mitigation strategies that consider both the physical infrastructure and the socio-economic fabric of the population, from enhancing public transportation and road safety in Station 11 to addressing income disparities in Station 12 and bolstering security measures in Station 13.

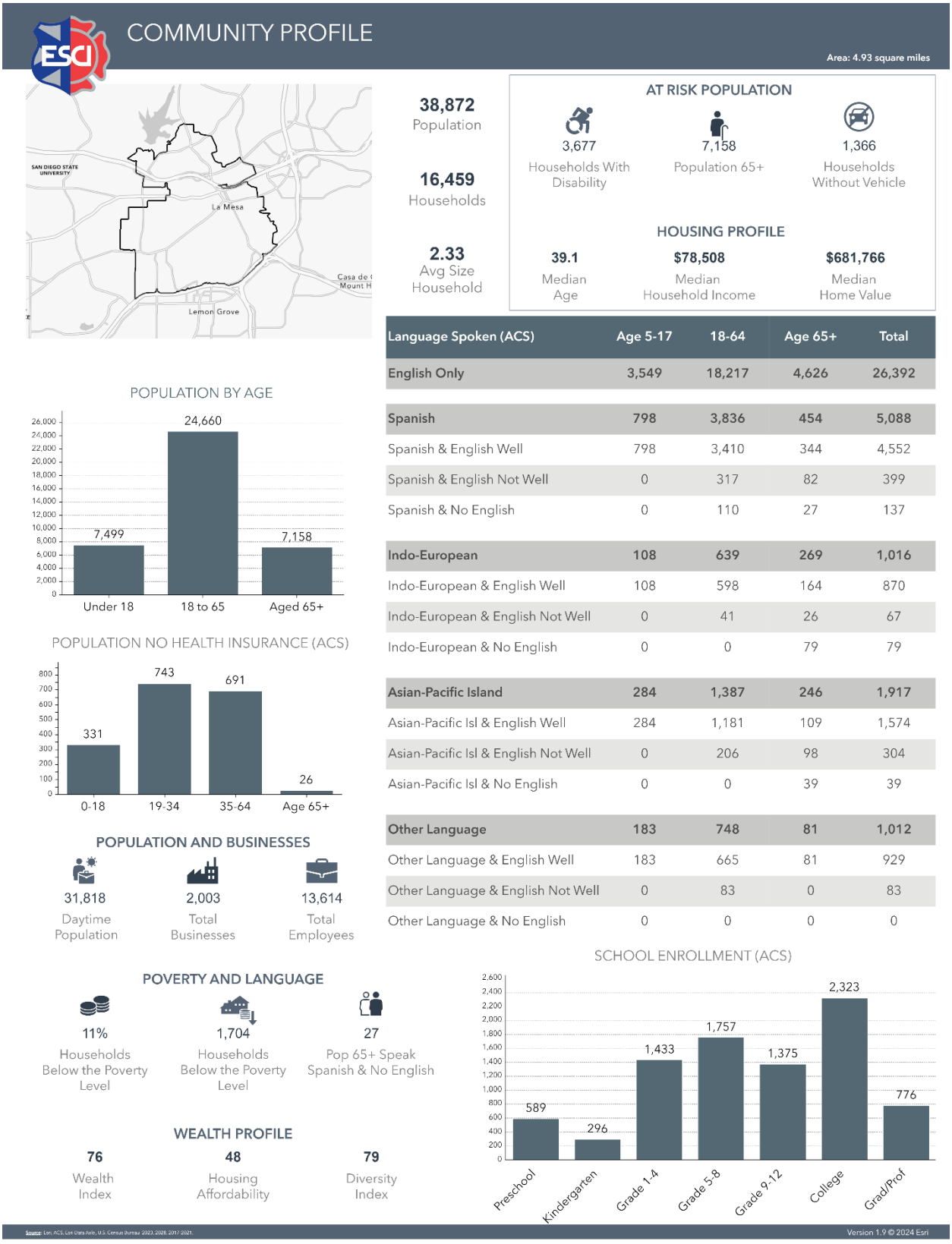
Planning & Zoning Risk Areas

Station 11

Station 11 is characterized by its high population density and a significant daily population decrease. The community faces challenges with a high percentage of households with a disability and a considerable portion of housing units built before 1980, pointing towards potential infrastructure and accessibility issues. The negative daily population shift indicates many residents commuting outside the region, which could impact local businesses and community engagement during the day.

- **Population Density**: 7,880.3 people per square mile, indicating a highly dense community
- **Daily Population Shift**: -7,054, the largest outflow among the sites
- **% Households with a Disability**: 22%, highlighting potential needs for accessible services
- **% Houses Built Before 1980**: 73%, suggesting older infrastructure
- **Median Year Structure Built**: 1971, indicating the need for updates and renovations

Figure 6. Station 11's Community Profile



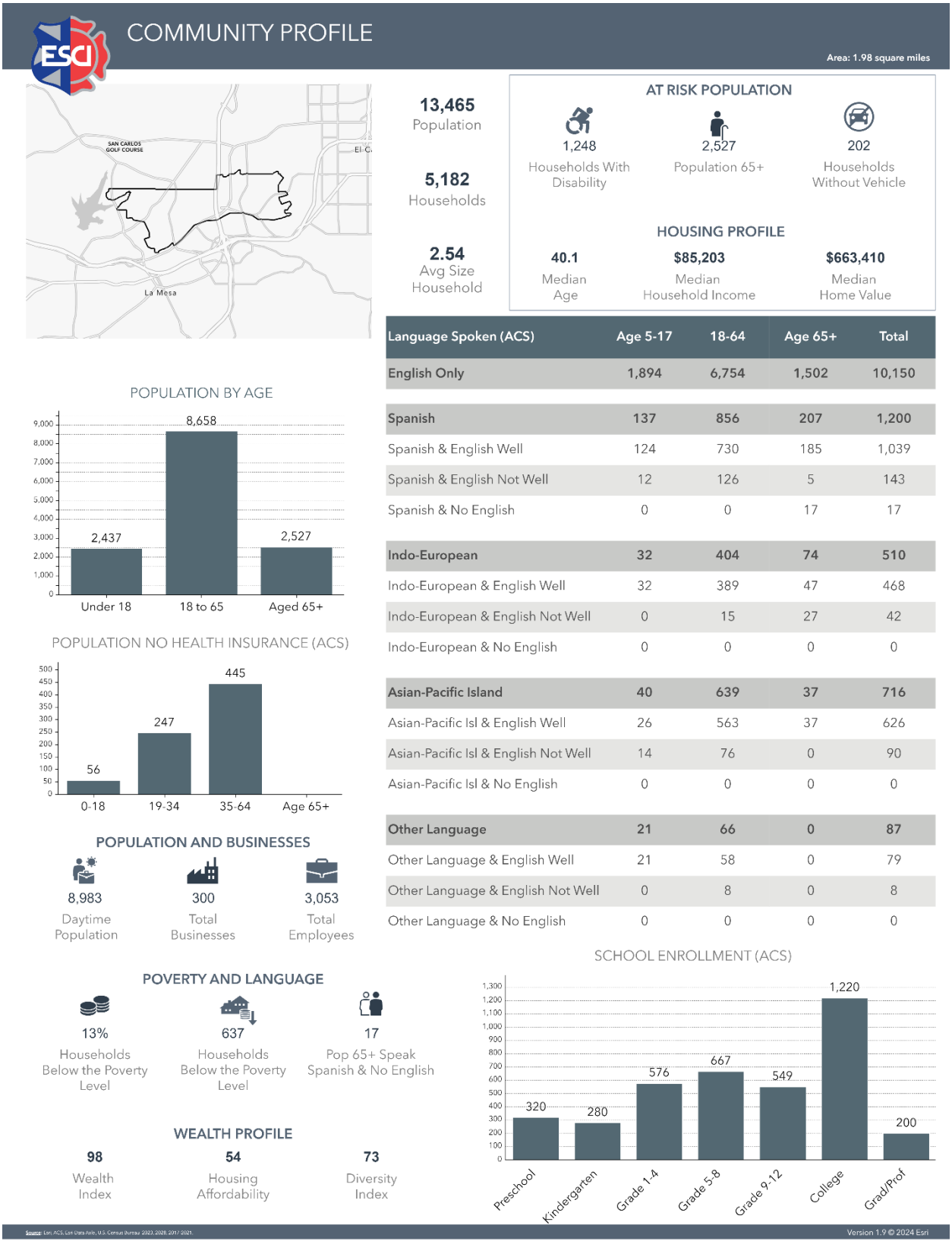
Language Spoken (ACS)	Age 5-17	18-64	Age 65+	Total
English Only	3,549	18,217	4,626	26,392
Spanish	798	3,836	454	5,088
Spanish & English Well	798	3,410	344	4,552
Spanish & English Not Well	0	317	82	399
Spanish & No English	0	110	27	137
Indo-European	108	639	269	1,016
Indo-European & English Well	108	598	164	870
Indo-European & English Not Well	0	41	26	67
Indo-European & No English	0	0	79	79
Asian-Pacific Island	284	1,387	246	1,917
Asian-Pacific Isl & English Well	284	1,181	109	1,574
Asian-Pacific Isl & English Not Well	0	206	98	304
Asian-Pacific Isl & No English	0	0	39	39
Other Language	183	748	81	1,012
Other Language & English Well	183	665	81	929
Other Language & English Not Well	0	83	0	83
Other Language & No English	0	0	0	0

Station 12

Station 12, while having a higher median household income, also has the highest percentage of households below the poverty level among the communities. This paradox suggests significant income disparities. The community also faces the challenge of an aging housing stock, with the highest percentage of houses built before 1980, raising concerns about the adequacy of housing conditions and energy efficiency.

- **Median Household Income**: $85,203, the highest among the sites
- **% Households Below Poverty Level**: 12%, indicating economic disparities
- **% Houses Built Before 1980**: 82%, the highest, pointing to potential risks related to older housing
- **Daily Population Shift**: -4,482, reflecting commuting patterns

Figure 7. Station 12's Community Profile



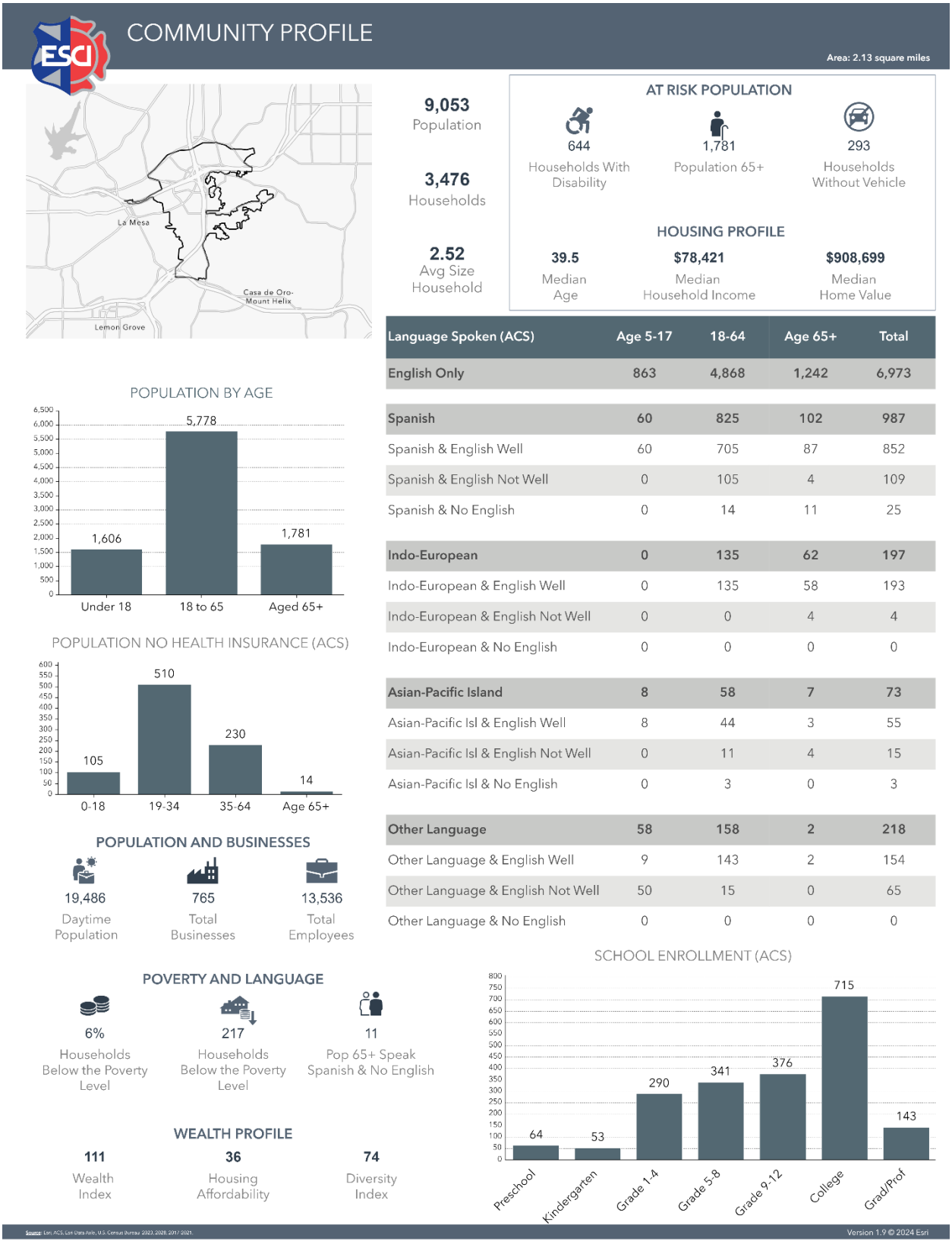
Language Spoken (ACS)	Age 5-17	18-64	Age 65+	Total
English Only	**1,894**	**6,754**	**1,502**	**10,150**
Spanish	**137**	**856**	**207**	**1,200**
Spanish & English Well	124	730	185	1,039
Spanish & English Not Well	12	126	5	143
Spanish & No English	0	0	17	17
Indo-European	**32**	**404**	**74**	**510**
Indo-European & English Well	32	389	47	468
Indo-European & English Not Well	0	15	27	42
Indo-European & No English	0	0	0	0
Asian-Pacific Island	**40**	**639**	**37**	**716**
Asian-Pacific Isl & English Well	26	563	37	626
Asian-Pacific Isl & English Not Well	14	76	0	90
Asian-Pacific Isl & No English	0	0	0	0
Other Language	**21**	**66**	**0**	**87**
Other Language & English Well	21	58	0	79
Other Language & English Not Well	0	8	0	8
Other Language & No English	0	0	0	0

Station 13

Station 13 is unique for its dramatic increase in daily population, indicating a strong pull factor for non-residents. However, this influx of people stresses local infrastructure during the day. Additionally, the percentage of households with a disability is lower than that of Station 11, but the community still requires focused attention on inclusive services and infrastructure.

- **Daily Population Increase**: 10,433, suggesting significant daytime economic activity or attractions
- **% Households with a Disability**: 19%, relatively lower but still important
- **Population Density**: 4,256.4 people per square mile, less dense than Station 11
- **% Houses Built Before 1980**: 64%, indicating somewhat newer infrastructure than the other sites.

Figure 8. Station 13's Community Profile



Language Spoken (ACS)	Age 5-17	18-64	Age 65+	Total
English Only	**863**	**4,868**	**1,242**	**6,973**
Spanish	**60**	**825**	**102**	**987**
Spanish & English Well	60	705	87	852
Spanish & English Not Well	0	105	4	109
Spanish & No English	0	14	11	25
Indo-European	**0**	**135**	**62**	**197**
Indo-European & English Well	0	135	58	193
Indo-European & English Not Well	0	0	4	4
Indo-European & No English	0	0	0	0
Asian-Pacific Island	**8**	**58**	**7**	**73**
Asian-Pacific Isl & English Well	8	44	3	55
Asian-Pacific Isl & English Not Well	0	11	4	15
Asian-Pacific Isl & No English	0	3	0	3
Other Language	**58**	**158**	**2**	**218**
Other Language & English Well	9	143	2	154
Other Language & English Not Well	50	15	0	65
Other Language & No English	0	0	0	0

Community Land Use Regulations

La Mesa General Plan:

The City of La Mesa created its General Plan (GP), as per California Statute, in 2012 as a 20-year future vision document. The GP presented to the citizens of La Mesa the following ten areas for development and vision for the City of La Mesa:

- Population & Regional Growth
- Local and Regional Transportation
- Land Use, Historic Preservation, and Redevelopment
- Housing and Urban Design
- Public Services and Facilities
- Conservation of Natural Resources
- Noise and Public Safety
- Historic Preservation
- Sustainability
- Parks & Recreation

The Land Use and Urban Design Element of the General Plan identifies the city's Goals and Policies related to La Mesa's role in regional planning. It combines two significant sections of the General Plan: Land Use and Urban Design. At the Element's end, existing and proposed programs are presented to implement the established goals, policies, and objectives.

Service Delivery & Performance

Within the City of La Mesa, HFR provides emergency services to the citizens and visitors. Leadership and elected officials work diligently to provide quality and timely services and thus understand the resources/services and how they relate to industry standards and best practices. This section evaluates the following components to facilitate this understanding:

- Service Demand
- Resource Distribution
- Resource Concentration
- Resource Reliability
- Response Performance
- Mutual and Automatic Aid

Service Demand Analysis

As with many other departments, HFR provides a variety of services, but ultimately, the department's main reason for existence is to respond to calls for service (incidents) within the community. The industry term for this primary mission is service demand, and the following analyses will consider the various facets grouped into calendar years.

Incident Type Analysis

The first view of service demand is from the perspective of the types of incidents to which HFR responds within the City of La Mesa. While fire departments were originally organized to respond to fires, the types of incidents to which they respond in the modern day have vastly expanded.

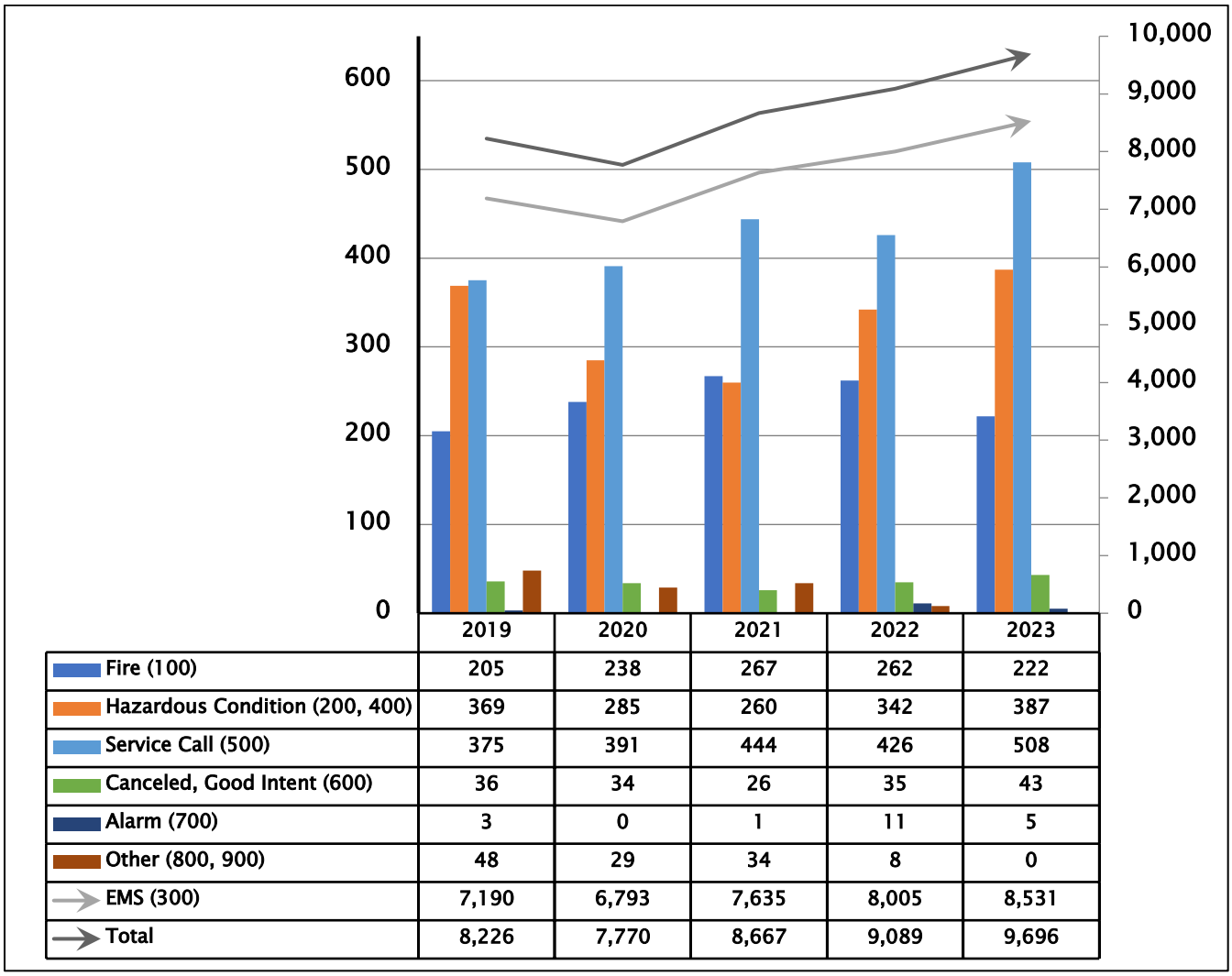
The National Fire Incident Reporting System (NFIRS) was developed at the federal level to assist fire departments in quantifying and qualifying the nature of service demand within their community. Through this standard data collection approach, fire department leaders can equally compare their departments with others throughout the nation. Within NFIRS, each incident is assigned a 3-digit code (178 incident type codes), and these are then grouped into a series based on the first digit, as illustrated in the following figure.

