2024

Heartland Fire & Rescue - City of La Mesa

STANDARD OF COVER

Critical Tasking, Benchmarks Statements & Performance Gaps for Levels of Risk

The Heartland Fire & Rescue publishes a standard of response cover to outline the contract for services with the community. The document outlines varying levels of risk for emergency medical services, fire suppression, hazardous materials response, technical rescue, and swift water. The document identifies the critical tasks with each benchmark statement for each community risk reduction program, the resources needed, the output of a three-axis risk scoring methodology, and the response time goals and performance gaps.

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Emergency Services Consulting International

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Introduction

The La Mesa Standard of Cover is a document that outlines the service levels and response times that the Heartland Fire & Rescue (HFR) aims to achieve for various types of emergencies, such as medical services, fire suppression, hazardous materials, technical rescue, and water rescue. The document serves as a contract with the community, detailing the resources needed, the critical tasks to be performed, and the performance benchmarks for each community risk reduction program. The document also identifies the risks, the current deployment model, and the performance gaps for each level of risk, using a three-axis risk scoring methodology based on the incidents' probability, consequence, and impact. The document provides recommendations and action plans to improve service delivery and continuously address performance gaps. The document is based on the analysis of the data from the last five years, the national standards and best practices, and the input from the stakeholders and the public.

It is a plan that helps ensure that emergency services are provided efficiently and effectively, with clear goals and performance measures to protect the community. The document identifies the risks, the necessary resources, and the expected response times, helping the department continuously improve its services and address any performance gaps.

The 3-axis risk score is a tool that HFR uses to assess the level of risk for each type of emergency incident in La Mesa. The tool considers three dimensions of risk: the probability of occurrence, the community's consequence, and the department's impact. Each dimension is scored on a scale from 1 to 10, and the scores are multiplied to obtain the final risk score, which ranges from 1 (lowest) to 100 (highest). The higher the risk score, the more resources and time are needed to mitigate the incident.

RISK SCORE METHODOLOGY & DEFINITIONS

Probability of Occurrence & Consequence to the Community:

The Heartland Fire & Rescue uses the last five years of response data to determine the likelihood of occurrence. The three-axis model uses a numeric score based on the definitions below. Additionally, the department subjectively assigns a consequence score based on the definitions outlined below.

Probability/Frequency of Occurrence	
500 Years	1
100 Years	2
10 Years	3
2-10 Years	4
Quarterly - Up to 1 Year	5
Every two months	6
Monthly	7
Weekly	8
Daily	9
Multiple times a day	10

Consequence to Community	
No Person (Cigarette in Bark dust)	1
One Person	2
One Household	3
Single Business Interruption - One-Day	4
Single Business Interruption - 2-7 Days	5
Multiple Businesses or Households Impacted	6
Neighborhood Block Impacted	7
City-wide Impact	8
Regionwide Impact	9
Statewide Impact	10

Impact on the Heartland Fire & Rescue:

The department calculates the impact score by dividing the staff resources assigned by the department's minimum staffing and multiplying by 10. This method provides a result on a ten-point scale and aligns with the practices of the other two axes.

(Staff Assigned to Incident / Minimum Staffing) x 10 = Impact Score

Three-Axis Risk Scoring Model

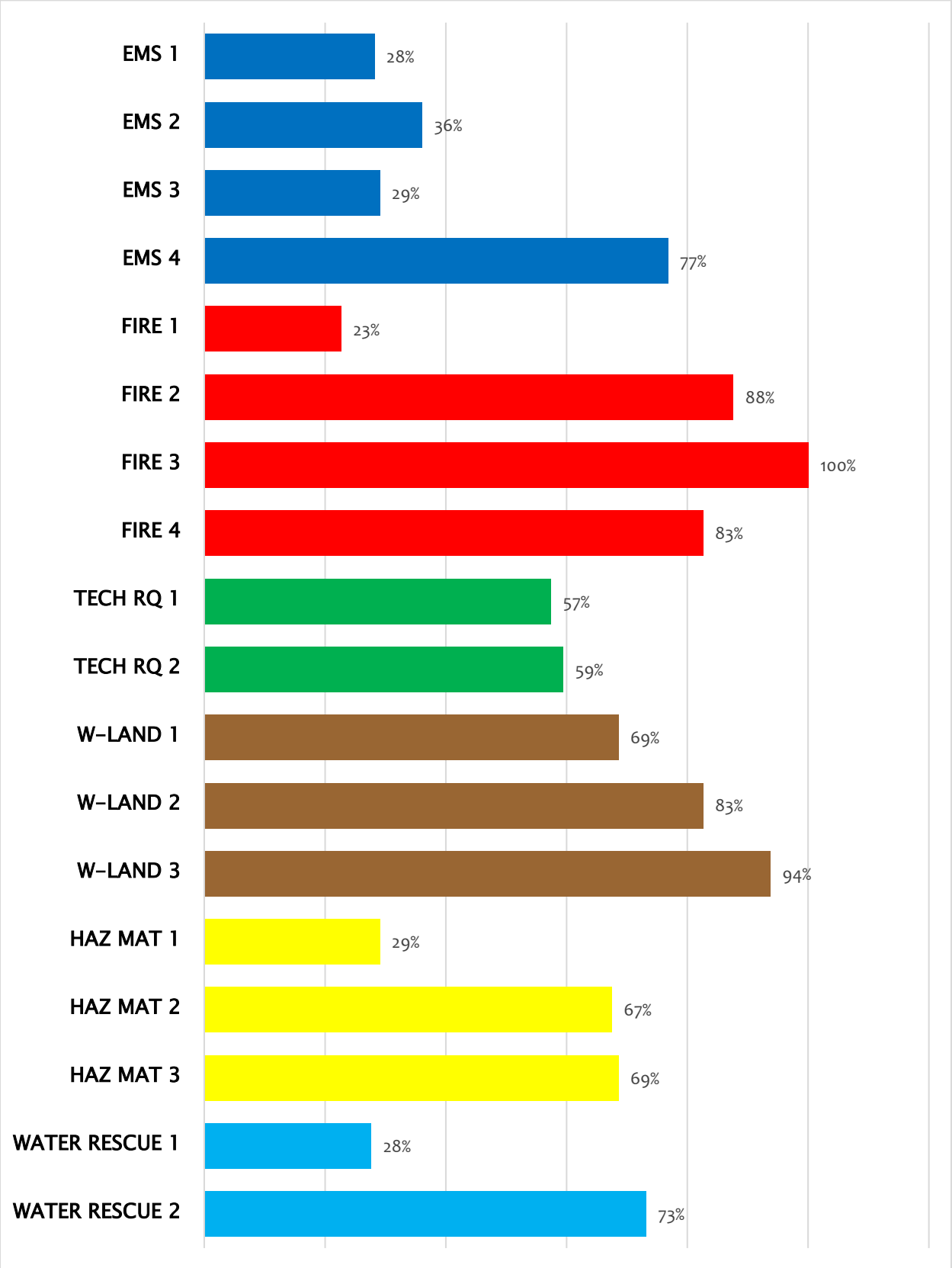
The Heartland Fire & Rescue uses the three-axis scoring methodology. This method uses the square root of each risk element value to determine the "surface area." The surface area value then becomes the risk's numeric value.

Square Root of $((Prob^2 \times Cons^2/2) + (Cons^2 \times Imp^2/2) + (Prob^2 \times Imp^2/2)) = Risk\ Score$

The scores derived from this method indicate the level of risk associated with certain types of incident responses. The scores are sorted into four risk classifications: Low, Moderate, High, & Extremely High risk. The figure below shows the score ranges for each type.

Low Risk	Moderate Risk	High Risk	Extremely High
0 – 24.99	25 – 49.99	50 – 74.99	75 – 100

Risk Score Summary



EMERGENCY MEDICAL SERVICES

Heartland Fire and Rescue and the City of La Mesa utilize a third-party private ambulance service for emergency medical transportation. AMR is the contracted company that serves HFR and many surrounding jurisdictions.

Emergency Medical Services 1 – Low Risk

Low-risk EMS is medical calls for service that the emergency medical dispatch process determines are non-emergency. Examples of low-risk EMS incidents may include ground-level falls without injury, general illness, low-acuity abdominal pain, and those incidents classified by ProQA as Alpha and Omega. HFR handles low-acuity calls with a single-engine company (3 personnel) or AMR (2 personnel).

CRITICAL TASK (National Recommendation)	REQUIRED STAFF
Patient Care 1	1
Patient Care 2	1
Effective Response Force:	**2**

RESOURCE DEPLOYMENT	MINIMUM STAFFING
HFR Engine or 3rd Party Transport	3
Total Personnel:	**3**
HFR Personnel:	**3**

THREE-AXIS RISK SCORE	
Probability of Occurrence	10
Consequence to Community	2
Impact on Fire Department	2
SCORE:	**20**

BENCHMARK RESOURCE COMPARISON	
National Recommendation	2
HFR Deployment	3
Benchmark Over/Under Percentage	**150%**

BENCHMARK STATEMENTS

For 90% of low-risk emergency medical responses in the area of responsibility, the total response time for the first arriving fire unit, staffed with at least two emergency medical technicians, shall be 10 minutes.

The first arriving unit for low-risk emergency medical responses shall be capable of:

- Conducting a rapid size-up of the emergency scene
- Initiating an incident command system
- Assessing the need for additional resources
- Administering emergency medical patient care
- Deploying automatic external defibrillation (AED)
- Performing cardiopulmonary resuscitation (CPR)
- Providing patient transport to the closest appropriate facility

The response model achieves the effective response force with the first arriving unit.

Emergency Medical Services 2 / 3 – Moderate/High Risk

Moderate-risk EMS are those medical calls for service that the emergency medical dispatch process determines are emergent. Examples of moderate-risk EMS incidents may include chest pain, difficulty breathing, stroke, and those incidents classified by ProQA as Charlie, Delta, and Echo Level calls. HFR handles both moderate(L2) and high (L3) risk with the same response of engines and AMR ambulance response.

CRITICAL TASK (National Recommendation)	REQUIRED STAFF
(L2) Command/Patient Lead	1
(L2) Patient Care	2
(L2) Patient Support/Documentation	1
(L3) BLS Rotation	2
Effective Response Force:	**6**

RESOURCE	MINIMUM STAFFING
ALS Transport Ambulance	2
HFR Suppression Apparatus	3
Total Personnel:	**5**
HFR Personnel:	**3**

THREE-AXIS RISK SCORE (L2/L3	
Probability of Occurrence	10/8
Consequence to Community	2/2
Impact on Fire Department	3/3
SCORE (Level 2/3):	**16/21**

BENCHMARK RESOURCE COMPARISON (L2/L3)	
National Recommendation	4/6
HFR Deployment	5/5
Benchmark Over/Under Percentage	**125/65%**

BENCHMARK STATEMENTS

For 90% of moderate-risk emergency medical responses in the area of responsibility, the total response time for the first arriving fire unit, staffed with at least two emergency medical technicians, shall be 6 minutes.