Figure 9. NFIRS Incident Series

Incident Series	Incident Heading
100-Series	Fires
200-Series	Overpressure Rupture, Explosion, Overheating (No Fire)
300-Series	Rescue and Emergency Medical Service (EMS) Incidents
400-Series	Hazardous Condition (No Fire)
500-Series	Service Call
600-Series	Canceled, Good Intent
700-Series	False Alarm, False Call
800-Series	Severe Weather, Natural Disaster
900-Series	Special Incident Type

As illustrated in the following figure, there was an increase of 18% from 2019 to 2023 in the number of incidents occurring within the community. This overall increase was comprised of a decrease of 6% from 2019 to 2020, followed by an increase in the subsequent years of 12% (2020 to 2021), 5% (2021 to 2022), and 7% (2022 to 2023). The decrease in 2020, followed by subsequent increases, is common throughout other fire departments and is associated with the impacts of the COVID-19 pandemic.

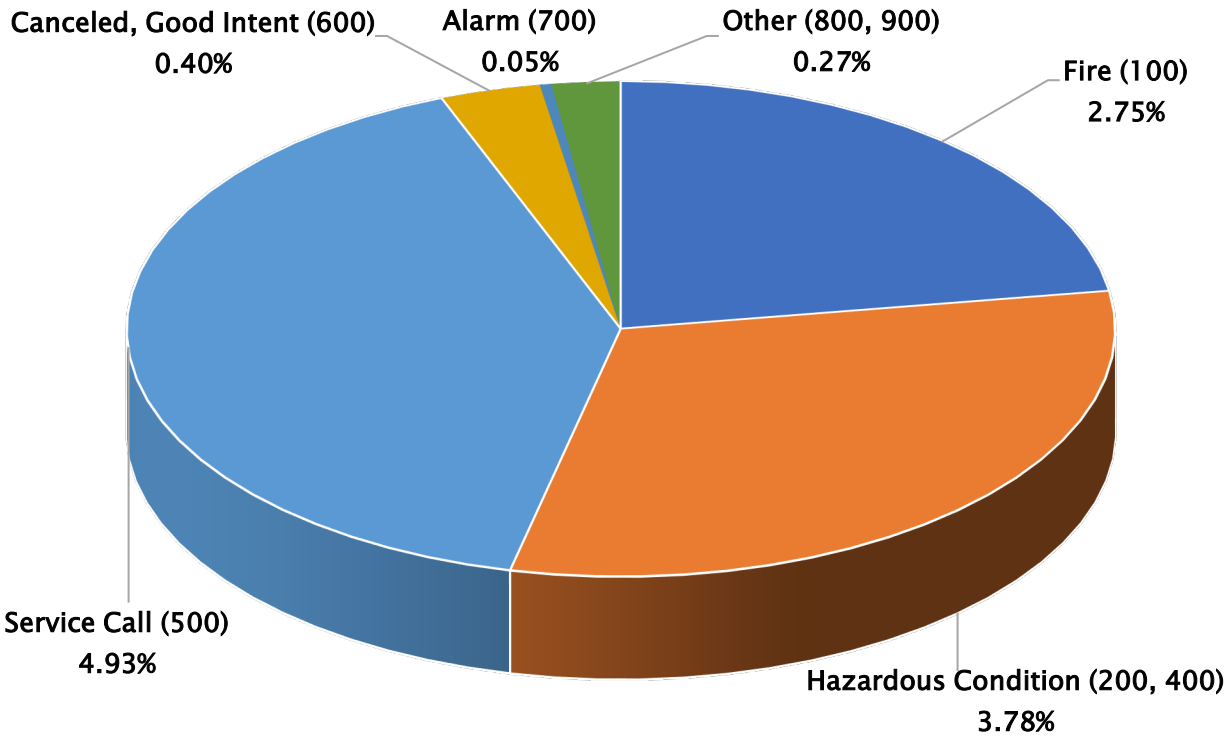
Figure 10. HFR (La Mesa) Service Demand by NFIRS Series, 2019–2023



	2019	2020	2021	2022	2023
Fire (100)	205	238	267	262	222
Hazardous Condition (200, 400)	369	285	260	342	387
Service Call (500)	375	391	444	426	508
Canceled, Good Intent (600)	36	34	26	35	43
Alarm (700)	3	0	1	11	5
Other (800, 900)	48	29	34	8	0
EMS (300)	7,190	6,793	7,635	8,005	8,531
Total	8,226	7,770	8,667	9,089	9,696

The year-to-year perspective illustrated in the preceding figure is but one view of service demand incident-type data. Another way to consider the same data is to determine how each NFIRS incident series compares to the overall service demand, expressed as a percentage. For HFR, the greatest demand for service is for emergency medical service incidents (88%). The other incident series and percentages are illustrated in the following figure.

Figure 11. HFR (La Mesa) Service Demand by NFIRS Series, 2019–2023



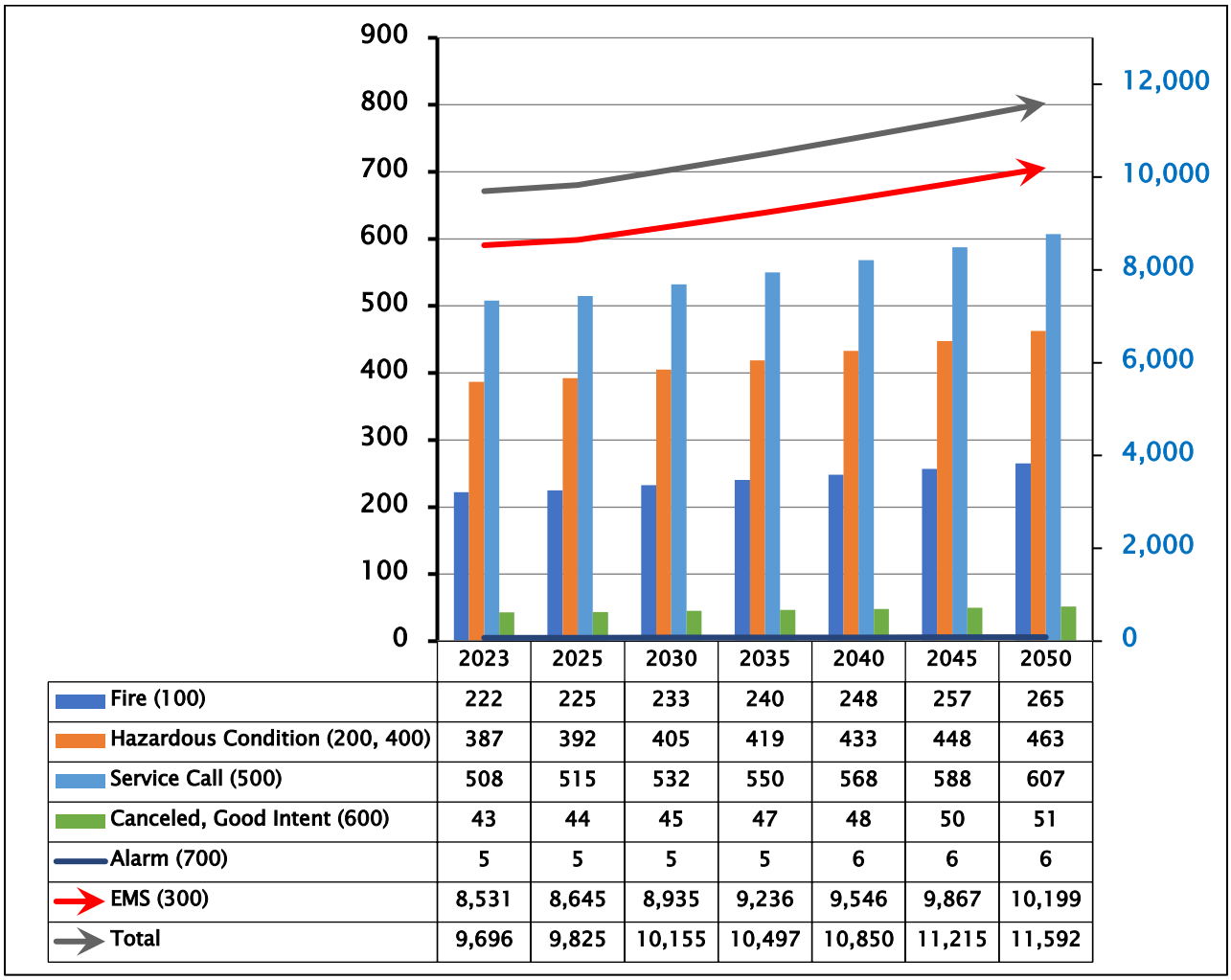
Future Service Demand

Analysis of current and historical service demand provides leadership and elected officials with an understanding of what is happening currently and in the immediate past. Understanding how service demand volume may change in the future may add additional value to the planning process. Two common methods for a theoretical projection of service demand include changes based on population or historical service demand changes.

Future Service Demand by Population

This method of projecting future service demand analyzes the number of incidents per 1,000 population within the community. Then, through analysis of the historical population changes within the community obtained from the United States Census Bureau, a projection of future population is extrapolated, the incidents/1,000 population is applied to achieve the total number of incidents each year, which is then distributed based on the incident frequency percentages. The following figure illustrates the projected HFR service demand within La Mesa based on population changes and provides a lower estimate.

Figure 12. HFR (La Mesa) Projected Service Demand by Population, 2025–2050

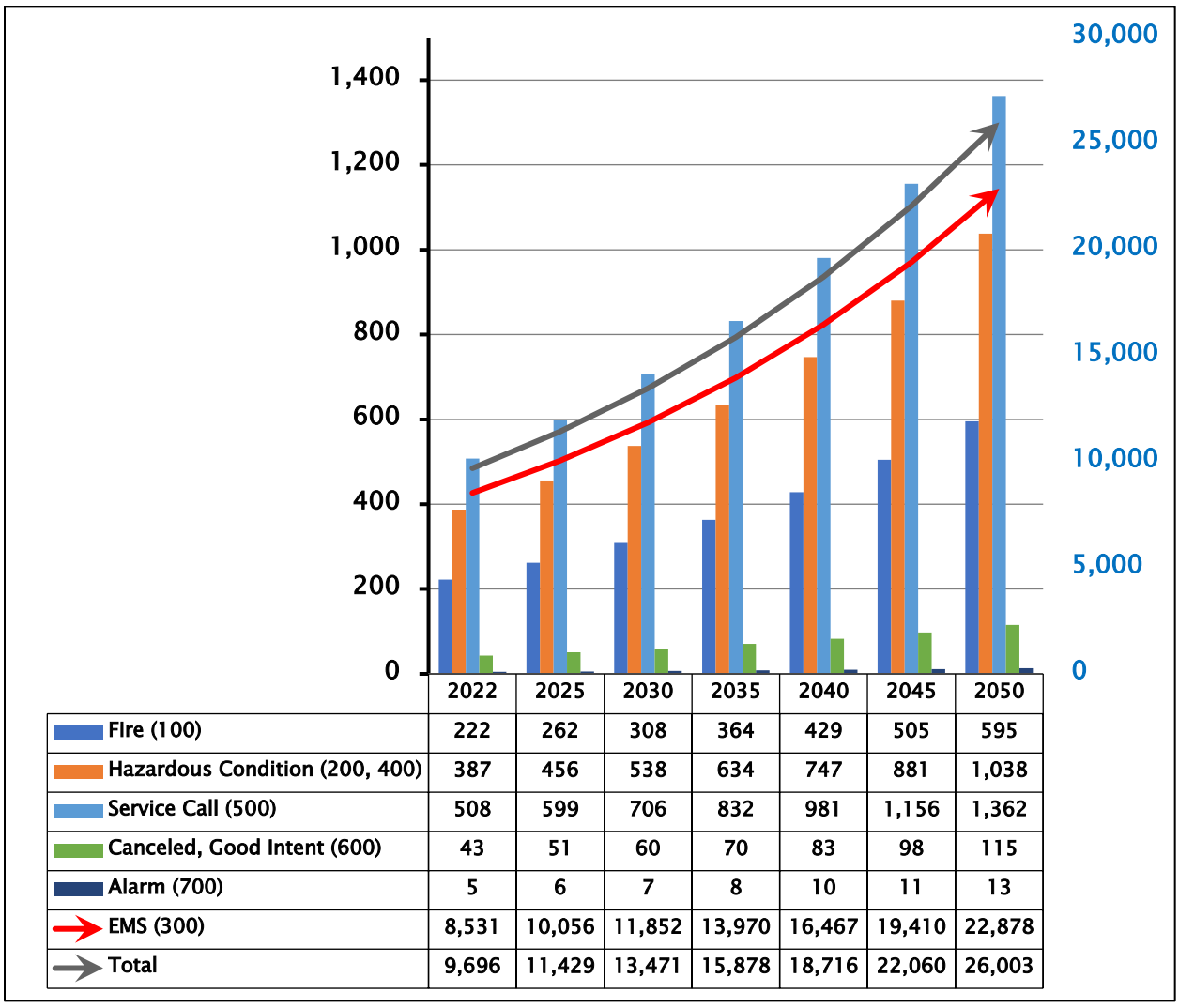


	2023	2025	2030	2035	2040	2045	2050
Fire (100)	222	225	233	240	248	257	265
Hazardous Condition (200, 400)	387	392	405	419	433	448	463
Service Call (500)	508	515	532	550	568	588	607
Canceled, Good Intent (600)	43	44	45	47	48	50	51
Alarm (700)	5	5	5	5	6	6	6
EMS (300)	8,531	8,645	8,935	9,236	9,546	9,867	10,199
Total	9,696	9,825	10,155	10,497	10,850	11,215	11,592

Future Service Demand by Historical Change

This method of projecting future service demand analyzes the historical percentage of change during the study period to determine the average increase or decrease per year. This figure is then extrapolated over time to provide the total number of incidents each year, and it is distributed based on the incident frequency percentages. The following figure illustrates the projected HFR service demand within La Mesa based on historical changes in service demand and provides the upper estimate.

Figure 13. HFR (La Mesa) Projected Service Demand by Historical Change, 2025–2050.



	2022	2025	2030	2035	2040	2045	2050
Fire (100)	222	262	308	364	429	505	595
Hazardous Condition (200, 400)	387	456	538	634	747	881	1,038
Service Call (500)	508	599	706	832	981	1,156	1,362
Canceled, Good Intent (600)	43	51	60	70	83	98	115
Alarm (700)	5	6	7	8	10	11	13
EMS (300)	8,531	10,056	11,852	13,970	16,467	19,410	22,878
Total	9,696	11,429	13,471	15,878	18,716	22,060	26,003

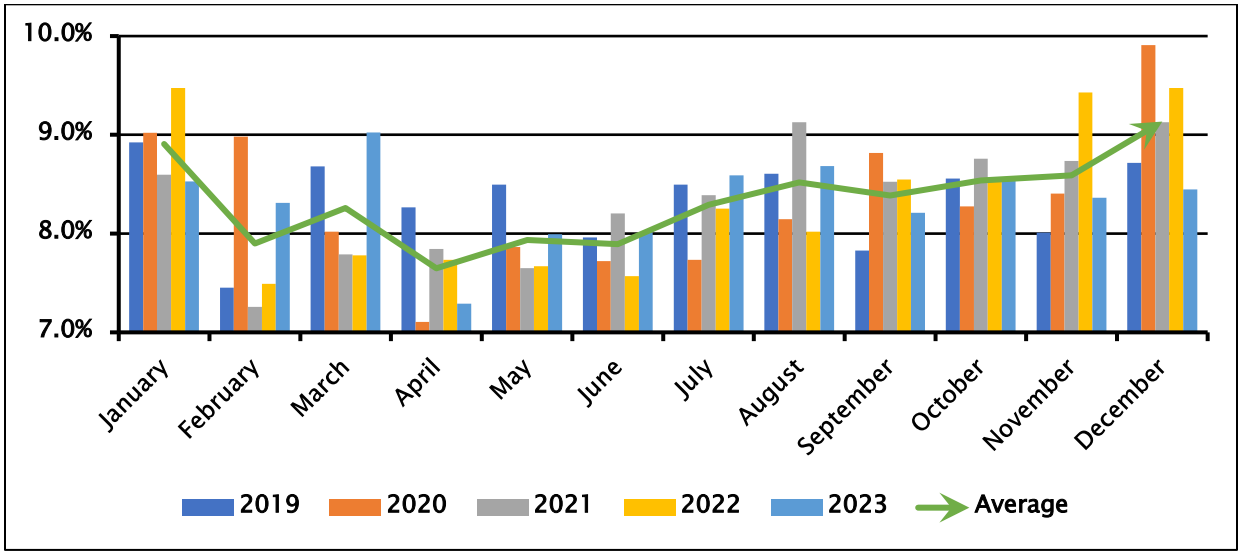
Temporal Analysis

The next view of service demand is from the perspective of when incidents occur. The ability for leadership to consider this perspective provides opportunities to ensure appropriate staffing during periods of high service demand as well as to schedule non-response activities during periods of lower service demand. These non-response activities may include the following:

- Pre-incident Planning
- Training
- Station Maintenance
- Apparatus Maintenance
- Fire Hose Testing
- Fire Hydrant Testing
- Public Education

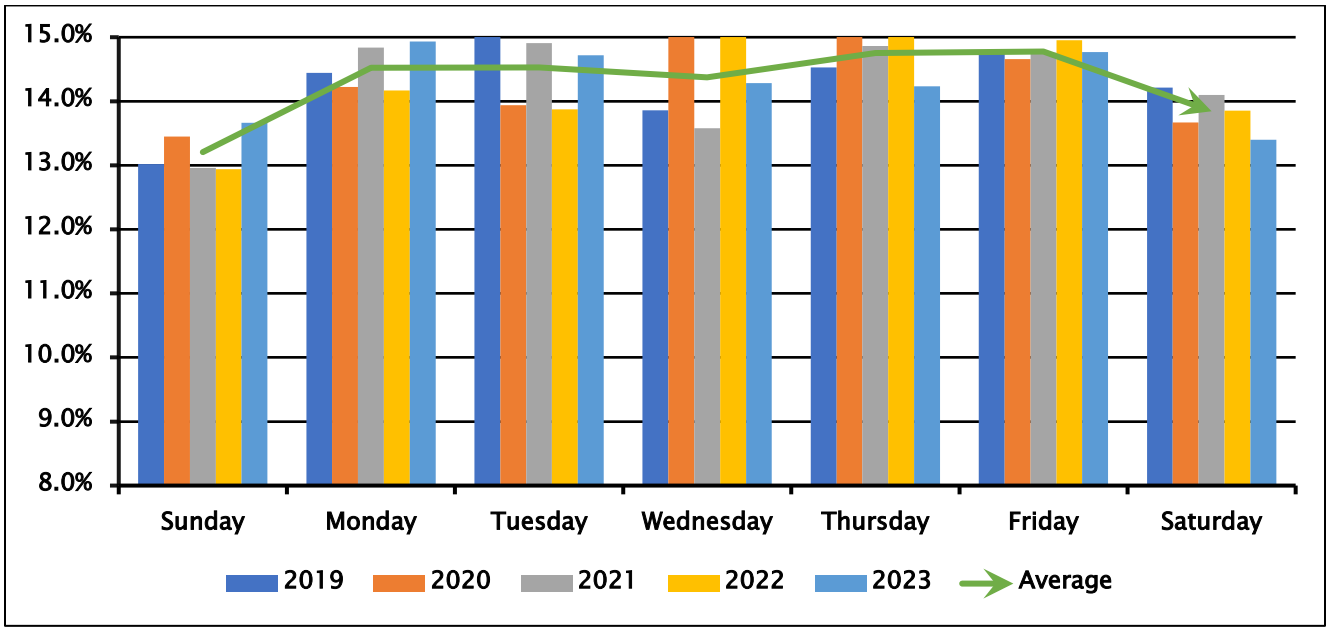
From the temporal analysis perspective, the initial facet of when incidents occur is based on the month of the year. The following figure illustrates that the greatest service demand occurs in December, and the lowest occurs in April. Actual variance ranges from 7.6% (April) to 9.1% (December) and does not demonstrate significant shifts in service demand throughout the year.