The first arriving unit for moderate-risk emergency medical responses shall be capable of:

- Conducting a rapid size-up of the emergency scene
- Initiating an incident command system
- Assessing the need for additional resources
- Obtaining vitals and patient medical history
- Administering advanced life support patient care
- Deploying automatic external defibrillation (AED)
- Performing cardiopulmonary resuscitation (CPR)

For 90% of moderate-risk emergency medical responses in the area of responsibility, the total response time for the arrival of all fire and other EMS units and personnel necessary to complete the first-alarm assignment, otherwise referred to as the Effective Response Force (ERF), shall be 8 minutes.

The effective response force for moderate-risk emergency medical response shall be capable of:

- Conducting a rapid size-up of the emergency scene
- Initiating an incident command system
- Assessing the need for additional resources
- Obtaining vitals and patient medical history
- Administering advanced life support patient care
- Deploying automatic external defibrillation (AED)
- Performing cardiopulmonary resuscitation (CPR)
- Assisting transport personnel with packaging the patient
- Providing advanced life support
- Providing patient transport to the closest appropriate facility

Emergency Medical Services 4 High Risk

High-risk EMS are those medical calls for service that the emergency medical dispatch process determines are life-threatening. Examples of high-risk EMS incidents may include cardiac arrest, shootings, stabbings, and those incidents classified by multi-unit responses.

CRITICAL TASK (National Recommendation)	REQUIRED STAFF
Command	1
Patient Care	6
Extrication	6
Suppression Line	2
Pump Operator	1
Effective Response Force:	**16**

RESOURCE	MINIMUM STAFFING
Battalion Chief	1
HFR Engine	3
HFR Engine	3
HFR Truck	4
ALS Transport Ambulance	2
Total Personnel:	**13**
HFR Personnel:	**11**

THREE-AXIS RISK SCORE	
Probability of Occurrence	7
Consequence to Community	4
Impact on Fire Department	9
SCORE:	**55**

BENCHMARK RESOURCE COMPARISON	
National Recommendation	16
HFR Deployment	13
Benchmark Over/Under Percentage	**81%**

BENCHMARK STATEMENTS

For 90% of high-risk emergency medical responses in the area of responsibility, the total response time for the first arriving fire unit, staffed with at least two emergency medical technicians, one of which is an advanced life support-level EMT, shall be 6 minutes.

The first arriving unit for high-risk emergency medical responses shall be capable of:

- Conducting a rapid size-up of the emergency scene
- Initiating an incident command system
- Assessing the need for additional resources
- Obtaining vitals and patient medical history
- Administering advanced life support patient care
- Deploying automatic external defibrillation (AED)
- Performing cardiopulmonary resuscitation (CPR)

For 90% of high-risk emergency medical responses in the area of responsibility, the total response time for the arrival of all fire and other EMS units and personnel necessary to complete the first-alarm assignment, otherwise referred to as the Effective Response Force (ERF), shall be 8 minutes.

The effective response force for high-risk emergency medical response shall be capable of:

- Conducting a rapid size-up of the emergency scene
- Initiating an incident command system
- Assessing the need for additional resources
- Obtaining vitals and patient medical history
- Administering advanced life support patient care
- Deploying automatic external defibrillation (AED)
- Performing cardiopulmonary resuscitation (CPR)
- Assisting transport personnel with packaging the patient
- Providing patient transport to the closest appropriate facility

FIRE SUPPRESSION

The Heartland Fire & Rescue operates out of three strategically located fire stations throughout La Mesa. There are three engines, one ladder truck, one battalion, one private ambulance, and one State Type I OES pumper. La Mesa has a daily staffing of fourteen personnel.

The department follows the National Incident Management System for incident command and uses a commercial command product. Company officers are initial incident commanders, and command is passed to the arriving chief officer.

Resource	Location	Type	Staff	Pump	Tank	Aerial Length
Station 11	Sta. 11	Engine/Pumper	3	1500	500	
Station 11	Sta. 11	AMR Ambulance*	2*	N/A	N/A	
Station 11	Sta. 11	Ladder Truck	4	N/A	N/A	100’
Station 11	Sta. 11	Command	1	N/A	N/A	
Station 12	Sta. 12	Rescue Engine	3	1500	500	
Station 13	Sta. 13	Engine/Pumper	3	1500	500	
Station 13	Sta. 13	Engine/Pumper	CS**	1500		
Heartland Fire Staff			**14**			
AMR Ambulance Staff			**2**			
Total Daily Staffing			**16**			

*AMR is a private party ambulance service. These units and personnel are not part of the HFR staff but can be counted towards service delivery needs.

**CS – Crossed-staffed. Personnel will move from one unit to another.

Fire Suppression 1 – Low Risk

Low-risk fire incidents are emergent calls for service that are unlikely to cause injury or significant property damage. Examples may include vehicles, trash, brush, and other non-structural fires.