Figure 14. HFR (La Mesa) Service Demand by Month, 2019–2023



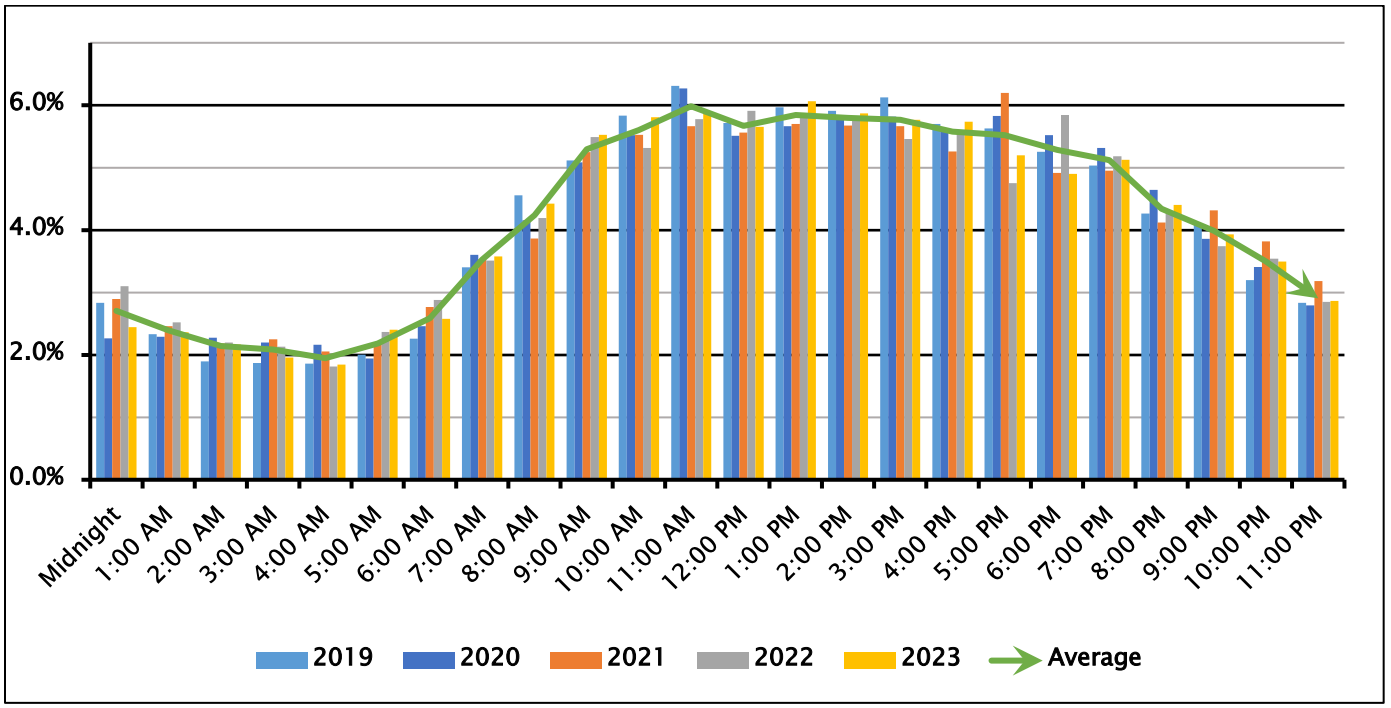
The second facet of incidents occurring is based on the day of the week. The following figure illustrates that the greatest service demand occurs on Thursday/Friday, and the lowest is on Sunday. As with service demand by month, the service demand by day has minimal variance between 13.2% (Sunday) and 14.8% (Thursday/Friday).

Figure 15. HFR (La Mesa) Service Demand by Day, 2019–2023



The final facet of when incidents occur is based on the hour of the day. For most communities, including La Mesa, this temporal nature is driven by the movement of the population throughout the day—arising in the morning, preparing for the day, moving to work or other daytime activities, moving to evening activities, and ultimately returning to rest and prepare for the next day. As illustrated in the following figure, this pattern is shown through the lowest service demand occurring at 4 AM, followed by a steady increase throughout the morning. Service demand reaches its peak at 11 AM and then remains steady throughout the day until a steady decrease begins at 5 PM.

Figure 16. HFR (La Mesa) Service Demand by Hour, 2019–2023



While the preceding figure illustrates that demand for service is at its lowest during the late night and early hours, leadership should ensure adequate staffing is still in place to respond and mitigate structure fire incidents quickly. Based on a national study recently published, from 2018 to 2020, the occurrence of residential structure fires with fatalities was highest between midnight and 1:00 AM. The 8-hour peak period (11:00 PM to 7:00 AM) accounted for 45% of residential fatal fires[1].

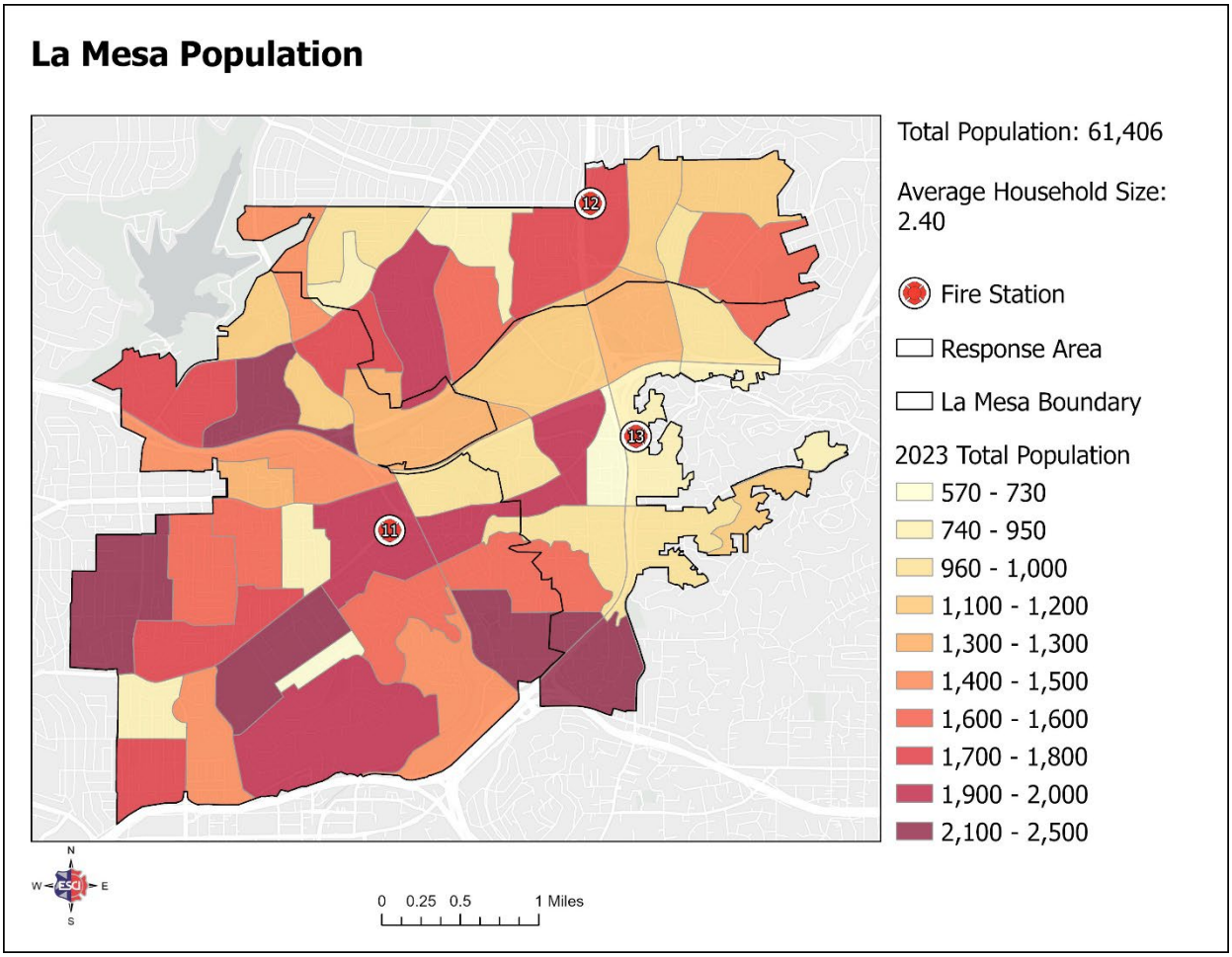
[1] *Fatal Fires in Residential Buildings (2018–2020), Topical Fire Report Series Volume 22, Issue 2 /June 2022, U.S. Department of Homeland Security, U.S. Fire Administration, National Fire Data Center.*

Geographic Analysis

The next view of service demand is from the perspective of where incidents occur. This is a key component in verifying that resources are appropriately located to provide the timeliest response to incidents within the community. With 88% of service demand falling within the emergency medical service incident series, it is logical that the location of service demand is associated with the location of people. In other words, it is likely that the greater incident density occurs in the same location as the greater population density.

As illustrated in the following figure, the areas of greater population density are spread throughout the community.

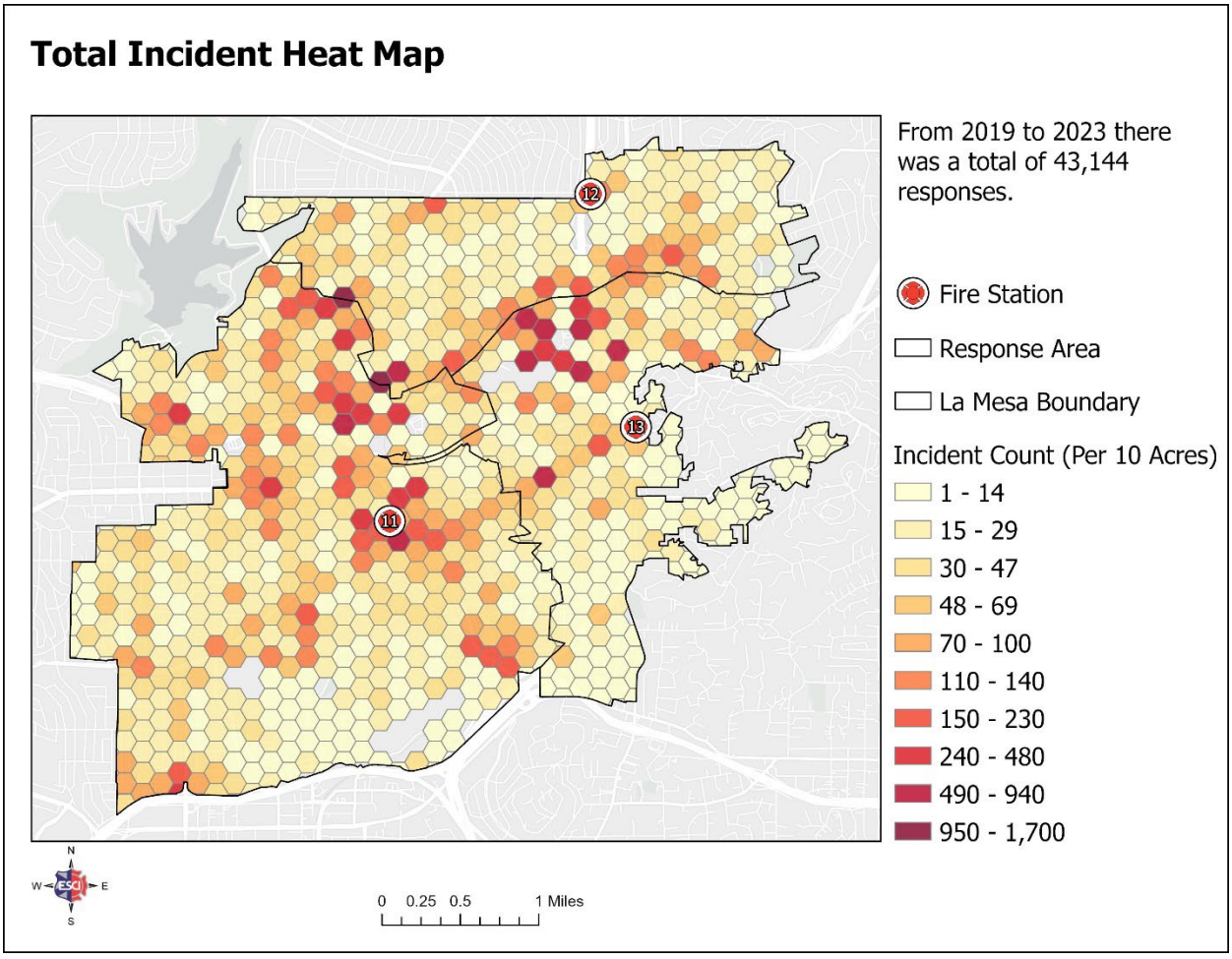
Figure 17. HFR (La Mesa) Population Density



HFR provided incident data from the department's records management system, including the NFIRS incident type and the location of the incident. Using geographical information system (GIS) software, these incident locations were mapped geographically and then analyzed to determine the mathematical density of incidents per ten acres.

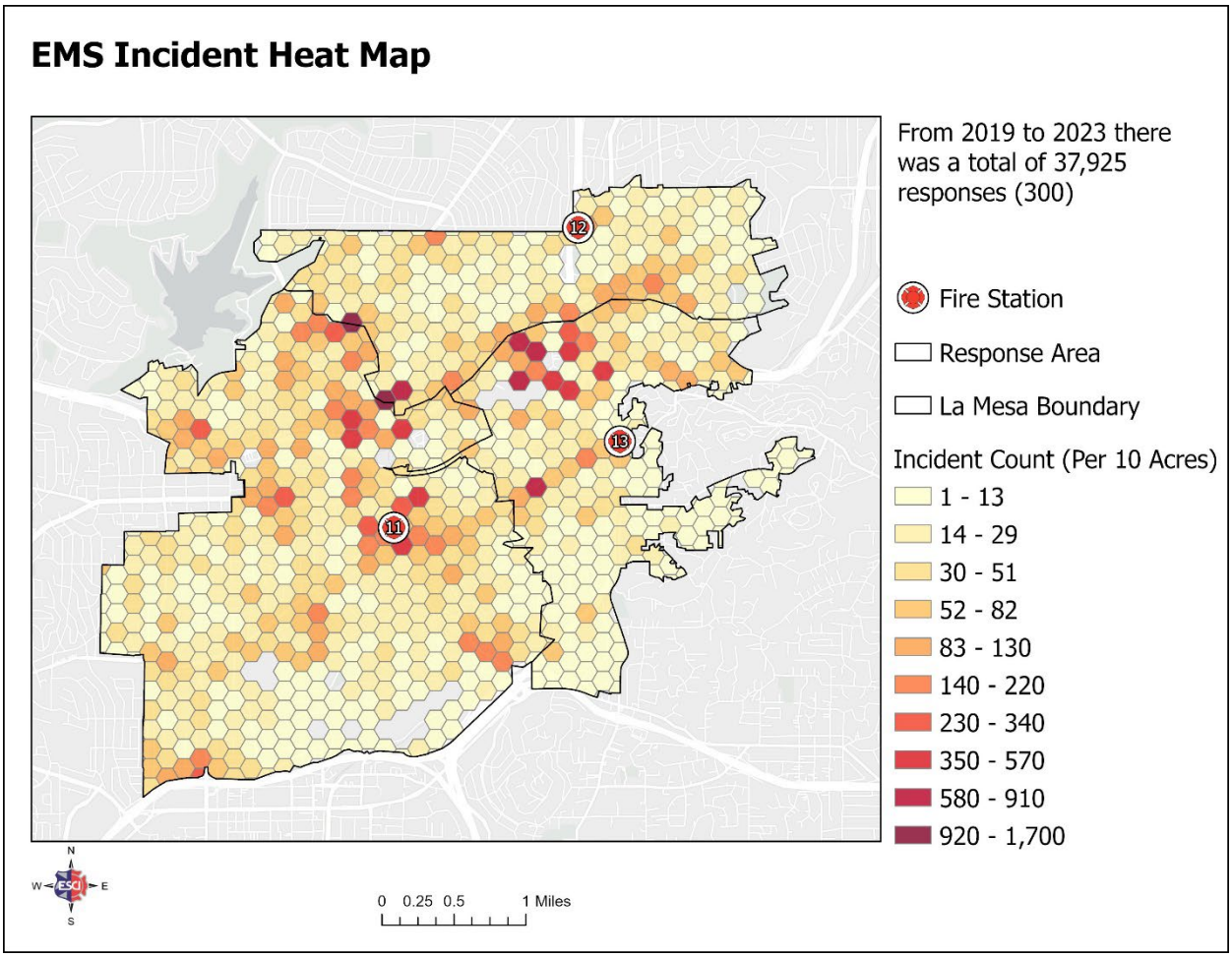
The first facet of incident density considers the entirety of incident volume—in other words, all incidents, regardless of type. As shown in the following figure, areas of greater incident density are near the higher population density categories.

Figure 18. HFR (La Mesa) Incident Density (All Incidents), 2019–2023



The next facet of incident density considers only those incidents with the NFIRS 300-series, emergency medical service incidents. While these incidents require fewer resources, they also comprise the largest percentage of responses. As illustrated in the following figure, these incidents follow a similar pattern.

Figure 19. HFR (La Mesa) Incident Density (NFIRS 300-Series), 2019-2023

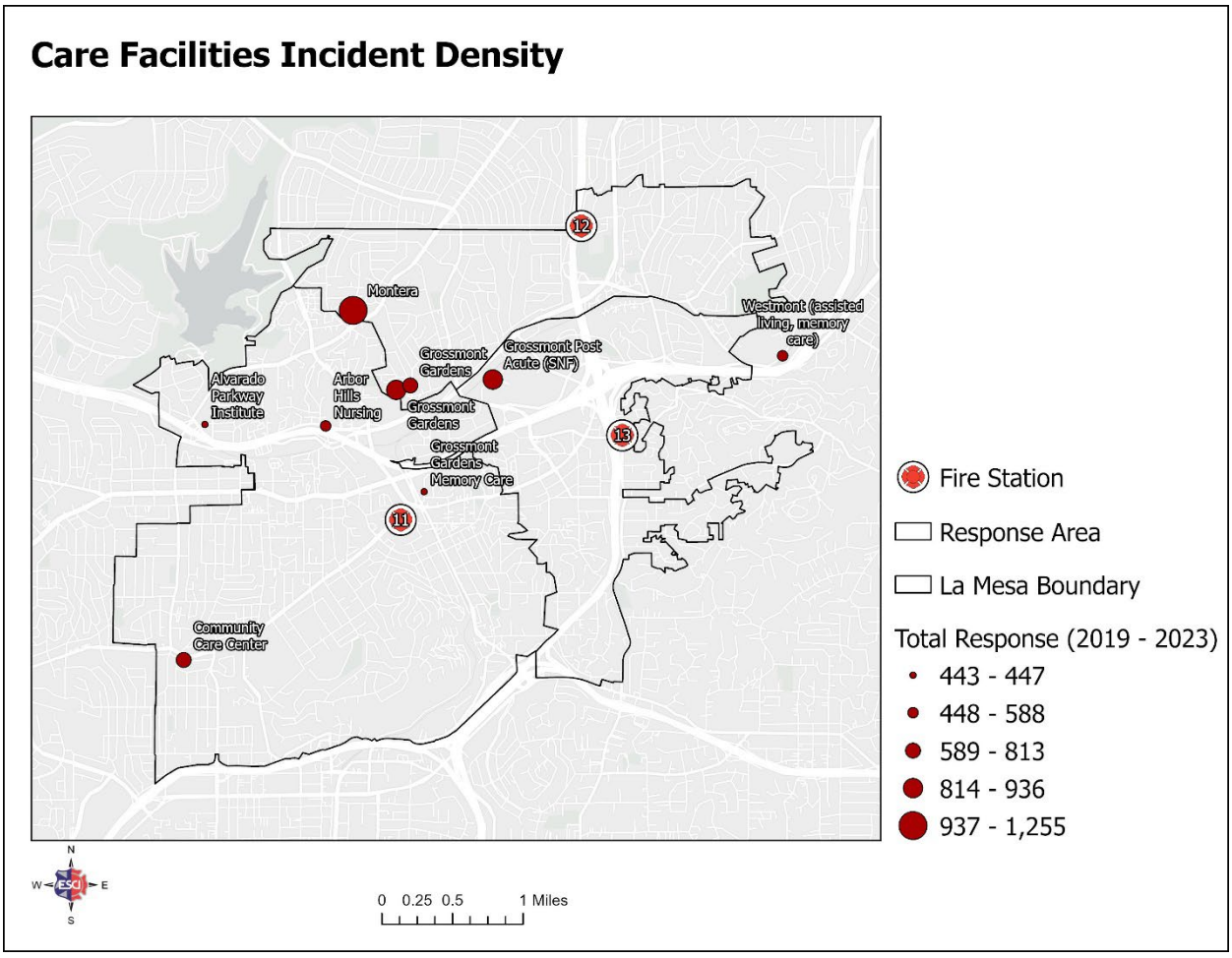


HFR responds to medical calls to numerous care facilities within the city limits of La Mesa. From 2019 to 2023, HFR responded to almost 6,000 calls to the care facilities listed below.

Table 1: Care Facilities Response Totals

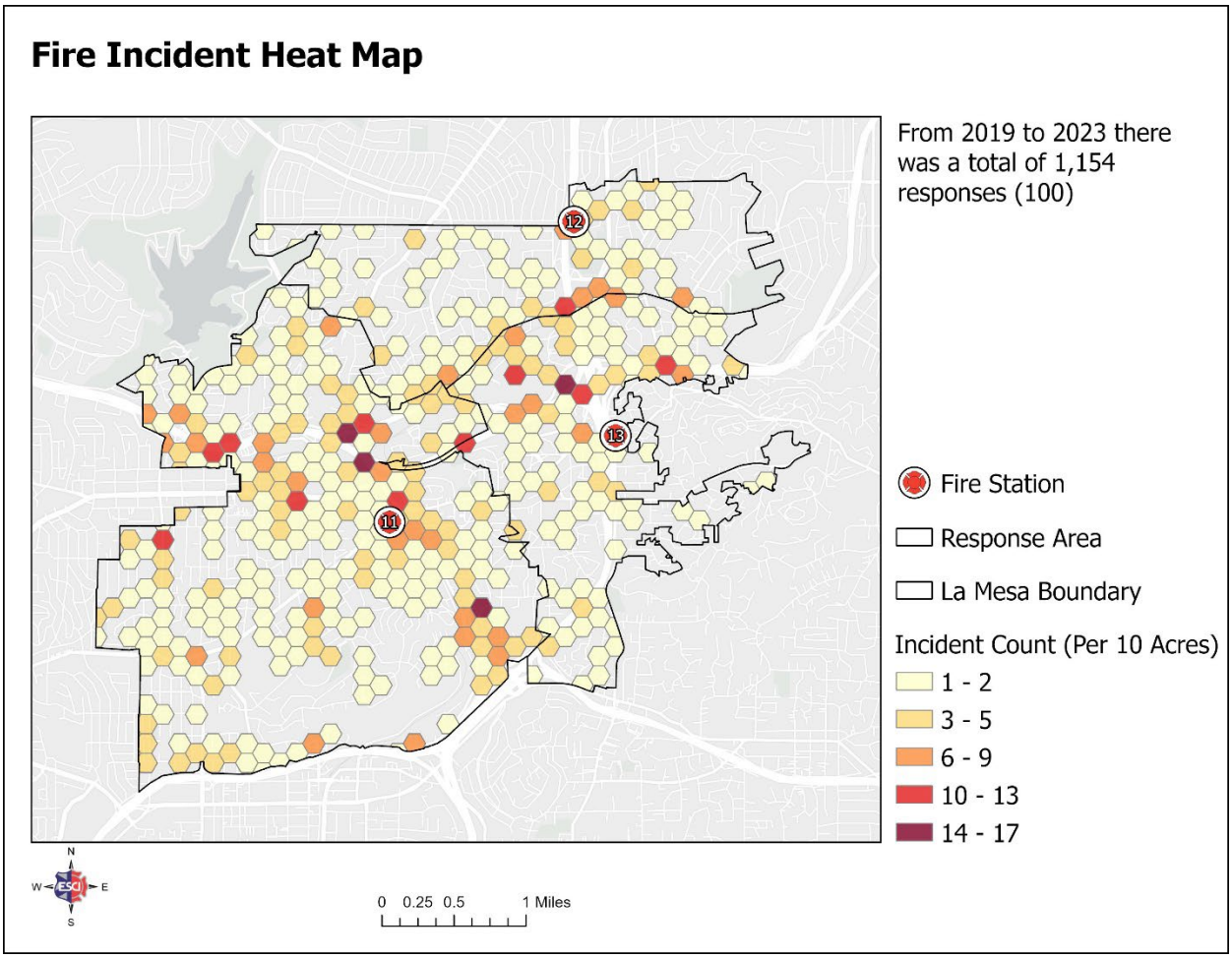
Facility Name	Address	Response 2019–2023
Grossmont Post Acute	8787 Center Dr	936
Community Care Center	8665 La Mesa Blvd	813
Grossmont Gardens	5480 Marengo Ave	892
Grossmont Gardens Memory Care	4960 Mills St	443
Grossmont Gardens	5470 Marengo Ave	726
Arbor Hills Nursing	7800 Parkway Dr	588
Westmont	9000 Murray Dr	579
Montera	5740 Lake Murray Blvd	1255
Alvarado Parkway Institute	7050 Parkway Dr	447

Figure 20: Care Facilities Response



The final facet of incident density considers only those incidents within the NFRIS-100 series, fire incidents. While these incidents only comprise 3% of service demand, they often require a much greater number of resources to respond. As illustrated in the following figure, these incidents also follow a similar pattern.

Figure 21. HFR (La Mesa) Incident Density (NFIRS 100-Series, 2019-2023



Resource Distribution Analysis

HFR has stationed various resources within La Mesa to respond to calls for service. The preceding section provided a view of the location of the calls for service, which may be compared to resource locations. This section will now consider the resource locations and compare them to industry standards and best practices.

ISO Distribution

The Insurance Services Office (ISO) is a national insurance industry organization that evaluates fire protection for communities across the country. ISO assesses all areas of fire protection and breaks them down into four major categories: emergency communications, fire department, water supply, and community risk reduction. Following an on-site evaluation, an ISO rating, or specifically, a Public Protection Classification (PPC®) number, is assigned to the community ranging from 1 (best protection) to 10 (no protection). The PPC® score is developed using the Fire Suppression Rating Schedule (FSRS), which outlines sub-categories of each of the major four, detailing the specific requirements for each area of evaluation.

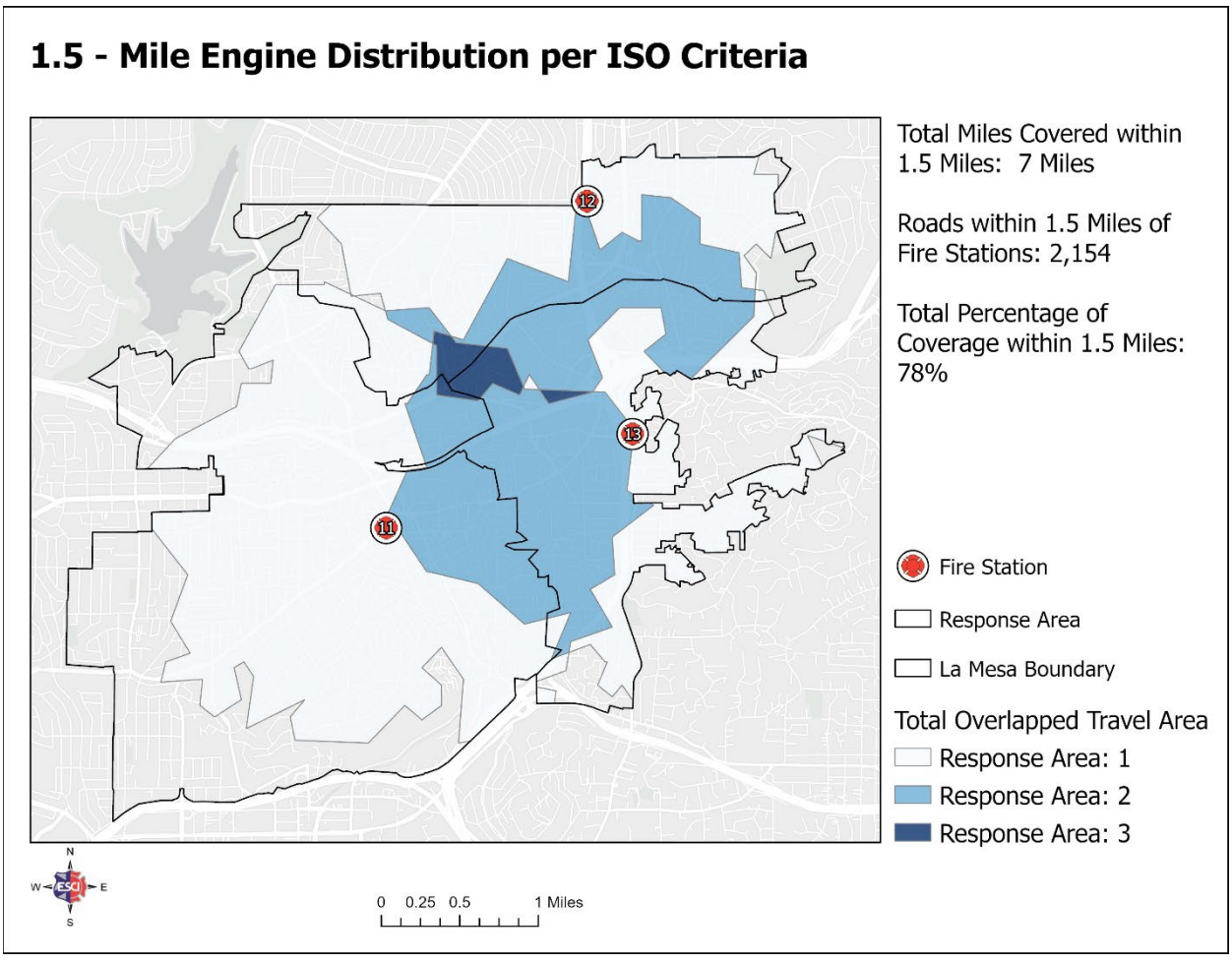
A community's ISO rating is a principal factor when considering fire station and apparatus concentration, distribution, and deployment due to its effect on the cost of fire insurance for the residents and businesses. To receive maximum credit for station and apparatus distribution, ISO evaluates the percentage of the community (contiguously built upon area) that is within specific distances of fire stations, central water supply access (fire hydrants), engine/pumper companies, and aerial/ladder apparatus.

La Mesa has an overall PPC rating score of Class 1 Fire Department.

1.5-Mile Distribution

The first facet to consider as part of the ISO evaluation is to determine the number of structures within the community (percentage of service area) that are located within 1.5 road miles of a staffed fire engine. This measure is comparable to the 4-minute travel time that will be analyzed in a subsequent section. As illustrated in the following figure, 78% of the HFR (La Mesa) service area is within 1.5 road miles of a staffed fire engine.

Figure 22. HFR (La Mesa) Engine Distribution per ISO Criteria



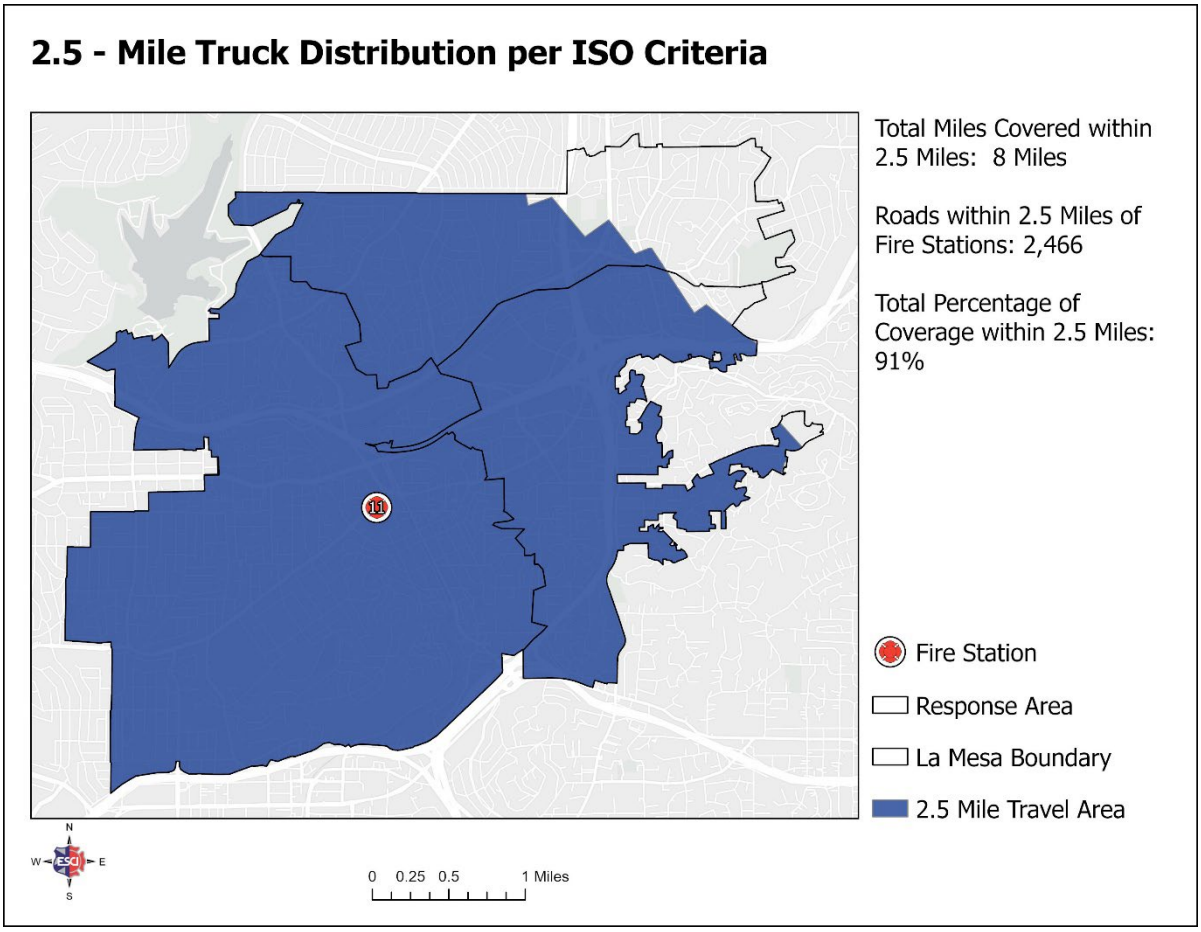
2.5-Mile Distribution

The second facet to consider is to determine the number of structures within the community that are located within 2.5 road miles of an aerial apparatus. In many jurisdictions, ladder companies are deployed only to certain types of incidents and are not necessarily considered the first due unit for all other incident types. Due to these occurrences, ISO uses a 2.5-road-mile travel distance for ladder companies to estimate an 8-minute travel time in urban and suburban areas by ladder companies to provide the balance of personnel and equipment needed for incidents such as working fires.

The use of aerial apparatus is more specifically needed in areas of the community where there are five or more buildings of three stories (or 32 feet) or more in height or with five or more buildings requiring a needed fire flow of greater than 3,500 gallons per minute, or five or more buildings meetings any combination of these requirements.

As illustrated in the following figure, 91% of the HFR (La Mesa) service area is within 2.5 road miles of a staffed aerial apparatus.

Figure 23. HFR (La Mesa) Truck Distribution per ISO Criteria

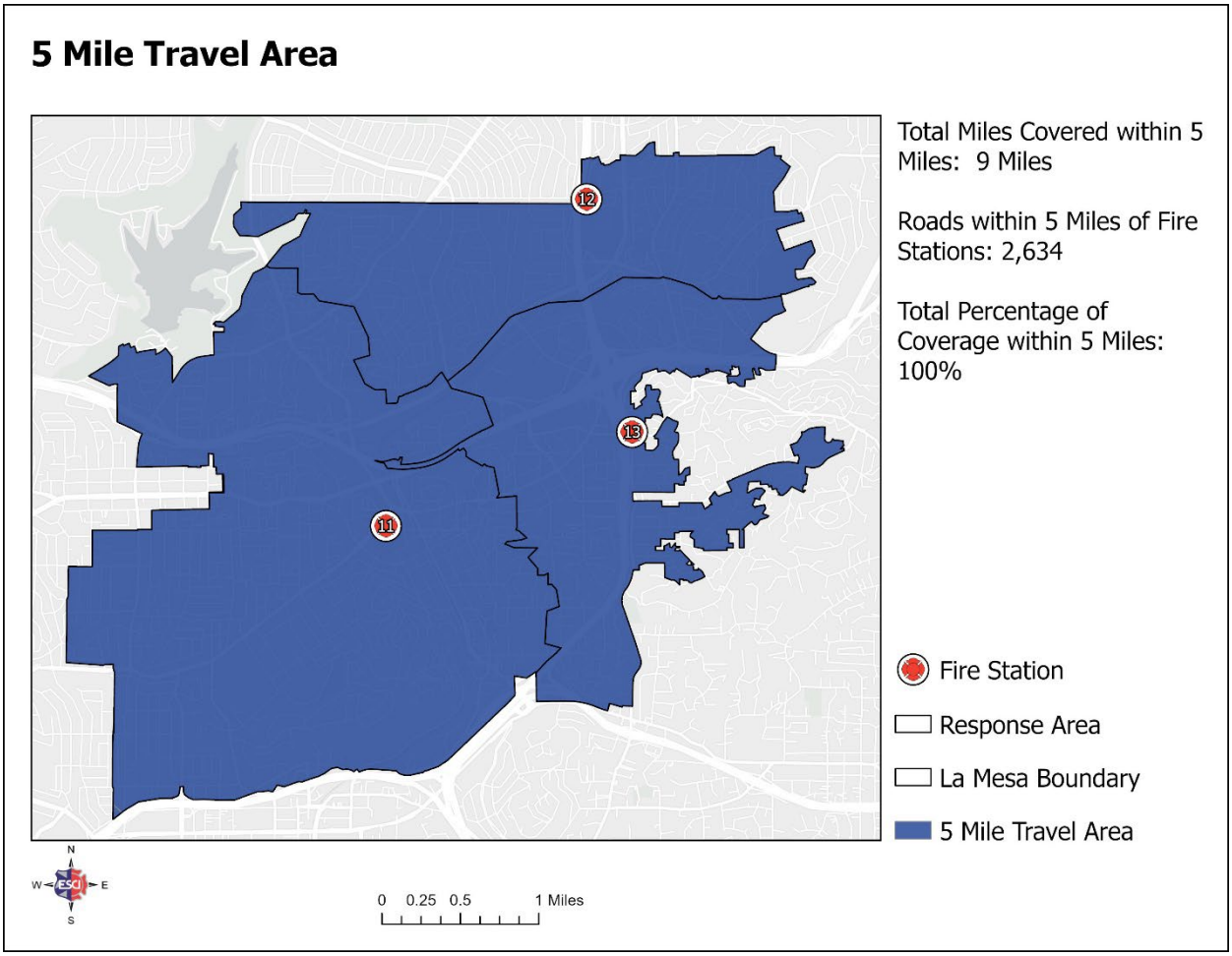


5-Mile Distribution

The next facet to consider is to determine the number of structures within five road miles of a staffed fire station. Areas outside of five miles are subject to receiving a PPC® rating of 10 (no fire department protection available).