CRITICAL TASK (National Recommendation)	REQUIRED STAFF
Command	1
Pump Operators	1
Suppression Line	2
Backup Line	2
RIC	2
Effective Response Force:	**8**

AGENCY RESOURCE DEPLOYMENT	MINIMUM STAFFING
HFR Engine Company	3
Total Personnel:	**3**

THREE-AXIS RISK SCORE	
Probability of Occurrence	8
Consequence to Community	2
Impact on Fire Department	2
SCORE:	**16**

BENCHMARK RESOURCE COMPARISON	
National Recommendation	8
HFR Deployment	3
Benchmark Over/Under Percentage	**38%**

BENCHMARK STATEMENTS

For 90% of low-risk fire responses in the area of responsibility, the total response time for the first arriving fire unit, staffed with at least three firefighters, shall be 6 minutes and 20 seconds (6:20).

The first arriving unit for low-risk fire responses shall be capable of:

- Conducting a rapid size-up of the emergency scene
- Initiating an incident command system
- Assessing the need for and requesting additional resources as needed
- Providing 1,500 GPM water pumping capacity
- Advancing a charged fire suppression attack hose line for fire control or rescue

Fire Suppression 2 – Moderate Risk

Moderate-risk fire incidents are those calls for service that are unlikely to cause injury or significant property damage. Examples of moderate-risk fire incidents may include single-family homes, utility facilities, commercial & business occupancies, and storage facilities.

CRITICAL TASK (National Recommendation)	REQUIRED STAFF
Command	1
Safety	1
Pump Operator	2
Suppression Line	2
Backup Line	2
Rapid Intervention Crew	1
Hydrant	1
Ladder/Ventilation	3
Search and Rescue	2
Effective Response Force:	**17**

RESOURCE	MINIMUM STAFFING
Battalion	1
HFR Engine	3
HFR Engine	3
HFR Engine	3
HFR Engine	3
HFR Truck	4
Transport Ambulance	2
Total Personnel:	**19**

THREE-AXIS RISK SCORE	
Probability of Occurrence	8
Consequence to Community	3
Impact on Fire Department	10
SCORE:	**63**

BENCHMARK RESOURCE COMPARISON	
National Recommendation	17
HFR Deployment	19
Benchmark Over/Under Percentage	**119%**

BENCHMARK STATEMENTS

For 90% of moderate-risk fire responses in the area of responsibility, the total response time for the first arriving fire unit, staffed with at least three firefighters, shall be 6 minutes and 20 seconds (6:20).

The first arriving unit for moderate-risk fire responses shall be capable of:

- Conducting a rapid size-up of the emergency scene
- Initiating an incident command system
- Assessing the need for and requesting additional resources as needed
- Providing 1,500 GPM water pumping capacity
- Advancing a charged fire suppression attack hose line for fire control or rescue

For 90% of all moderate-risk structure fire responses within the area of responsibility, the total response time for the arrival on scene of all fire units and personnel necessary to complete an entire first-alarm assignment, otherwise referred to as the Effective Response Force (ERF) shall be 10 minutes, 20 seconds (10:20).

The effective response force for moderate-risk fire responses shall be capable of:

- Conducting a rapid size-up of the emergency scene
- Establishing an incident command system
- Providing an uninterrupted water supply
- Advancing a charged fire suppression attack hose line and a backup line for fire control
- Complying with the OSHA requirements of two-in and two-out
- Completing the forcible entry
- Searching and rescuing at-risk victims
- Ventilating the structure
- Controlling utilities
- Placing elevated master streams into service from aerial apparatus

Fire Suppression 3 High Risk

High-risk fire incidents are those calls for service that are likely to cause injury or significant property damage. Examples of high-risk fire incidents may include multi-family occupancies, places of assembly, high-rise buildings, academic, athletic, and health buildings, industrial buildings, mixed-use, and railway emergencies.

CRITICAL TASK (National Recommendation)	REQUIRED STAFF
Incident Command	1
Attack Hose line Deployment	4
On-Deck Crew & Rapid Intervention Crew	2
Search & Rescue	4
Water Supply	2
Engine Operations	2
Aerial Operations	2
Support Functions – Ventilation – Utility Control – Forced Entry	2
Medical Assistance & Rehab	2
Effective Response Force:	**21**

RESOURCE	MINIMUM STAFFING
Battalion	1
HFR Engine	3
HFR Engine	3
HFR Engine	3
HFR Engine	3
HFR Truck	4
Transport Ambulance	2
Total Personnel:	**19**

THREE-AXIS RISK SCORE	
Probability of Occurrence	7
Consequence to Community	6
Impact on Fire Department	10
SCORE:	**72**

BENCHMARK RESOURCE COMPARISON	
National Recommendation	28
HFR Deployment	19
Benchmark Over/Under Percentage	**68%**

BENCHMARK STATEMENTS

For 90% of high-risk fire responses in the area of responsibility, the total response time for the first arriving fire unit, staffed with at least three firefighters, shall be 6 minutes and 20 seconds (6:20).

The first arriving unit for high-risk fire responses shall be capable of:

- Conducting a rapid size-up of the emergency scene
- Initiating an incident command system
- Assessing the need for and requesting additional resources as needed
- Providing 1,500 GPM water pumping capacity
- Advancing a charged fire suppression attack hose line for fire control or rescue
- Initiating other fire ground operations by department policies and procedures

For 90% of all high-risk structure fire responses within the area of responsibility, the total response time for the arrival on the scene of all fire units and personnel necessary to complete an entire first-alarm assignment, otherwise referred to as the Effective Response Force (ERF) shall be 10 minutes and 20 seconds (10:20).