As illustrated in the following figure, 100% of the HFR (La Mesa) service area is located within a 5-road-mile travel distance of a fire station.

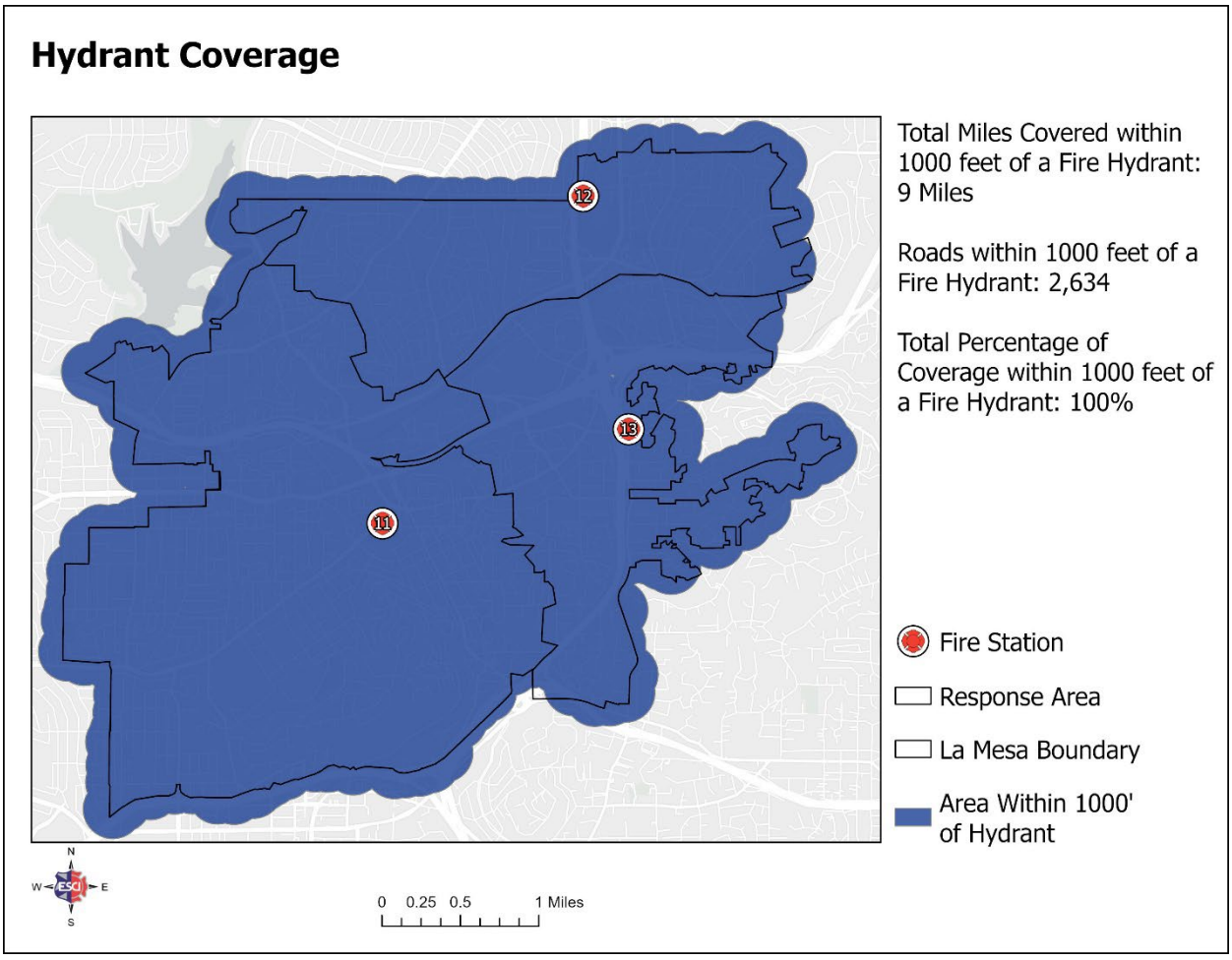
Figure 24. HFR (La Mesa) Station Distribution per ISO Criteria



Water Supply

The final facet to consider is to determine the community's proximity to a sufficient water supply, which is critical for the extinguishment of fires. Included in this evaluation is the geographic location and distribution of fire hydrants. Structures outside a 1,000-foot radius of a fire hydrant are subject to a lower Public Protection Classification® rating than areas with adequate hydrant coverage, thus signifying limited fire protection. Exceptions are made when a fire department can show that either a dry hydrant or a suitable water tanker operation is possible to provide the needed volume of water for fire suppression activities for a specific period. As illustrated in the following figure, 100% of the HFR (La Mesa) service area is within 1,000 feet of a fire hydrant.

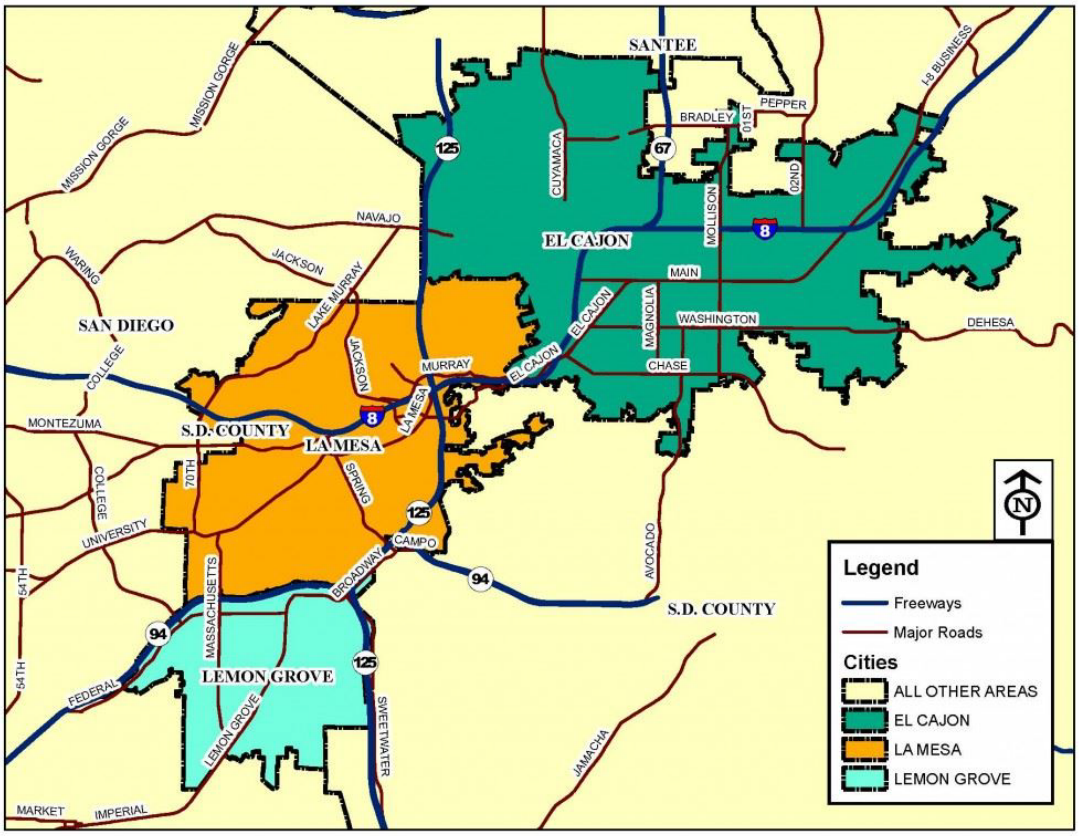
Figure 25. HFR (La Mesa) Hydrant Coverage per ISO Criteria



NFPA Distribution

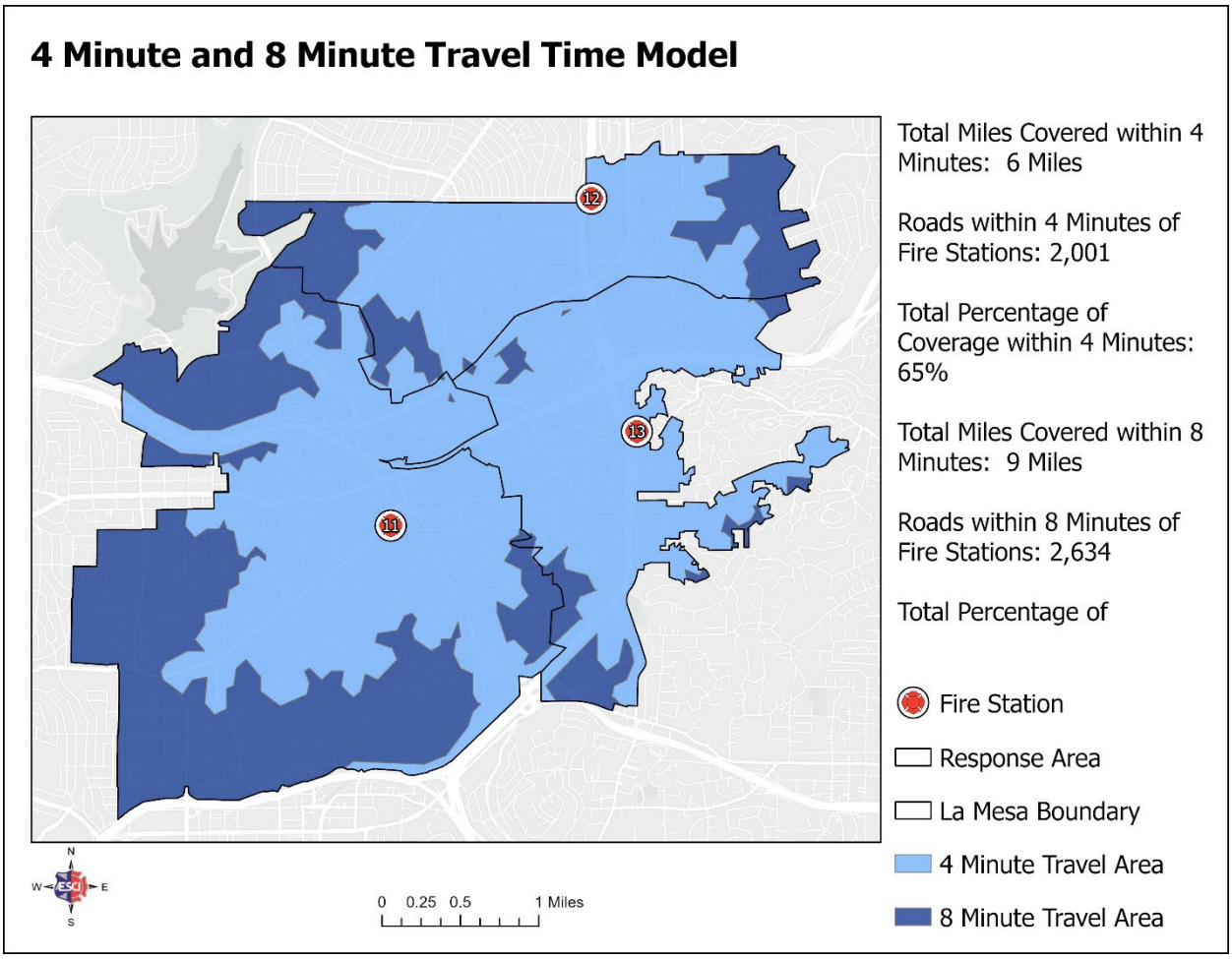
The National Fire Protection Association (NFPA) is an industry trade association that develops and provides standards and codes for fire departments and emergency medical services for use by local governments. One of these standards, NFPA 1710: *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*, serves as a national consensus standard for career fire department performance, operations, and safety. Within this standard, a travel time of 240 seconds, or 4 minutes, is identified as the benchmark for career departments to reach emergency incidents within their jurisdiction with the first arriving unit. Additionally, the balance of the response (called the effective response force or ERF) is required to arrive at the incident within 480 seconds or 8 minutes.

The contemporary method used to evaluate fire stations is based on using the actual road network in a computer model using Geographical Information System (GIS) technology. This system uses time and distance to create a network that more closely represents how far firefighters can respond from a fire station using the adopted time standard.



As illustrated in the following figure, 65% of the HFR (La Mesa) service area falls within the 4-minute travel time of a fire station and 100% falls within the 8-minute travel time of a fire station.

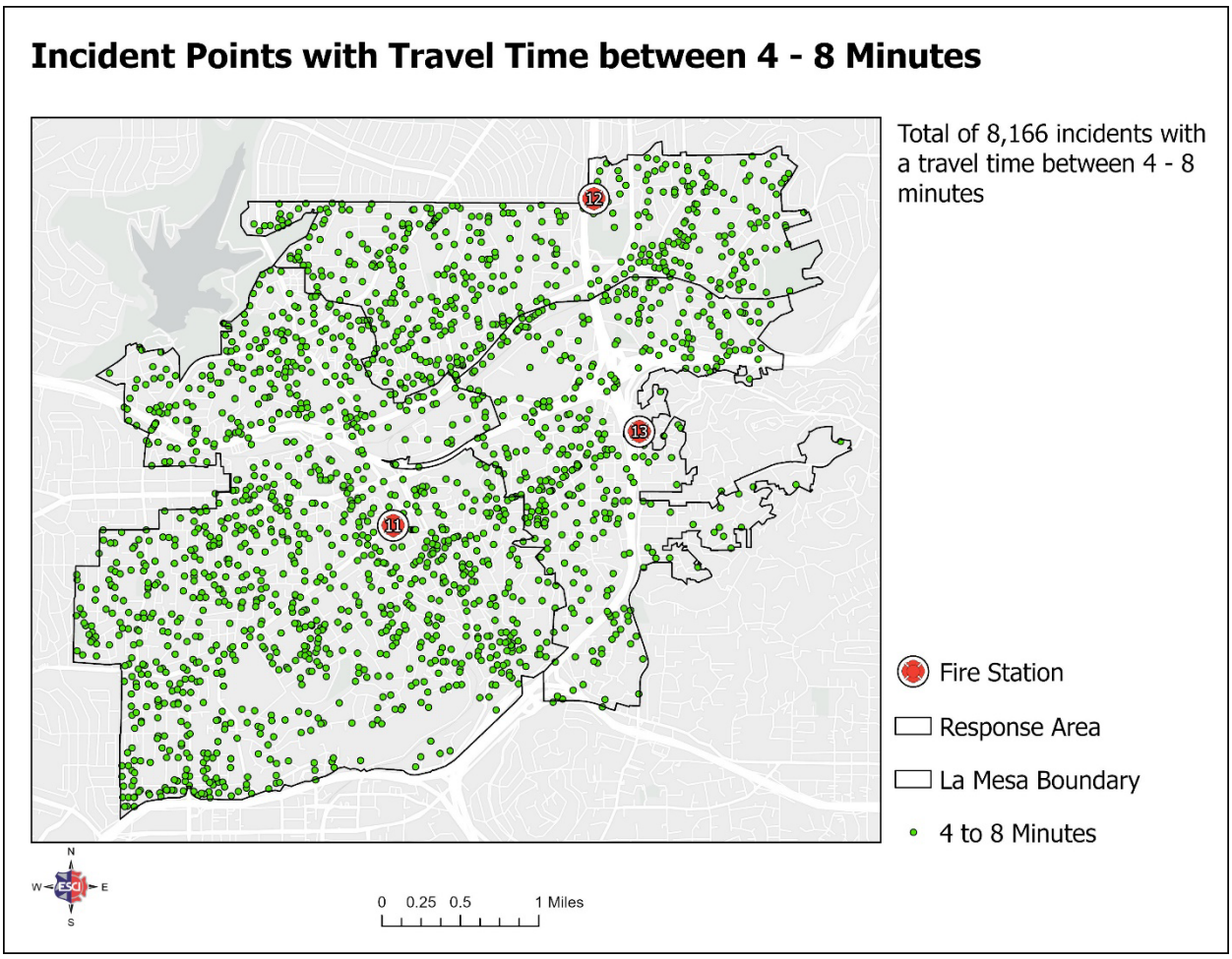
Figure 26. HFR (La Mesa) 4/8 Minute Travel Time Model per NFPA Criteria



The preceding figure provides HFR leadership and elected officials with a view of travel time based on the assumption that all units are within their assigned stations at the time of dispatch. Actual travel time is also valuable, as it can potentially identify any gaps in service that may be addressed in the planning processes. For the evaluation of this measure, only those incidents where units responded in emergency mode (lights/sirens) are included in the analysis.

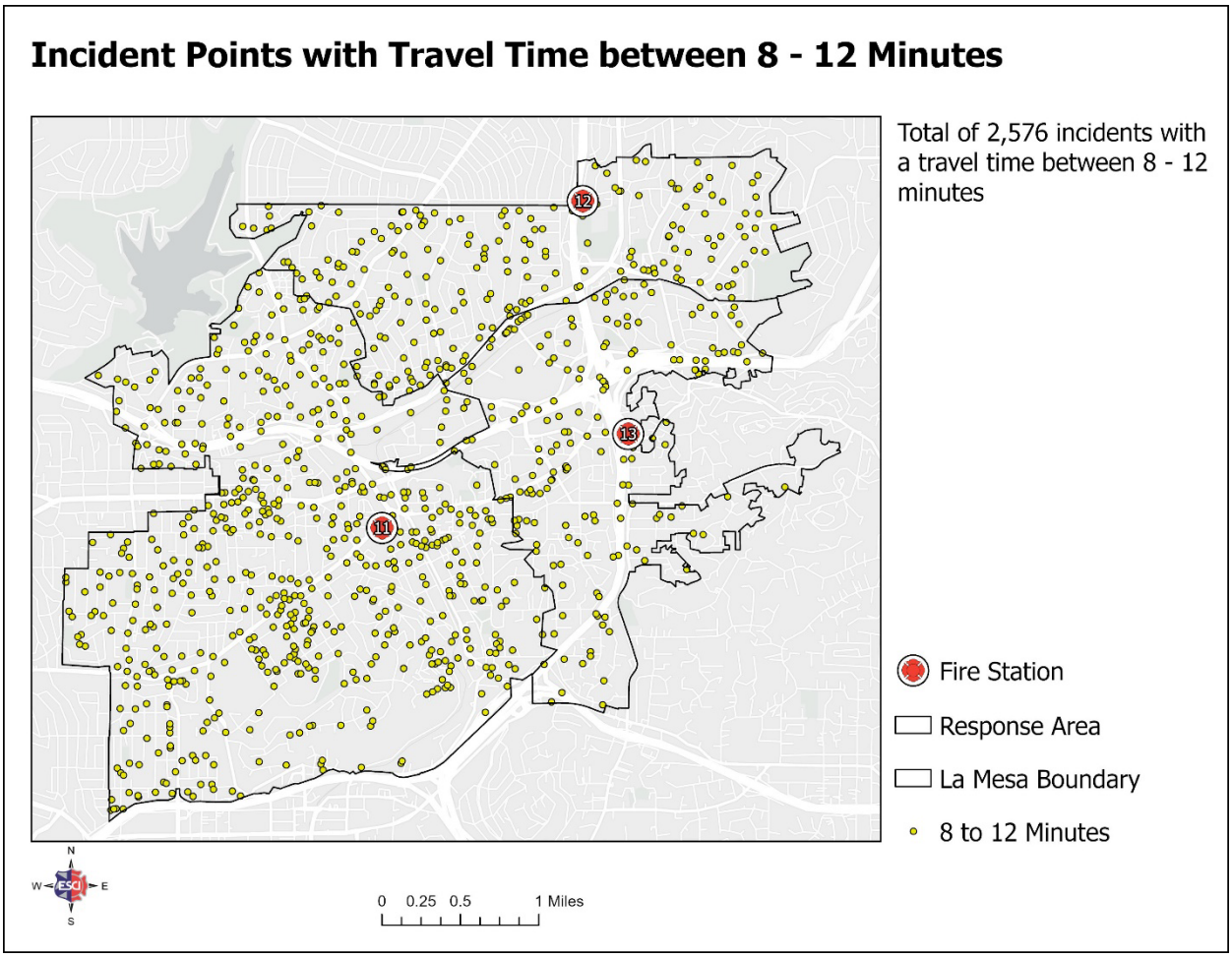
In 2023, HFR responded to 24% of incidents within La Mesa with a travel time of less than 4 minutes. To consider those responses with a travel time above the recommended standard, the remaining incidents were grouped into logical divisions. As illustrated in the following figure, HFR responded to 52% of incidents within La Mesa with a travel time of 4 to 8 minutes.