The effective response force for high-risk fire responses shall be capable of:

- Conducting a rapid size-up of the emergency scene
- Establishing an incident command system
- Providing an uninterrupted water supply
- Advancing a charged fire suppression attack hose line and a backup line for fire control
- Complying with the OSHA requirements of two-in and two-out
- Completing the forcible entry
- Searching and rescuing at-risk victims
- Ventilating the structure
- Controlling utilities
- Placing elevated master streams into service from aerial apparatus

Fire Suppression 4 – Extremely High-Risk

Level 4 fires are rare but pose the highest level of risk. These incidents will surpass any agency's capabilities and resources, and the risk of injury and death to responders and the community is at the highest potential. These incidents are often multiple.
Day-long events require ongoing response, rehabilitation time, and deployment of logistical, planning, and operational divisions. Examples of catastrophic fires include oil refinery or chemical plant explosions, terrorist attacks with bomb detonations in highly occupied areas, or natural disasters that result in significant multi-fires across a community.

CRITICAL TASK (National Recommendation)	REQUIRED STAFF
Command	1
Safety	2
Pump Operator	4
Suppression Line	9
Backup Line	6
Rapid Intervention Crew	5
Hydrant	2
Ladder/Ventilation	4
Search and Rescue	5
Aerial	2
Lobby Control	1
Interior Staging Manager	1
Elevator Ops Manager	1
Effective Response Force:	**43**

RESOURCE	MINIMUM STAFFING
Battalion	1
HFR Engine	3
HFR Engine	3
HFR Engine	3
HFR Engine	3
HFR Truck	4
Transport Ambulance	2

Total Personnel:	**19**

THREE-AXIS RISK SCORE	
Probability of Occurrence	5
Consequence to Community	6
Impact on Fire Department	10
SCORE:	**59**

BENCHMARK RESOURCE COMPARISON	
National Recommendation	43
HFR Deployment	19
Mutual Aid Deployment	20
Benchmark Over/Under Percentage	**91%**

Technical Rescue

Technical Rescue Incidents require specialized training, tools and equipment, strategies, and tactical approaches. While these incidents are typically less frequent, mitigating and achieving positive outcomes requires constant training and equipment ready for deployment. Examples of Technical Rescue Incidents would include low and high rope rescue, confined space, and Multiple Vehicle Accidents (MVAs) with significant extrication involvement.

Technical Rescue 1 – Low-Risk

Level Technical Rescue would include incidents such as a person trapped down a well, a vehicle accident involving a commercial vehicle, or a worker trapped inside a piece of equipment.

CRITICAL TASK (National Recommendation)	REQUIRED STAFF
Command	1
Safety	1
Entry Team	2
Attendant Team	4
Patient Care	2
Rope Tenders	2
Effective Response Force:	12

RESOURCE	MINIMUM STAFFING
Battalion	1
HFR Engine	3
HFR Truck	4
HFR Rescue	3
Transport Ambulance	**2**
Total Personnel:	**13**

THREE-AXIS RISK SCORE	
Probability of Occurrence	6
Consequence to Community	2
Impact on Fire Department	9
SCORE:	**20**

BENCHMARK RESOURCE COMPARISON	
National Recommendation	12
HFR Deployment	13
Benchmark Over/Under Percentage	**108%**

BENCHMARK STATEMENTS

For 90% of low-risk technical rescue responses in the area of responsibility, the total response time for the first arriving fire unit, staffed with at least three firefighters, shall be six minutes and twenty seconds (6:20).

The first arriving unit for low-risk technical rescue responses shall be capable of:

- Conducting a rapid size-up of the emergency scene
- Initiating an incident command system
- Assessing the need for additional resources
- Isolating and controlling access to high-hazard areas

For 90% of all low-risk technical rescue responses within the area of responsibility, the total response time for the arrival on the scene of all fire units and personnel necessary to complete an entire first-alarm assignment, otherwise referred to as the Effective Response Force (ERF) shall be 10 minutes, 20 seconds (10:20).

The effective response force for low-risk technical rescue responses shall be capable of:

- Conducting a rapid size-up of the emergency scene

- Initiating an incident command system
- Assessing the need for additional resources
- Isolating and controlling access to high-hazard areas
- Rescuing and transporting victims to an appropriate medical facility

Technical Rescue 2 – High Risk

High-risk incidents are those calls that can be mitigated by utilizing expertise and resources. Specialized gear, tools, equipment, or knowledge will be required beyond the scope of a First Responder. Examples of high-risk technical rescue responses include rope rescue, structural collapse, trenches, vehicle extrication with multiple patients or needing multiple extrication points involving numerous vehicles, and confined space rescues.

CRITICAL TASK	REQUIRED STAFF
Incident Command	1
Safety Officer	1
Technical Rescue Group Lead	1
Extrication Team #1	2
Extrication Team #1	2
Equipment Operator	3
Apparatus Operator	3
Medical Support & Rehab	2
Effective Response Force:	**15**

RESOURCE	MINIMUM STAFFING
Battalion	1
HFR Engine	3
HFR Engine	3
HFR Engine	3
HFR Engine	3
HFR Truck	4
ALS Transport Ambulance (AMR)	2
USAR Team	8
HFR Personnel:	**17**
Mutual Aid Personnel:	**10**
Total Incident Personnel:	**27**

THREE-AXIS RISK SCORE	
Probability of Occurrence	5
Consequence to Community	3
Impact on Fire Department	10
SCORE:	**43**

BENCHMARK RESOURCE COMPARISON	
National Recommendation	24
HFR Deployment	27
Benchmark Over/Under Percentage	**113%**

BENCHMARK STATEMENTS

For 90% of high-risk technical rescue responses, in the area of responsibility, the total response time for the first arriving fire unit, staffed with at least three firefighters, shall be six minutes and twenty seconds (6:20).

The first arriving unit for high-risk technical rescue responses shall be capable of the following:

- Conducting a rapid size-up of the emergency scene
- Initiating an incident command system
- Assessing the need for additional resources
- Isolating and controlling access to high-hazard areas

For 90% of all high-risk technical rescue responses within the area of responsibility, the total response time for the arrival on scene of all fire units and personnel necessary to complete an entire first-alarm assignment, otherwise referred to as the Effective Response Force (ERF) shall be 10 minutes, 20 seconds (10:20).

The effective response force for high-risk technical rescue responses shall be capable of:

- Conducting a rapid size-up of the emergency scene
- Initiating an incident command system
- Assessing the need for additional resources
- Isolating and controlling access to high-hazard areas
- Rescuing and transporting victims to an appropriate medical facility

Wild Land Fires

Incidents involving Wild Land Fires are dispatched based on weather conditions and the number of reports, using a hybrid Low/Medium/High-Risk threat system. Units are dispatched based on AVL (Auto Vehicle Location). The initial response includes apparatus based on a Low/Medium/High predetermined response matrix. The first arriving unit assesses the severity of the incident and upgrades to a high-level response if necessary. Additional resources are then ordered as needed to mitigate the incident. HFR commits resources based on the incident's location and the severity of the threat.

Wildland 1/2– Low/Moderate Risk

This mode indicates a non-critical weather situation for the zone. The current weather conditions suggest low fire danger. An automated weather station in the central zone takes weather conditions every two hours between 0800 and 2000. Due to the response of both low and moderate, the risk scores do not vary significantly in terms of impact on department resources.

CRITICAL TASK	Low	Medium
Command	1	1
Safety/Lookout	1	1
Pump Operators	1	2
Suppression Line	2	4
Backup Line	1	4
Handline Crew		4
Effective Response Force:	**6**	**16**

RESOURCE	Low	Medium
Command	1	1
HFR Engine	3	**3**
HFR Engine	3	3
HFR Engine	3	3
Brush*		**3**
Brush*		**3**
Tender		**1**
Type 6 Engine		**4**
Total Personnel:	**10**	**21**

THREE-AXIS RISK SCORE L/M	
Probability of Occurrence	6/5
Consequence to Community	6/6
Impact on Fire Department	7/10
SCORE:	**49/59**

BENCHMARK RESOURCE COMPARISON L/M	
National Recommendation	7/16
HFR Deployment	10/21
Benchmark Over/Under Percentage	**167/131%**

BENCHMARK STATEMENTS

For 90% of low-risk wildland responses in the area of responsibility, the total response time for the first arriving fire unit, staffed with at least three firefighters, shall be 6 minutes and 20 seconds (6:20).

The first arriving unit for low-risk wildland responses shall be capable of the following:

- Conducting a rapid size-up of the emergency scene
- Initiating an incident command system
- Developing an initial incident action plan
- Providing either mobile attack or progressive hose lays
- Extinguishing fire

For 90% of all moderate-risk wildland fires, the total response time for the arrival of the Effective Response Force, staffed with 16 firefighters, shall be 10 minutes and 20 seconds (10:20). The Effective Response Force must be capable of the following:

- Establishing command
- Sizing up the incident
- Developing an initial incident action plan
- Extending appropriate hose lines
- Providing either mobile attack or progressive hose lays
- Extinguishing fire

Wildland 3 – High-Risk

This model is based on the dispatch threat model or when the National Weather Service declares a "red flag" condition indicating extremely high fire danger.

- Weather Criteria (as set by the National Weather Service):
- Relative Humidity: 15% or less
- Sustained Winds: 25 MPH or greater
- Wind Gusts: Exceeding 35 MPH for 6 hours or more

CRITICAL TASK	REQUIRED STAFF
Incident Command, Size up, Initial Safety Officer, Develop IAP	1
Initial Confinement/Extinguishment Actions	2
Continued Confinement & Extinguishment with Mobile Attack	6
Water Supply or Tender Operations	3
Incident Command, Accountability, & IAP Refinement	1
Medical Rehab & Support	2
Effective Response Force:	**15**

RESOURCE	MINIMUM STAFFING
Battalion	1
HFR Engine	3
HFR Engine	3
HFR Engine	3
Engine*	3
Brush Truck*	2
Brush Truck*	2
Brush Truck*	2
Type 6 Engine*	4
Tender*	1
Hot Shot Crew*	20
Total HFR Personnel:	**10**
Mutual Aid*	**34**
Total Response	**44**

*Mutual Aid personnel do not impact HFR's daily departmental staffing.