Figure 27. HFR (La Mesa) Travel Time 4-8 Minutes, 2023



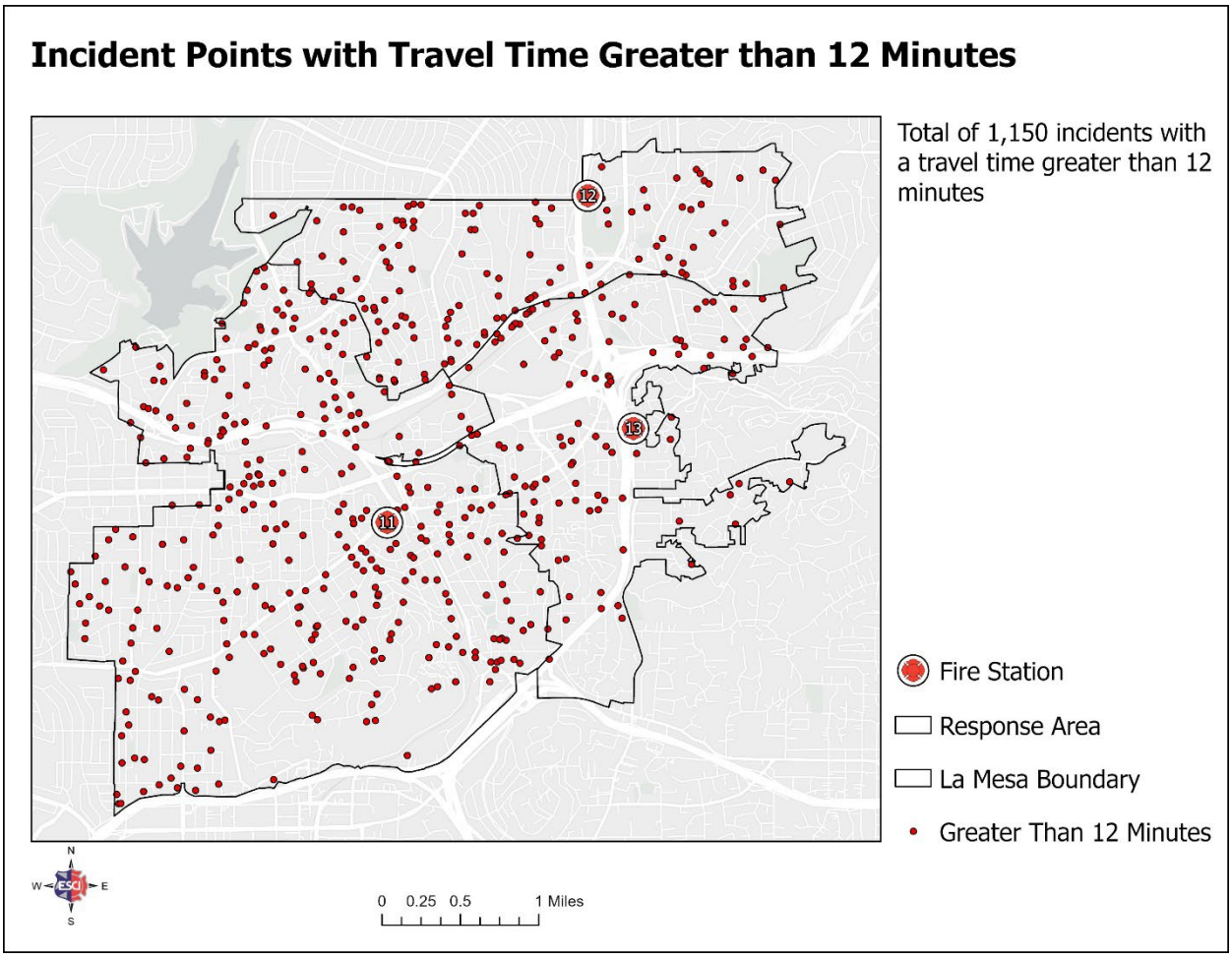
During 2023, HFR responded to 16% of incidents within La Mesa with a travel time of 8 to 12 minutes, as illustrated in the following figure.

Figure 28. HFR (La Mesa) Travel Time 8–12 Minutes, 2023



Finally, during 2023, HFR responded to 7% of incidents within La Mesa with a travel time of greater than 12 minutes, as illustrated in the following figure.

Figure 29. HFR (La Mesa) Travel Time Greater than 12 Minutes, 2023



Resource Concentration Analysis

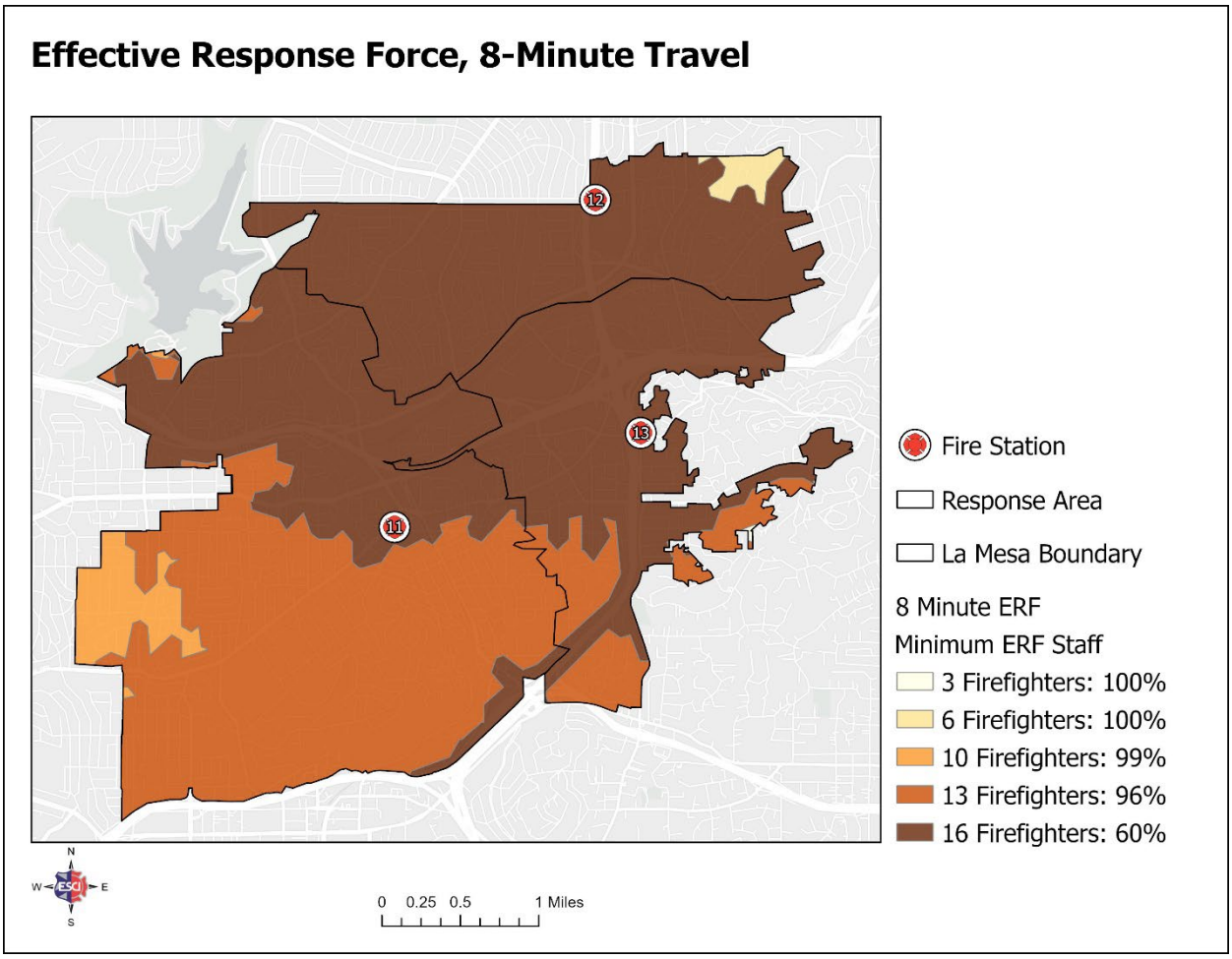
The ability to respond to incidents promptly is essential. However, the ability to have sufficient personnel and resources (effective response force or ERF) arrive in a timely manner is a significant factor in the successful mitigation of the emergency. Industry standards such as NFPA 1710 recommend that the effective response force arrive on the scene with a travel time of 8 minutes or less. When considering ERF, the level of resources and personnel varies based on the risk associated with the building occupancy, as illustrated in the following figure.

Figure 30. NFPA 1710 ERF Recommendations Based on Risk

Function/Task	Single-Family Residence (2,000 ft²)	Open Air Strip Shopping Center (13,000–196,000 ft²)	3-Story Garden Apartment (1,200 ft²)
Command	1	2	2
Apparatus Operator	1	2	2
Handlines (2 members each)	4	6	6
Support Members	2	3	3
Victim Search and Rescue team	2	4	4
Ground Ladders/Ventilation	2	4	4
Aerial Ladder Operator (If ladder used)	(1)	(1)	(1)
Initial Rapid Intervention Team	4	4	4
Initial Medical Care Component	N/A	2	2
Total	**16 (17)**	**27 (28)**	**27 (28)**

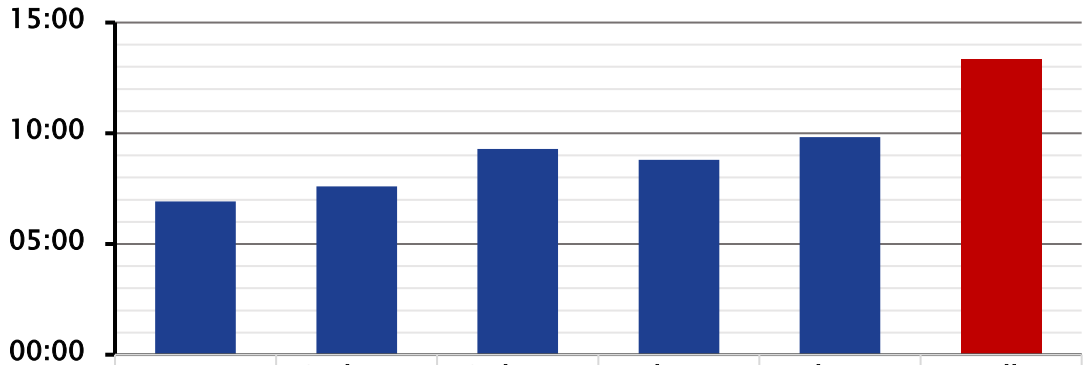
Using the daily minimum staffing of firefighter personnel at each station within La Mesa, ESCI determined the number of personnel that can arrive within an 8-minute travel time. The following figure illustrates the percentage of service area for each quantity of firefighters based on the overlap of the 8-minute travel time from each station and the number of personnel responding from that station. This excludes personnel and resources from other HFR stations outside of La Mesa.

Figure 31. HFR (La Mesa) Effective Response Force per NFPA Criteria



Like the travel time model, this analysis of the Effective Response Force (ERF) assumes that all units are within their assigned station at the time of dispatch. Thus, considering travel time to actual incidents is valuable, which may provide HFR leadership with insight. As illustrated in the following figure, this travel time analysis includes only those incidents coded as a fire (NFIRS 100-series), the unit responded to an emergency, and three or more units arrived on the scene.

Figure 32. HFR (La Mesa) Structure Fire Order of Arrival, 2019–2023



	1st Unit	2nd Unit	3rd Unit	4th Unit	5th Unit	All
90th Percentile	06:56	07:36	09:18	08:48	09:50	13:20

Resource Reliability Analysis

Providing a timely response to calls for service is impacted by the geographic location of the incident, resource location, travel conditions, and other key components identified in this report. Another consideration of resource location is whether the resource will be available within its assigned zone or if units will have to respond from a more distant location. The reliability of resources may be impacted by increased workload or incident concurrency.

Workload

The most current method of measuring workload (how busy a unit/resource is) is to compare the amount of time the unit is assigned to incidents with the amount of time the unit is in service, expressed as a percentage. However, it should be noted that this method does not capture non-incident activity such as training, pre-incident planning, fire hose testing, fire hydrant testing, apparatus maintenance, station maintenance, etc. Thus, units may be busier than those shown in the measure.

While there are limited formal performance measures to use as a target measure, in May 2016, Henrico County (VA) Division of Fire published an article after studying their

department's EMS workload.[2] As a result of the study, Henrico County Division of Fire developed a general commitment factor scale for their department. The following figure summarizes the findings as they relate to commitment factors and may be utilized by HFR leadership to develop internal workload measures.

Figure 33.Commitment Factors as Developed by Henrico County (VA) Division, 2016

Factor	Indication	Description
16%–24%	Ideal Commitment Range	Personnel can maintain training requirements and physical fitness and can consistently achieve response time benchmarks. Units are available to the community more than 75% of the day.
25%	System Stress	Community availability and unit sustainability are not questioned. First-due units respond to their assigned community 75% of the time, and response benchmarks are rarely missed.
26%–29%	Evaluation Range	The community served will experience delayed incident responses. Just under 30% of the day, first-due ambulances are unavailable; thus, neighboring responders will likely exceed goals.
30%	"Line in the Sand"	Not Sustainable: Commitment Threshold—the community has less than a 70% chance of timely emergency service, and immediate relief is vital. Personnel assigned to units at or exceeding 0.3 may show signs of fatigue and burnout and may be at increased risk of errors. Required training and physical fitness sessions are not consistently completed.

Personnel are assigned to a single unit for all but one station and only respond with that apparatus. At Station 13, on-duty personnel may respond in either E13 or OE406, so these two units have been combined into a single unit for analysis. As illustrated in the following figure, none of the HFR units within La Mesa are at a concerning workload level.

[2] *How Busy Is Busy?; Retrieved from https://www.fireengineering.com/articles/print/volume-169/issue-5/departments/fireems/how-busy-is-busy.html*

Figure 34. HFR (La Mesa) Unit Hour Utilization, 2019–2023

Unit	2019	2020	2021	2022	2023	Change Over Study Period
B3	0.94%	0.88%	1.00%	0.94%	0.94%	0.01%
E11	10.60%	9.79%	11.35%	11.20%	11.55%	0.95%
RE12	3.24%	3.29%	4.43%	3.08%	3.43%	0.19%
E12 (Reserve)	0.84%	0.97%	0.18%	1.51%	0.67%	-0.17%
E13	5.82%	4.70%	6.15%	6.11%	5.81%	0.00%
OE406	0.00%	0.82%	0.32%	0.29%	0.65%	0.65%
T11	2.43%	1.77%	2.16%	2.34%	2.23%	-0.20%
E211 (Reserve)	0.36%	1.14%	0.31%	1.25%	0.70%	0.34%

Incident Concurrency

Incident concurrency is an industry term that refers to when more than one incident occurs within the service area simultaneously. As illustrated in the following figure, nearly 95% of incidents occur either as a single or second incident, and available resources should be able to respond. However, this evaluation of sufficient resources is based on a single-unit response to each incident. There are times when multiple units respond to one incident, thus decreasing availability to respond units to additional calls for service.

Figure 35. HFR (La Mesa) Incident Concurrency, 2019–2023

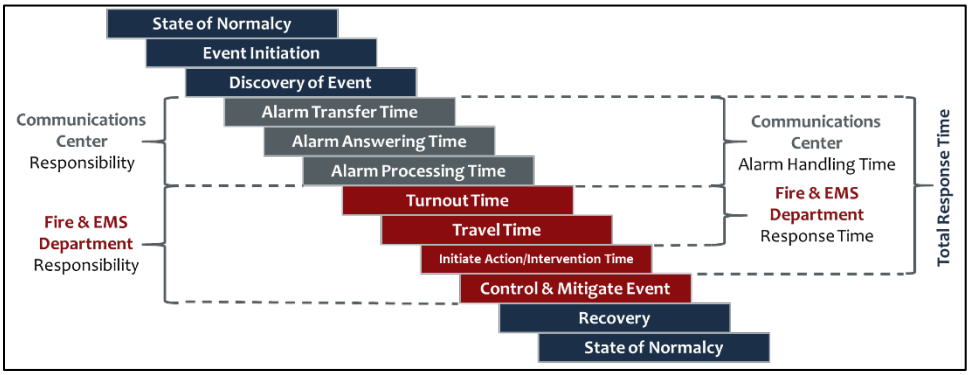
Concurrent Incidents	2019	2020	2021	2022	2023	Change Over Study Period
Single Incident	60.00%	62.11%	60.73%	68.97%	70.62%	10.62%
Two Incidents	29.96%	29.01%	29.14%	24.76%	24.16%	-5.80%
Three Incidents	8.20%	7.40%	8.19%	5.39%	4.50%	-3.70%
Four Incidents	1.51%	1.27%	1.68%	0.74%	0.62%	-0.89%
Five Incidents	0.26%	0.19%	0.24%	0.11%	0.10%	-0.15%
More than Five Incidents	0.09%	0.01%	0.01%	0.03%	0.00%	-0.09%

Response Performance Analysis

When the residents and visitors of La Mesa consider the value of the fire department, they are most likely to consider the time it takes for a unit to arrive after a person calls 911. Most people often refer to this time measure as response time, but the correct term is total response time—part of the response time continuum, which is comprised of the following measures.

- **Alarm Handling Time is the** amount of time between when a call is answered by the 911 Primary Public Safety Answering Point (PSAP) or dispatch center and when resources are dispatched.
- **Turnout Time is the** interval between when response units are notified of the incident and when the apparatus begins to respond.
- **Travel Time:** The time the responding unit spends on the road traveling to the incident until arrival at the scene. This is a function of speed and distance.
- **Response Time:** The time from initial alerting of an incident until arrival on the scene. Response Time equals the sum of "Turnout Time" and "Travel Time."
- **Total Response Time:** This is the time from when the emergency call is placed until units arrive on the scene, and it is the most apparent time to the caller requesting emergency services.

Figure 36. Response Time Continuum



In analyzing response performance, ESCI generates percentile measurements of response time performance. The use of percentile measurement using the components of response time follows the recommendations of industry best practices. The best practices are derived from the Center for Public Safety Excellence (CPSE) Standard of Cover document and the National Fire Protection Association (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*.

The "average" measure is a commonly used descriptive statistic, also called the mean of a data set. The most important reason not to use the average for performance standards is that it may not accurately reflect the performance for the entire data set and may be skewed by outliers, especially in small data sets. One extremely good or bad value can skew the average for the entire data set.

The "median" measure is another acceptable method of analyzing performance. This method identifies the value at the middle of a data set and thus tends not to be as strongly influenced by data outliers.