THREE-AXIS RISK SCORE	
Probability of Occurrence	4
Consequence to Community	8
Impact on Fire Department	10
SCORE:	**67**

BENCHMARK RESOURCE COMPARISON	
National Recommendation	42
HFR Deployment	44
Benchmark Over/Under Percentage	**105%**

HAZARDOUS MATERIALS

San Diego Fire Rescue (SDFR) provides Level 1 Hazmat Response for San Diego County. All agencies within San Diego County pay an annual service fee to SDFR that funds the HazMat resources. Heartland Fire & Rescue will provide an initial response with a Hazmat Incident Response Team (HIRT). The HIRT is comprised of Hazardous Materials Specialists (HMS) from the County of San Diego (COSD), the Department of Environmental Health and Quality (DEHQ), and San Diego Fire Rescue. HFR only performs up to the Operations Level for scene stabilization and defensive tactics. Low-risk calls such as minimal fuel spills (<50 gallons) are handled by a complement of (2) engine companies, (1) Battalion Chief, and (1) ALS Ambulance. HFR provides scene size-up, initiation, and perimeter control for larger, high-risk incidents until SDFR arrives. SDFR is notified of all-level risk incidents and determines the need for a complete SDFR Hazmat Response.

Note: Typically, the risk factor increases with the severity of the incident. In the hazmat response for Heartland Fire & Rescue, the opposite result was noted. This is due to the contractual agreement and automatic aid with San Diego Fire Rescue (SDFR). Depending on the incident response or investigation, HFR will send an allotment of apparatus and personnel. The impact on the department's operations is almost identical—low-risk hazmat response results in a higher risk factor due to the frequency of calls versus significant incidents.

Hazardous Materials 1 – Low-Risk

Low-risk hazardous materials incidents are calls for service less likely to cause injury or significant property damage. Examples may include spills of 10-50 gallons of automotive fluid. HIRT will typically handle these incidents, and on the scene, the Battalion Chief will communicate with SDFR before full HIRT deployment.

CRITICAL TASK	REQUIRED STAFF
Incident Command & Safety Officer	1
Leak & Spill Control	2
Effective Response Force:	**3**

RESOURCE	MINIMUM STAFFING
HFR Engine	3
Total HFR Personnel:	**3**

THREE-AXIS RISK SCORE	
Probability of Occurrence	8
Consequence to Community	3
Impact on Fire Department	2
SCORE:	**21**

BENCHMARK RESOURCE COMPARISON	
National Recommendation	7
HFR Deployment	3
Benchmark Over/Under Percentage	**43%**

BENCHMARK STATEMENTS

For 90% of low-risk hazardous materials responses in the area of responsibility, the total response time for the first arriving fire unit, staffed with at least three firefighters, shall be six minutes and twenty seconds (6:20).

The first arriving unit for low-risk hazardous materials responses shall be capable of:

- Conducting a rapid size-up of the emergency scene
- Initiating an incident command system
- Assessing the need for additional resources
- Evacuating immediate and adjacent areas
- Isolating and controlling access to high-hazard areas

The response model achieves the effective response force with the first arriving unit.

Hazardous Materials 2 – Moderate/High-Risk

Moderate-risk hazardous materials incidents are calls for service that are unlikely to cause injury or significant property damage. Examples of high-risk hazardous materials incidents may include spills that are more significant than 50 gallons of automotive fluid and other hazardous material responses not defined in Hazardous Materials—Low-Risk.

The Heartland Fire & Rescue is contracted with San Diego County to receive hazardous materials mitigation services. Under contract, the county must offer emergency response services for actual or potential hazardous material releases within the Heartland response area. These hazardous materials include substances deemed hazardous under Federal or California law or those threatening life, property, or the environment.

Responses must adhere to the San Diego County Unified Hazardous Materials Incident Contingency Plan and the ICS system. The county will supply all required personnel, equipment, and materials, including administrative and supervisory staff available 24/7. The county is also encouraged to collaborate swiftly with external hazmat response agencies to handle significant or challenging incidents. Within the service area, the county must ensure that 90% of hazmat calls receive a response within 60 minutes.[1]

San Diego Fire Rescue is deployed from San Diego Fire Rescue Station 45, located at 9366 Friars Road in San Diego. This station is approximately 12 miles from La Mesa and has a 15-minute response time.

Regarding high-risk hazardous materials incidents, HFR responds with an initial collection of resources to provide “HazMat FRO” service until county resources arrive. Heartland Fire provides defensive tactics to contain the release from a safe distance, keep it from spreading, and prevent exposure without trying to stop it. They do this by prioritizing safety, isolating, denying entry, establishing command, and notifying appropriate resources.

[1] Emergency Response Services To Hazardous Materials Incidents, San Diego County, November 2012

RESOURCE	MINIMUM STAFFING
Suppression Apparatus	3
Suppression Apparatus	3
Battalion Chief	1
ALS Ambulance	2
Total HFR Personnel:	**10**

THREE-AXIS RISK SCORE	
Probability of Occurrence	5
Consequence to Community	7
Impact on Fire Department	2
SCORE:	**28**

BENCHMARK RESOURCE COMPARISON	
National Recommendation	16
HFR Deployment	7
Benchmark Over/Under Percentage	**44%**

BENCHMARK STATEMENTS

For 90% of moderate-risk hazardous materials responses in the area of responsibility, the total response time for the first arriving fire unit, staffed with at least three firefighters, shall be six minutes and twenty seconds (6:20).

The first arriving unit for moderate-risk hazardous materials responses shall be capable of:

- Conducting a rapid size-up of the emergency scene
- Initiating an incident command system

CRITICAL TASK	REQUIRED STAFF
Incident Command	1
Operations-Level Isolation & Evacuation	3
Operations-Level Containment & Exposure Protection	4
Patient Care & Transport	2
Effective Response Force:	**10**

- Assessing the need for additional resources
- Evacuating immediate and adjacent areas
- Isolating and controlling access to high-hazard areas

For 90% of all moderate-risk hazardous materials responses within the area of responsibility, the total response time for the arrival on scene of all fire units and

personnel necessary to complete an entire first-alarm assignment, otherwise referred to as the Effective Response Force (ERF) shall be 10 minutes, 20 seconds (10:20).

The effective response force for moderate-risk hazardous materials responses shall be capable of:

- Conducting a rapid size-up of the emergency scene
- Initiating an incident command system
- Assessing the need for additional resources
- Evacuating immediate and adjacent areas
- Isolating and controlling access to high-hazard areas
- Establishing and conducting emergency decontamination procedures as necessary
- Identifying and assessing hazardous materials involved and their potential for harm
- Develop a plan of strategies and tactics to mitigate the incident effectively

WATER & SWIFT WATER RESCUE

Heartland Fire & Rescue provides initial water and swift water rescue response. In the City of La Mesa, the concern for water-related incidents stems from a storm drainage canal traversing the city's center. On normal days, unhoused occupants often utilize this canal as a place of refuge. When storms or severe weather occur, the drainage canal becomes overfilled, and the unhoused often cannot evacuate in time. This represents 100% of the City of La Mesa's water rescue incidents.

Water Rescue 1 – Low-Risk

Low-risk water rescue incidents are those calls for service that are less likely to cause injury or significant property damage. Examples of low-risk technical rescue may include vehicle accidents with entrapment.

CRITICAL TASK	REQUIRED STAFF
Incident Command	1
Safety Officer	1
Extrication Team	2
Equipment Operator	2
Apparatus Operator	1
Primary Patient Care & Incident Command	1
Vehicle Operations	1
Effective Response Force:	**9**

RESOURCE	MINIMUM STAFFING
Suppression Apparatus	3
Aerial Apparatus	3
Transport Ambulance	2
Supervisor	1
Total Personnel:	**9**

THREE-AXIS RISK SCORE	
Probability of Occurrence	4
Consequence to Community	2
Impact on Fire Department	6
SCORE:	20

BENCHMARK RESOURCE COMPARISON	
National Recommendation	9
HFR Deployment	**9**
Benchmark Over/Under Percentage	**100%**

BENCHMARK STATEMENTS

For 90% of low-risk technical rescue responses in the area of responsibility, the total response time for the first arriving fire unit, staffed with at least three firefighters, shall be six minutes and twenty seconds (6:20).

The first arriving unit for low-risk technical rescue responses shall be capable of:

- Conducting a rapid size-up of the emergency scene
- Initiating an incident command system
- Assessing the need for additional resources
- Isolating and controlling access to high-hazard areas

For 90% of all low-risk technical rescue responses within the area of responsibility, the total response time for the arrival on the scene of all fire units and personnel necessary to complete an entire first-alarm assignment, otherwise referred to as the Effective Response Force (ERF) shall be 10 minutes, 20 seconds (10:20).

The effective response force for low-risk technical rescue responses shall be capable of:

- Conducting a rapid size-up of the emergency scene
- Initiating an incident command system
- Assessing the need for additional resources
- Isolating and controlling access to high-hazard areas
- Rescuing and transporting victims to an appropriate medical facility

Water Rescue 2 – High-Risk

High-risk water incidents are those calls that can be mitigated by utilizing expertise and resources. Specialized gear, tools, equipment, or knowledge will be required beyond the scope of a First Responder. Examples of high-risk technical rescue responses include rope rescue, structural collapse, trenches, vehicle extrication with multiple patients or needing multiple extrication points involving numerous vehicles, and confined space rescues.

CRITICAL TASK	REQUIRED STAFF
Command	1
Safety	1
Triage/Survey Team	4
Rescue Team	4
Backup Team	2
Patient Care	2
Evacuation Team	2
Logistics Officer	1
Effective Response Force:	**17**

RESOURCE	MINIMUM STAFFING
Suppression Apparatus	3
Suppression Apparatus	3
Suppression Apparatus	3
Aerial Apparatus	3
Aerial Apparatus	3
Transport Ambulance	4
Supervisor	1
Total Personnel:	**20**

THREE-AXIS RISK SCORE	
Probability of Occurrence	2
Consequence to Community	7
Impact on Fire Department	10
SCORE:	52

BENCHMARK RESOURCE COMPARISON	
National Recommendation	17
HFR Deployment	20
Benchmark Over/Under Percentage	**118%**

BENCHMARK STATEMENTS

For 90% of high-risk technical rescue responses in the area of responsibility, the total response time for the first arriving fire unit, staffed with at least three firefighters, shall be six minutes and twenty seconds (6:20).

The first arriving unit for high-risk technical rescue responses shall be capable of the following:

- Conducting a rapid size-up of the emergency scene
- Initiating an incident command system
- Assessing the need for additional resources
- Isolating and controlling access to high-hazard areas

For 90% of all high-risk technical rescue responses within the area of responsibility, the total response time for the arrival on scene of all fire units and personnel necessary to complete an entire first-alarm assignment, otherwise referred to as the Effective Response Force (ERF) shall be 10 minutes, 20 seconds (10:20).

The effective response force for high-risk technical rescue responses shall be capable of:

- Conducting a rapid size-up of the emergency scene
- Initiating an incident command system
- Assessing the need for additional resources
- Isolating and controlling access to high-hazard areas
- Rescuing and transporting victims to an appropriate medical facility