Percentile measurements are a better measure of performance because they show that most of the data set has achieved a particular level of performance. The 90th percentile means that 10% of the values are greater than the value stated, and all other data are at or below this level. This can be compared to the desired performance objective to determine the degree of success in achieving the goal.

As this report progresses through the performance analysis, it is important to remember that each component of response performance is not cumulative. Each is analyzed as an individual component, and the point at which the percentile is calculated exists in a set of data unto itself. Each of the following analyses only

included those incidents where the response was coded as an "emergency" priority. Each of the following analyses was conducted using the response data provided by HFR.

Industry standards and best practices recommend that fire department leadership regularly track these response performance measures. This approach allows HFR leadership to identify any impediments to expected performance and implement processes for improvement.

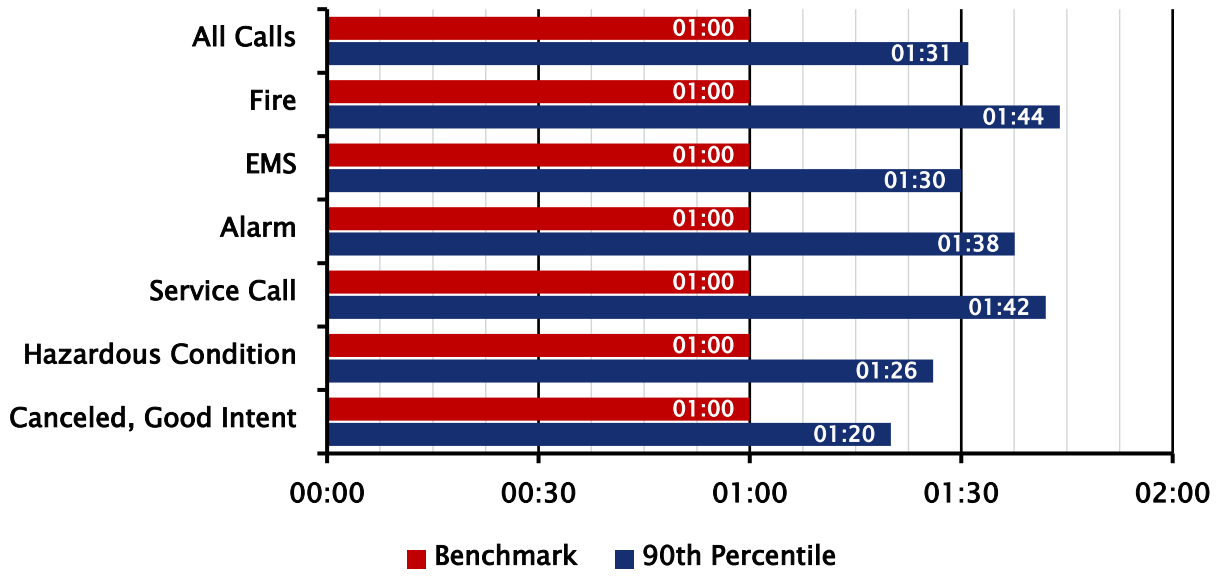
Alarm Handling Time

The time between answering a 911 call and dispatching resources is referred to as alarm handling time. One standard applies to this measure, as illustrated in the following figure.

Standard	Recommended Performance
NFPA 1225: *Standard for Emergency Services Communications* (2022 Edition)	60 seconds at the 90th percentile

As illustrated in the following figure, alarm handling time performance for incidents within La Mesa is 1 minute and 31 seconds. When evaluated by the NFIRS incident series, performance ranges from 1 minute and 20 seconds for canceled/good intent incidents to 1 minute and 44 seconds for fire incidents.

Figure 37. HFR (La Mesa) Alarm Handling Time Performance, 2019–2023



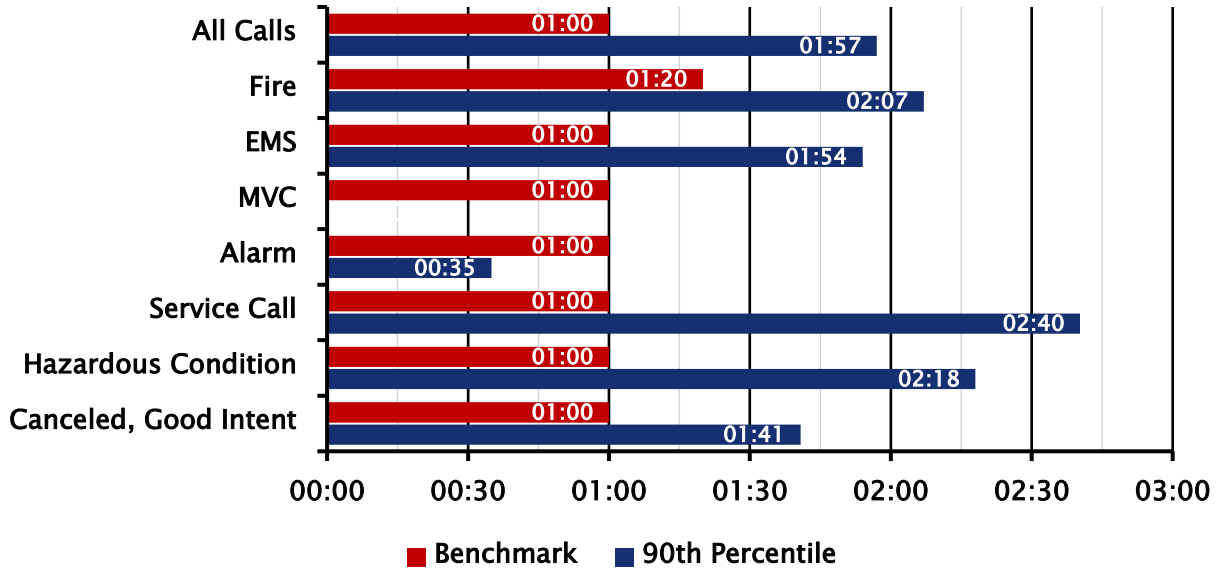
Turnout Time

The time between dispatching resources and the apparatus beginning forward motion to the incident is referred to as turnout time. There is one applicable standard for this measure, as illustrated in the following figure.

Standard	Recommended Performance
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 recommends*	Fire and Special Operations Incidents 80 seconds at the 90th percentile All Other Incidents 60 seconds at the 90th percentile

As illustrated in the following figure, turnout time performance for incidents within La Mesa is 1 minute and 57 seconds. When evaluated by the NFIRS incident series, performance ranges from 35 seconds for alarm incidents to 2 minutes and 40 seconds for service call incidents. HFR has adopted a turnout time of 120 seconds as a benchmark. This is becoming a standard for more departments nationwide due to the adaptation of new safety standards, station design and layout, and additional PPE required to be done before leaving the station.

Figure 38. HFR Turnout Time Performance, 2019–2023



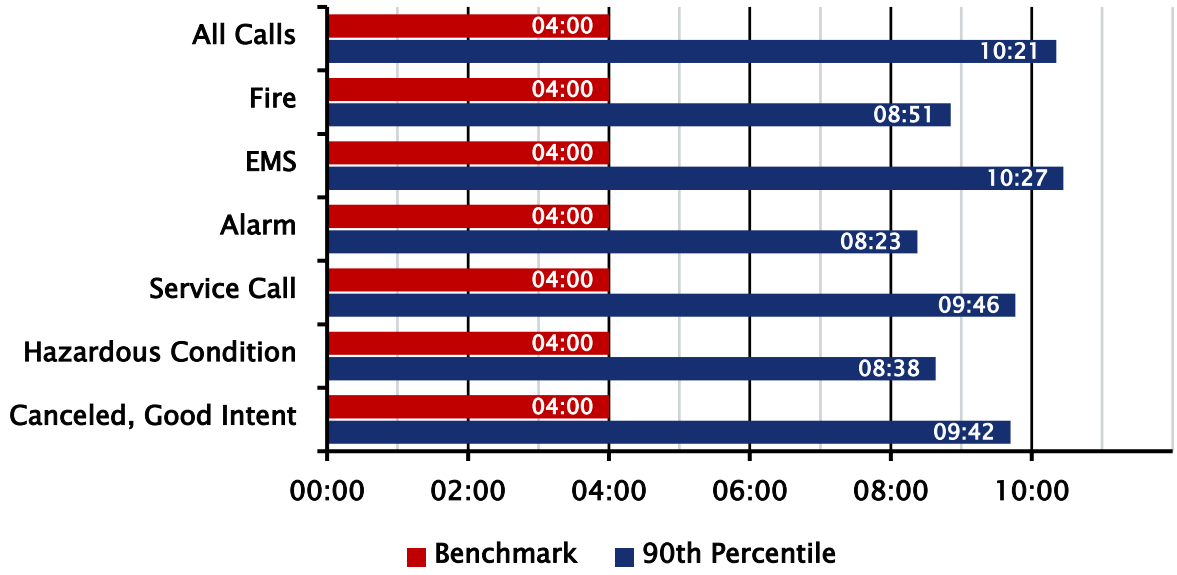
Travel Time

The measure of time between beginning forward motion to the incident and arrival at the scene is referred to as travel time. For this measure, there is one applicable standard, as illustrated in the following figure.

Standard	Recommended Performance
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*	4 minutes at the 90th percentile

As illustrated in the following figure, travel time performance for incidents within La Mesa is 10 minutes and 21 seconds. When evaluated by the NFIRS incident series, performance ranges from 8 minutes and 38 seconds for hazardous condition incidents to 10 minutes and 27 seconds for emergency medical service call incidents.

Figure 39. HFR Travel Time Performance, 2019–2023



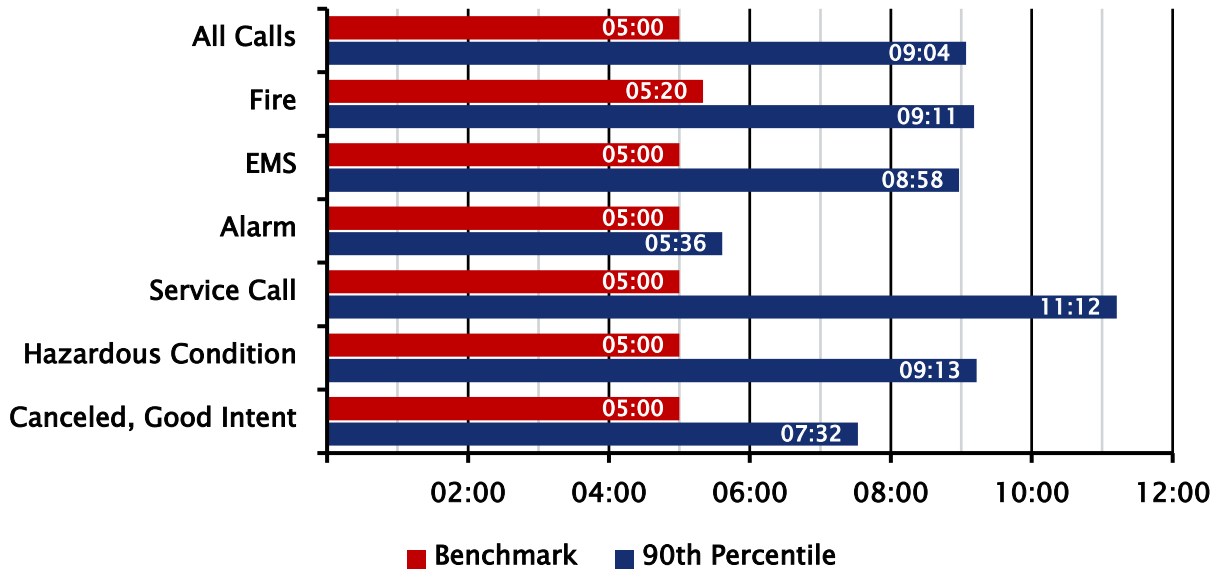
Response Time

The time between dispatch of resources and arrival at the scene is called response time. While there is not a specific applicable standard, one may be achieved by combining the individual component standards, as illustrated in the following figure.

Standard	Recommended Performance
Turnout Time	Fire and Special Operations Incidents 80 seconds at the 90th percentile All Other Incidents 60 seconds at the 90th percentile
Travel Time	4 minutes at the 90th percentile
Combined	Fire and Special Operations Incidents 5 minutes, 20 seconds at the 90th percentile All Other Incidents 5 minutes at the 90th percentile

As illustrated in the following figure, response time performance for incidents within La Mesa is 9 minutes and 4 seconds. When evaluated by the NFIRS incident series, performance ranges from 5 minutes and 36 seconds for alarm incidents to 11 minutes and 12 seconds for service call incidents.

Figure 40. HFR Response Time Performance, 2019–2023



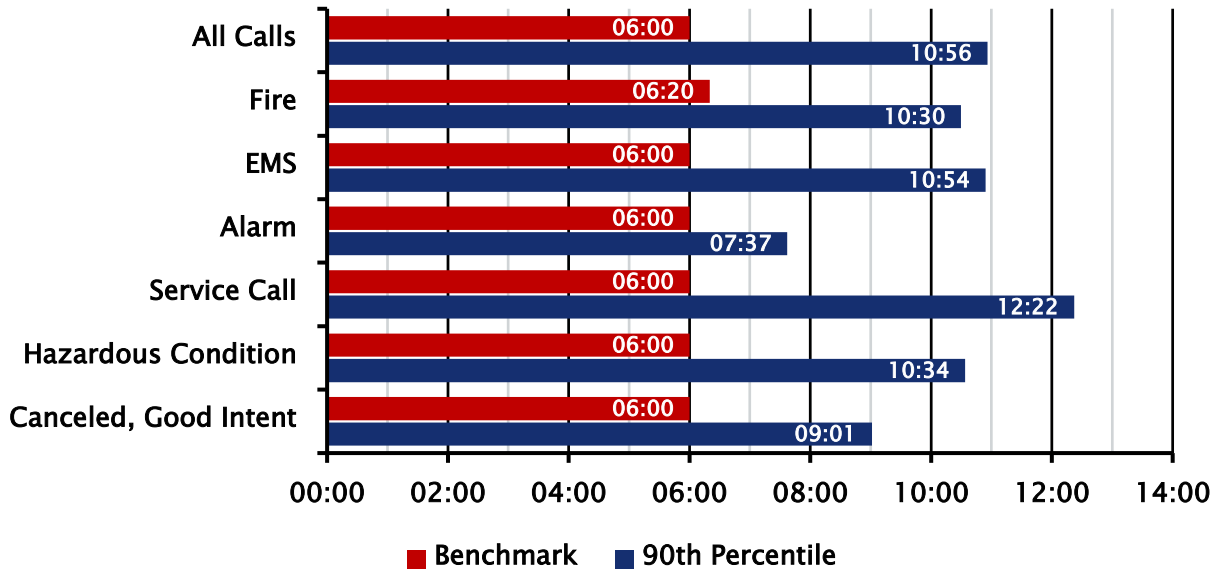
Total Response Time

The measure of time between the 911 call being answered and the arrival of units at the scene is referred to as total response time. While there is not a specific applicable standard, one may be achieved by combining the individual component standards, as illustrated in the following figure.

Standard	Recommended Performance
Alarm Handling Time	60 seconds at the 90th percentile
Turnout Time	Fire and Special Operations Incidents 80 seconds at the 90th percentile All Other Incidents 60 seconds at the 90th percentile
Travel Time	4 minutes at the 90th percentile
Combined	Fire and Special Operations Incidents 6 minutes, 20 seconds at the 90th percentile All Other Incidents 6 minutes at the 90th percentile

As illustrated in the following figure, the total response time performance for incidents within La Mesa is 10 minutes and 56 seconds. When evaluated by the NFIRS incident series, performance ranges from 7 minutes and 37 seconds for alarm incidents to 12 minutes and 22 seconds for service call incidents.

Figure 41. HFR (La Mesa) Total Response Time Performance, 2019–2023



Mutual Aid and Automatic Aid

HFR, along with other agencies throughout the nation, realizes the value of sharing resources where applicable. The method in which these resources are shared generally falls within two categories—automatic aid agreements and mutual aid agreements. When agencies operate under an automatic aid agreement, there is a predetermined dispatch matrix whereby units from all involved departments are dispatched as part of the normal assignment of units. In contrast, when agencies operate under a mutual aid agreement, additional resources from outside the jurisdiction are not dispatched until requested by the primary responding agency. The following figure illustrates the organizations with which HFR has aid agreements and specifies the type(s) of agreement with each agency.

Figure 42. HFR (La Mesa) Aid Agreements

Agency	Agreement Type
Alpine	Auto
Barona	Auto
Bonita	Auto
Campo Reservation	Mutual
El Cajon	Auto
Flinn Springs	Mutual
Harbison Canyon	Auto/Mutual
Jacumba	Mutual
Lakeside	Auto
Lemon Grove	Auto
National City	Auto
Pine Valley	Auto/Mutual
Ramona	Auto/Mutual
Rancho Santa Fe	Auto
San Diego Fire	Auto/Mutual
San Diego Unit (San Diego Ranger, Cal Fire, MVU)	Auto/Mutual
San Miguel	Auto
Santee	Auto
Sycuan	Auto
Viejas	Auto

As part of the documentation of response to incidents, HFR personnel include the assorted options within the aid-given/received field. As illustrated in the following figures, there is a robust sharing of resources, both given and received.

Figure 43. HFR (La Mesa) Aid Received, 2019–2023

Description	2019	2020	2021	2022	2023	Total
Alpine Fire	0	1	1	0	1	3
Bonita Fire	0	1	1	0	0	2
El Cajon Fire	178	206	214	242	245	1,085
Lakeside Fire	4	2	1	4	1	12
Lemon Grove Fire	300	347	363	443	443	1,896
Out of Area	475	609	732	777	804	3,397
San Miguel Fire	123	175	156	203	181	838
Santee Fire	11	5	6	7	17	46
Sycuan Fire	2	0	0	0	0	2
Viejas Fire	2	0	1	1	0	4
Total Aid Received	**1095**	**1346**	**1475**	**1677**	**1692**	**7281**

Figure 44. HFR (La Mesa) Aid Given, 2019–2023

Description	2019	2020	2021	2022	2023	Total
Alpine	1	0	0	0	0	1
Barona	0	0	0	1	0	1
Bonita		2	1	1	2	6
El Cajon	277	219	265	222	245	1,228
Lakeside	4	4	12	13	6	39
Lemon Grove	101	98	125	129	135	588
Out of Area	2	6	3	3	4	18
San Diego	504	564	572	498	476	2,614
San Diego County		6	2	4	2	14
San Miguel Fpd	355	343	381	485	396	1,960
Santee	19	26	54	34	24	157
Viejas	3	0	0	1	0	4
Total Aid Given	**1266**	**1268**	**1415**	**1391**	**1290**	**6630**

Facilities

Heartland Fire and Rescue supports three fire stations within the city limits of La Mesa. These stations operate on a 24-hour, 365-day basis. The stations were assessed on the overall condition of the structure. Areas of health and safety, functionality, and efficiency for personnel to live in for 24 hours at a time. (The grading chart and score sheets can be found in the Appendices).

Station 11: 8034 Allison Ave, La Mesa (Good Condition)

Station 11 was constructed in 2006 and comprises four bays – three drive-through bays and one single bay for back-in. It can house up to twenty personnel per shift. In addition to being a fire station, it also accommodates the administrative offices for Heartland Fire Rescue for the City of La Mesa and functions as an Emergency Operations Center for the city.

Station 12: 8844 Dallas St, La Mesa (Good Condition)

Station 12 was constructed in 1996. Prior to the COVID-19 pandemic, the station featured an optional community room. It has two drive-through bays and can accommodate up to twelve personnel per shift. The station's distinctive design promotes community integration in the vicinity. Station 12 is equipped with a pumper engine and a Rescue Engine.

Station 13: 9110 Grossmont Blvd, La Mesa (Good Condition)

Station 13, the oldest fire station in the area, was constructed in 1961. Although the station underwent a remodel in 2008, it remains a one-and-a-half-bay station consisting of one drive-through bay and one back-in bay. The station can house up to eight personnel per shift. However, the expansion of the station is limited due to its location. The site is surrounded by an interstate to the rear and flanked on both the front and right with secondary roadways and Interstate access ramps.

Apparatus

Heartland Fire and Rescue maintains a cache of apparatus within the city limits of La Mesa. These apparatuses are utilized for emergency and non-emergency responses to serve the citizens of La Mesa and the surrounding jurisdictions. Each unit is staffed and prepared for the various calls of service that occur throughout the city and the San Diego Central Zone area. Each apparatus was evaluated based on a 1-5 scale for Service (amount of maintenance performed), overall Condition, and Reliability.

Apparatus & Vehicles

Apparatus	Station	Year	Mileage	Service Score Total
Engine 11	11	2021	12,000	5
Truck 11	11	2009	76,000	5
Engine 12	12	2023	2,000	3
US&R 12	12	2013	71,000	7
Engine 13	13	2016	74,000	7
Engine 654 (Reserve)	11	2006	108452	11

Apparatus Reviews

The La Mesa Apparatus Fleet is currently in good condition despite some of the vehicles having high mileage. The overall service scores of these apparatuses are still within the acceptable and recommendable operational "In-Service" range. However, it is recommended that the organization begin looking at replacing apparatuses with service scores ranging between 15 and 25 in the near future. If the service scores are above 25, it is recommended that the replacement process be initiated immediately.

La Mesa has a reasonable plan in place to replace its apparatus and intends to continue with this process. However, due to the increasing cost and extended delays for engines and aerial apparatus, it is recommended that the city consider a Capital Improvement Plan dedicated to apparatus purchasing. This will help to ensure that adequate resources are available for the timely replacement of equipment.

Recommendations

Recommendation # 1

ESCI recommends researching options for EMT (B/A) level positions. Due to the nationwide recruitment issues for public safety, adopting a variation of the standard model may allow for potentially higher application numbers.

Recommendation # 2

ESCI recommends conducting an internal assessment of staffing and workload for the Fire Administration and the Fire Marshal's Office administrative positions. HFR has lost several administrative positions over the years for various reasons, and duties have been delegated to the remaining staffed positions. The growth of all three cities has further burdened the workload of non-emergency personnel.

Recommendation # 3

ESCI recommends that additional inspector positions be considered for the Fire Marshal's Office. Due to the community's growth, the number of inspections is beyond the normal best practices amount per inspector. The optimum number of annual inspections is between 750 and 1,000 per inspector.

Recommendation # 4

ESCI recommends consideration of a squad implementation for La Mesa in the next five years. This allows for the relief of utilizing large apparatus for low-acuity level calls. This concept can also be a phased transition for implementing non-paramedic level personnel.

Recommendation # 5

ESCI recommends expanding the HOME Program. With the additional two workers, expanding the number of available hours should be considered. Concerns and recommendations from field personnel believe the HOME program is good, but there is limited availability. Twenty-four-hour availability would be a goal.

Recommendation # 6

ESCI recommends that the city create a formal Capital Improvement Plan (CIP). A CIP allows for short—and long-term planning and budgeting even during fiscally tight years. Due to the extended construction and delivery times (3 to 4 years) for all manufacturers, the current fiscal year budgeting will most likely not cover the full cost once apparatus and equipment are delivered.

Recommendation # 7

ESCI recommends that La Mesa continue exploring the possibility of adopting and joining the Nurse Navigator Program, which is utilized in El Cajon.

Recommendation # 8

ESCI recommends that, in the absence of a formal Joint Power of Authority, the three cities explore an expanded relationship of cost sharing and pay parity for salaries, benefits, and personnel. While soft goods are already shared and expensed accordingly, moving to a cost share of personnel salaries and benefits can enhance recruitment and retention across all three cities.

Recommendation # 9

ESCI recommends creating an expanded MOU among the cities and various unions to allow for combined testing and cross-organizational promotion. Under the current MOU, personnel are already allowed to work in any of the three cities.

Recommendation # 10

ESCI recommends research and analysis for more efficient and effective means of facilities and apparatus repair with the Public Works Department, including communications on completed work orders.

Recommendation # 11

ESCI recommends continuing to work with the dispatch communication to review and dispatch per EMD (Emergency Medical Dispatch) criteria.

Table of Figures

Appendix

Emergency Services Consulting International
Providing Expertise and Guidance that Enhances Community Safety

Facility Information and Condition Worksheet

Complete facilities and apparatus information using these tables. Use one table for each facility.

Facility Name / Station Number: Station 11	*For office use only*
Address:	
8034 Allison Ave	
La Mesa, CA 91942	
Primary use (check all that apply) ■ Administration ☐ Maintenance ■ Emergency Ops ☐ Special Ops ☐ Training ☐ Communications Center ☐ Other (specify):	

Structure

Square Footage: 20,446	Construction Type:	# of Stories: 2
Dates of Construction	Original: 2006	Last Remodel:
General Condition	☐ Excellent ■ Good ☐ Fair ☐ Marginal ☐ Poor	
Applicable Fire Code & Edition		Code-compliant ☐ Yes ☐ No
Special Considerations (ADA, etc.)		

Facilities and Building Services

Security System Type (check all that apply):	■ Security Fence and Gate ☐ Sallyport ☐ CCTV ■ Keypad ☐ Key ☐ Other, specify:		
Maximum Staffing Capacity:			
24-hour Watch office	■ Yes ☐ No	Emergency Ops Center	■ Yes ☐ No
Kitchen Facilities	■ Yes ☐ No	Exercise/Workout Areas	■ Yes ☐ No
Training/Meeting Rooms	■ Yes ☐ No	Shower Facilities	■ Yes ☐ No
Individual Lockers	■ Yes ☐ No	Equipment Storage	■ Yes ☐ No
Living Quarters	■ Yes ☐ No	Apparatus Bays	■ Yes ☐ No
# of Beds: 20	# of Bedrooms: 10	# of Back-in: 1	# of Drive Through: 3
Cascade System/Compressor	■ Yes ☐ No	Helipad	☐ Yes ■ No
Emergency Power	■ Yes ☐ No	Automatic Sprinklers	■ Yes ☐ No
Smoke Detectors and Alarms	■ Yes ☐ No	Apparatus Exhaust System	■ Yes ☐ No
Automatic Cooking Shut-off	☐ Yes ■ No	Seismic Protection	☐ Yes ■ No
Washer/Dryer for station wear/linen	■ Yes ☐ No	Washer/Extractor for PPE	■ Yes ☐ No
Decontamination Area	■ Yes ☐ No	Biohazard Disposal	■ Yes ☐ No
Fuel:	■ None ☐ Diesel, gal	☐ MoGas, gal	☐ AvGas, gal ☐ Jet A, gal
Emergency Power:	☐ Gas ■ Diesel, Day Tank Size:		

Use the table below to rate the condition of each facility.

5. Very Good	4. Good	3. Fair	2. Poor	1. Critical
As New, No Defects, Performing as intended	Minor defects Performing as intended	Moderate defect Functioning but worn	Minor or major defect Not functioning as desired	Major defect Not functioning **OR** Risk to safety and health
Preventive Maintenance	Conditional Repair	Repair	Repair **OR** Replace	**Immediate** Repair **OR** Replace

Item	Score	Item	Score
Site		**Interior**	
Site Utilities and fire hydrants	4	Security	4
Emergency vehicle access	4	Walls, ceilings, and interior finishes	4
Pedestrian access (ADA and safety)	4	Doors, windows, partitions, and hardware	4
Roadways/driveways and associated signage, markings	4	Floor condition and suitability	4
Parking lots and associated signage, markings	4	Stairs: Interior stairs, handrails, and landings	4
Pedestrian sidewalks and associated signage, markings	4	Technology	3
Fences, walls, and access gates	4	Cabinetry, Furniture	4
Stormwater drainage/storage	4	Multi-purpose training/meeting areas	4
Landscape vegetation and trees	3	Restroom facilities, showers, lockers	4
Irrigation system	4	Kitchen/food service facilities, water fountains	4
Patio systems and furniture	4	Dormitory facilities	4
Loading Dock		Living facilities, breakrooms, workout facilities	4
Helipad / Fuel storage and dispensing system		Apparatus bays	2
Miscellaneous utility, trash, and storage structures	4	Storage and mechanical rooms	4
Substructure		**Utilities**	
Foundations: Walls, columns, beams, or pilings	4	Emergency Power System	4
Basement: Materials, insulation, slab, floor underpinnings		Electrical service and distribution	4
Loading dock		Lighting & branch wiring (interior and exterior)	4
Exterior		Communications and security system	4
Frame: columns, pillars, walls, covered walkways, balconies	4	Gas service and distribution	
Roof: Condition, gutters, eaves, openings, leakage, ponding	4	Water service, heating, and distribution	4
Exterior condition, finishes, and appearance	4	Sanitary Collection / Septic System / Grease traps	4
Exterior doors, windows, doors, and hardware	4	**Mechanical systems**	
Fire / Life Safety		Heat Generation and distribution systems	2
Open code violations or deficiencies		Cooling generation and distribution systems	2
Applied fireproofing		Testing, balancing, controls, and instrumentation	2
Fire doors, fire escapes		Chimneys, vents, and exhaust systems	3
Emergency lighting		Refrigeration systems, freezers, and ice machines/storage	2
Fire detection and alarm, auto shut-off (cooking)		Elevators, escalators, and lifts	4
Automatic sprinklers, standpipes, and fire pumps		Cascade system / Breathing Air Compressor	4
Eyewash stations		Apparatus Bay Exhaust System	2
Decontamination Area, Biohazard Disposal		Washer/Dryer for station wear/linen	5
		Washer/Extractor for PPE	3

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Facility Information and Condition Worksheet

Complete facilities and apparatus information using these tables. Use one table for each facility.

Facility Name / Station Number: Fire Station 12	*For office use only*
Address: 8844 Dallas St La Mesa CA 91942	
Primary use (check all that apply) ☐ Administration ☐ Maintenance ■ Emergency Ops ☐ Special Ops ☐ Training ☐ Communications Center ☐ Other (specify):	

Structure

Square Footage: 8,950	Construction Type:	# of Stories: 1
Dates of Construction	Original: 1996	Last Remodel:
General Condition	☐ Excellent ■ Good ☐ Fair ☐ Marginal ☐ Poor	
Applicable Fire Code & Edition		Code-compliant ☐ Yes ☐ No
Special Considerations (ADA, etc.)		

Facilities and Building Services

Security System Type (check all that apply): ■ Security Fence and Gate ☐ Sallyport ☐ CCTV ■ Keypad ☐ Key ☐ Other, specify:

Maximum Staffing Capacity:			
24-hour Watch office	■ Yes ☐ No	Emergency Ops Center	☐ Yes ■ No
Kitchen Facilities	■ Yes ☐ No	Exercise/Workout Areas	■ Yes ☐ No
Training/Meeting Rooms	■ Yes ☐ No	Shower Facilities	■ Yes ☐ No
Individual Lockers	■ Yes ☐ No	Equipment Storage	■ Yes ☐ No
Living Quarters	■ Yes ☐ No	Apparatus Bays	■ Yes ☐ No
# of Beds: 12 # of Bedrooms: 6		# of Back-in: 0 # of Drive Through: 2	
Cascade System/Compressor	■ Yes ☐ No	Helipad	☐ Yes ■ No
Emergency Power	■ Yes ☐ No	Automatic Sprinklers	☐ Yes ☐ No
Smoke Detectors and Alarms	■ Yes ☐ No	Apparatus Exhaust System	■ Yes ☐ No
Automatic Cooking Shut-off	☐ Yes ■ No	Seismic Protection	☐ Yes ■ No
Washer/Dryer for station wear/linen	■ Yes ☐ No	Washer/Extractor for PPE	■ Yes ☐ No
Decontamination Area	■ Yes ☐ No	Biohazard Disposal	■ Yes ☐ No

Fuel: ■ None ☐ Diesel, gal ☐ MoGas, gal ☐ AvGas, gal ☐ Jet A, gal

Emergency Power: ☐ Gas ■ Diesel, Day Tank Size: 180 gallons

Use the table below to rate the condition of each facility.				
5. Very Good	**4. Good**	**3. Fair**	**2. Poor**	**1. Critical**
As New, No Defects, Performing as intended	Minor defects Performing as intended	Moderate defect Functioning but worn	Minor or major defect Not functioning as desired	Major defect Not functioning **OR** Risk to safety and health
Preventive Maintenance	Conditional Repair	Repair	Repair **OR** Replace	**Immediate** Repair **OR** Replace

Item	Score	Item	Score
Site		**Interior**	
Site Utilities and fire hydrants	4	Security	4
Emergency vehicle access	4	Walls, ceilings, and interior finishes	3
Pedestrian access (ADA and safety)	4	Doors, windows, partitions, and hardware	4
Roadways/driveways and associated signage, markings	4	Floor condition and suitability	2
Parking lots and associated signage, markings	4	Stairs: Interior stairs, handrails, and landings	
Pedestrian sidewalks and associated signage, markings	4	Technology	3
Fences, walls, and access gates	4	Cabinetry, Furniture	2
Stormwater drainage/storage	3	Multi-purpose training/meeting areas	
Landscape vegetation and trees	2	Restroom facilities, showers, lockers	3
Irrigation system	3	Kitchen/food service facilities, water fountains	4
Patio systems and furniture	3	Dormitory facilities	3
Loading Dock		Living facilities, breakrooms, workout facilities	3
Helipad / Fuel storage and dispensing system		Apparatus bays	4
Miscellaneous utility, trash, and storage structures	4	Storage and mechanical rooms	3
Substructure		**Utilities**	
Foundations: Walls, columns, beams, or pilings	4	Emergency Power System	4
Basement: Materials, insulation, slab, floor underpinnings		Electrical service and distribution	4
Loading dock		Lighting & branch wiring (interior and exterior)	4
Exterior		Communications and security system	3
Frame: columns, pillars, walls, covered walkways, balconies	2	Gas service and distribution	
Roof: Condition, gutters, eaves, openings, leakage, ponding	2	Water service, heating, and distribution	3
Exterior condition, finishes, and appearance	2	Sanitary Collection / Septic System / Grease traps	4
Exterior doors, windows, doors, and hardware	2	**Mechanical systems**	
Fire / Life Safety		Heat Generation and distribution systems	2
Open code violations or deficiencies		Cooling generation and distribution systems	2
Applied fireproofing		Testing, balancing, controls, and instrumentation	3
Fire doors, fire escapes		Chimneys, vents, and exhaust systems	3
Emergency lighting		Refrigeration systems, freezers, and ice machines/storage	3
Fire detection and alarm, auto shut-off (cooking)		Elevators, escalators, and lifts	
Automatic sprinklers, standpipes, and fire pumps		Cascade system / Breathing Air Compressor	4
Eyewash stations		Apparatus Bay Exhaust System	3
Decontamination Area, Biohazard Disposal		Washer/Dryer for station wear/linen	5
		Washer/Extractor for PPE	5

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Facility Information and Condition Worksheet

Complete facilities and apparatus information using these tables. Use one table for each facility.

Facility Name / Station Number: Fire Station 13	*For office use only*
Address: 9110 Grossmont Blvd La Mesa CA 91941	
Primary use (check all that apply) ☐ Administration ☐ Maintenance ■ Emergency Ops ☐ Special Ops ☐ Training ☐ Communications Center ☐ Other (specify):	

Structure

Square Footage: 5,183	Construction Type:	# of Stories: 1
Dates of Construction	Original: 1961	Last Remodel: 2009
General Condition	☐ Excellent ■ Good ☐ Fair ☐ Marginal ☐ Poor	
Applicable Fire Code & Edition		Code-compliant ☐ Yes ☐ No
Special Considerations (ADA, etc.)		

Facilities and Building Services

Security System Type (check all that apply):	■ Security Fence and Gate ☐ Sallyport ☐ CCTV ■ Keypad ☐ Key ☐ Other, specify:		
Maximum Staffing Capacity:			
24-hour Watch office	■ Yes ☐ No	Emergency Ops Center	☐ Yes ■ No
Kitchen Facilities	■ Yes ☐ No	Exercise/Workout Areas	■ Yes ☐ No
Training/Meeting Rooms	■ Yes ☐ No	Shower Facilities	■ Yes ☐ No
Individual Lockers	■ Yes ☐ No	Equipment Storage	■ Yes ☐ No
Living Quarters	■ Yes ☐ No	Apparatus Bays	■ Yes ☐ No
# of Beds: 8	# of Bedrooms: 4	# of Back-in: 1	# of Drive Through: 1
Cascade System/Compressor	■ Yes ☐ No	Helipad	☐ Yes ■ No
Emergency Power	■ Yes ☐ No	Automatic Sprinklers	■ Yes ☐ No
Smoke Detectors and Alarms	■ Yes ☐ No	Apparatus Exhaust System	■ Yes ☐ No
Automatic Cooking Shut-off	☐ Yes ■ No	Seismic Protection	☐ Yes ■ No
Washer/Dryer for station wear/linen	■ Yes ☐ No	Washer/Extractor for PPE	■ Yes ☐ No
Decontamination Area	■ Yes ☐ No	Biohazard Disposal	☐ Yes ☐ No
Fuel:	■ None ☐ Diesel, gal	☐ MoGas, gal	☐ AvGas, gal ☐ Jet A, gal
Emergency Power:	☐ Gas ■ Diesel, Day Tank Size:		

Use the table below to rate the condition of each facility.				
5. Very Good	**4. Good**	**3. Fair**	**2. Poor**	**1. Critical**
As New, No Defects, Performing as intended	Minor defects Performing as intended	Moderate defect Functioning but worn	Minor or major defect Not functioning as desired	Major defect Not functioning **OR** Risk to safety and health
Preventive Maintenance	Conditional Repair	Repair	Repair **OR** Replace	**Immediate** Repair **OR** Replace

Item	Score	Item	Score
Site		**Interior**	
Site Utilities and fire hydrants	4	Security	4
Emergency vehicle access	4	Walls, ceilings, and interior finishes	3
Pedestrian access (ADA and safety)	4	Doors, windows, partitions, and hardware	4
Roadways/driveways and associated signage, markings	4	Floor condition and suitability	2
Parking lots and associated signage, markings	4	Stairs: Interior stairs, handrails, and landings	
Pedestrian sidewalks and associated signage, markings	4	Technology	3
Fences, walls, and access gates	5	Cabinetry, Furniture	2
Stormwater drainage/storage	4	Multi-purpose training/meeting areas	3
Landscape vegetation and trees	3	Restroom facilities, showers, lockers	3
Irrigation system	4	Kitchen/food service facilities, water fountains	4
Patio systems and furniture	4	Dormitory facilities	3
Loading Dock		Living facilities, breakrooms, workout facilities	3
Helipad / Fuel storage and dispensing system		Apparatus bays	4
Miscellaneous utility, trash, and storage structures	4	Storage and mechanical rooms	3
Substructure		**Utilities**	
Foundations: Walls, columns, beams, or pilings	4	Emergency Power System	4
Basement: Materials, insulation, slab, floor underpinnings		Electrical service and distribution	4
Loading dock		Lighting & branch wiring (interior and exterior)	4
Exterior		Communications and security system	3
Frame: columns, pillars, walls, covered walkways, balconies	4	Gas service and distribution	
Roof: Condition, gutters, eaves, openings, leakage, ponding	4	Water service, heating, and distribution	3
Exterior condition, finishes, and appearance	4	Sanitary Collection / Septic System / Grease traps	4
Exterior doors, windows, doors, and hardware	4	**Mechanical systems**	
Fire / Life Safety		Heat Generation and distribution systems	4
Open code violations or deficiencies		Cooling generation and distribution systems	4
Applied fireproofing		Testing, balancing, controls, and instrumentation	3
Fire doors, fire escapes		Chimneys, vents, and exhaust systems	4
Emergency lighting		Refrigeration systems, freezers, and ice machines/storage	4
Fire detection and alarm, auto shut-off (cooking)		Elevators, escalators, and lifts	
Automatic sprinklers, standpipes, and fire pumps		Cascade system / Breathing Air Compressor	
Eyewash stations		Apparatus Bay Exhaust System	3
Decontamination Area, Biohazard Disposal		Washer/Dryer for station wear/linen	4
		Washer/Extractor for PPE	4